Online Course Certification System
An international quality benchmark for online courses

2019 EOCCS
PROCESS MANUAL ANNEXES
The EOCCS documents are revised periodically and it is the responsibility of the Institution to always use the latest version of the documents. Older versions of the EOCCS documents are only acceptable by prior approval from the EOCCS Office. The periodical changes to the documents are always published on the EFMD website at the beginning of each year.

1 The EOCCS documents are revised periodically and it is the responsibility of the Institution to always use the latest version of the documents. Older versions of the EOCCS documents are only acceptable by prior approval from the EOCCS Office. The periodical changes to the documents are always published on the EFMD website at the beginning of each year.
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ANNEX 1
EOCCS Application Form
Instructions

The Application Form must be signed by the head of the institution. One Application Form needs to be filled in for each applicant course or a suite of courses. For a definition of an online course, please refer to the EOCCS Standards & Criteria.

The Datasheet (Part A) and Course Self-Assessment Report CSAR (Part B) of this Application Form are assessed against the EOCCS Standards & Criteria. Part A is intended to provide succinct factual information about the Institution and the applicant course therefore data about the Institution should be strictly limited to those necessary to understand the course. Descriptions should be clear and concise. There should be many more facts and data than opinions. EOCCS will trust the data provided at this stage since it will be checked at a later stage, if applicable. Part B forms the basis for discussion between the Review Panel and the applicant Institution and therefore it must cover the full range of the EOCCS quality standards and associated criteria grouped into 4 chapters as outlined in the EOCCS Standards & Criteria. The total length of the document should not exceed 15 pages excluding the required annexes with a font size not smaller than 11. The Institution may add annexes to the Application Form as appropriate (e.g. course guidelines, study guides). Please make sure that this document contains page numbers. For Institutions applying to EOCCS for the first time, it should be noted that no additional information provided by the Institution besides that contained in this application will be conveyed to the EOCCS Certification Board. All the sections, descriptions and instructions should neither be deleted nor altered when completing this document.

I, the undersigned

__________________________________________________

(Name)

__________________________________________________

(Position)

representative of

__________________________________________________

(Name of organisation)

Tel: __________________________ E-mail: __________________________

confirm the application of my organisation to go through the EOCCS process – EFMD Global Network Online Course Certification System for the following course:

__________________________________________________

(name of course(s)/suite of courses)

2 If part of a B.A., M.A./M.Sc., MBA, etc., indicate the exact name of the programme.
I confirm the accuracy of the information supplied in the EOCCS Application Form (dated ………………….……... and any subsequent revisions) and agree that my Institution will pay the EOCCS fees as they fall due through the process. I also confirm that we will accept the certification process, the results of this process and the decisions of EFMD Global Network in respect of the certification. EFMD Global Network, its directors, employees, consultants, dependent or independent, voluntary or not, shall not be liable on tortious or contractual basis for any direct or indirect, foreseeable or unforeseeable damages resulting from the certification process, the conception and implementation of the standards, systems or procedures, nor for the certification decision. The afore-mentioned shall also not be liable for the use by the Institution of the recommendations nor for any delay in the certification process.

I fully understand and agree with EFMD Global Network’s general terms and conditions below.

**General Terms and Conditions**

1. The signatory of this Application Form certifies he/she is a representative who is authorised to commit her/his organisation to go through the EOCCS Process for the abovementioned course.
2. The fees payable for the EOCCS process are defined in the EOCCS Fee Schedule effective at the date of the final submission of the Application Form.
3. In case the review process requires an onsite visit, the reviewed Institution will be charged directly by the visiting experts for their travel, accommodation and other direct expenses for the peer review visit.
4. Invoices and expenses claims shall be paid preferably by bank transfer, free of any bank charges, within thirty (30) days of presentation of the invoice. The review fee however, is due within fourteen (14) days prior to presentation of the course to the EOCCS Certification Board.
5. The fees are exempted from VAT (Swiss VAT 0% - Export).
6. In case the Institution decides unilaterally to stop the process, cancellation must be confirmed in writing.
7. The Swiss law shall apply to any and all disputes arising out of the process. In case of dispute, only the courts of Geneva are deemed competent.

Signature: ___________________________ Date: ________/_______/_______

Stamp of the organisation:

Institution: ……………………………………………………………………………………………………………………………………………………………

Department: ……………………………………………………………………………………………………………………………………………………………

Address including Post/Zip Code: ……………………………………………………………………………………………………………………………………………………………

…………………………………………………………………………………………………………………………………………………………

Website: ……………………………………………………………………………………………………………………………………………………………

City and Country: ……………………………………………………………………………………………………………………………………………………………

Tel: …………………………………………… Fax: ……………………………………………………………………………………………………………………………………………………………

VAT Identification Number (Please provide for invoicing purposes): ……………………………………………………………………………………………………………………………………………………………

(see art. 5 of General Terms and Conditions)
Part A: DATASHEET

1. Institutional Information

Institution name, address and website

Please give the name of the entity within which the applicant course is located, for example a free-standing business school/organisation/agency or a faculty/school/department/unit within a university, company or public/private institution. If the entity is part of a larger institution, please also name that institution. If the applicant course is run by a consortium, please indicate the lead institution and provide contact details of all the other partners.

EFMD membership status of the applicant Institution

☐ Member or if applying for EFMD membership, please state type of membership and date of application:

Indicate if your institution is: EPAS, EQUIS or CLIP accredited and the date of the accreditation:

☐ Non-EFMD member

Name of larger Institution (if applicable):

2. Information on Applicant Course

EOCCS Project Leader at the Institution

This person should act as the central point of contact for EFMD for all issues concerning the current EOCCS certification.

Name:
Job title:
Tel:
E-mail:

Financial performance of the course

In case your institution is not EPAS, EQUIS or CLIP accredited, please provide a table with the financial data of the course (in Euros) for the past 2 years showing total revenue, total expenditure and the surplus (add an explanation if surpluses have been falling significantly in recent years or annual surpluses are negative). Provide also the projections for the next 3 years.

Basic details on the applicant course

The courses under consideration here are business and/or management related courses with a contemporary perspective which have a considerable amount of its content delivered over the Internet. This can include MOOCS, SPOCS, blended learning courses, suites of courses/modules and other course formats. The courses cover normally at least twenty (20) hours of study.

Name of course

---

3 If this Application is filled in for additional applicant courses of your Institution, you do not need to fill in No. 1 Institutional Information.

4 A suite of courses is defined as a group of courses/modules that are related in their content to form a specialisation. This type of structure is common to the MOOC format of online learning whereby one subject matter is divided into smaller chunks of learning for flexibility purposes. A suite of courses will have a common structure in terms of content, delivery, operation and quality assurance processes.
### Course level

Course start (dd/mm/yy)

Next course start

Duration in weeks

Does the course require previous work experience (yes/no)?

Primary language(s) of instruction (in %)

Year in which the course had its first completion

No. of times the course has been run

Hours of study (per week)

Course fees

Course technology platform(s)

---

### Profile of participant group for each intake

<table>
<thead>
<tr>
<th>Course period/intake</th>
<th>No. of participants enrolled</th>
<th>No. of successful completions</th>
<th>No. of drop outs</th>
</tr>
</thead>
<tbody>
<tr>
<td>1&lt;sup&gt;st&lt;/sup&gt; Intake (MM-YY)</td>
<td></td>
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<td>2&lt;sup&gt;nd&lt;/sup&gt; Intake (MM-YY)</td>
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<td>3&lt;sup&gt;rd&lt;/sup&gt; Intake (MM-YY)</td>
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<td>4&lt;sup&gt;th&lt;/sup&gt; Intake (MM-YY)</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Overall totals</td>
<td></td>
<td></td>
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<tr>
<td>% against total number of participants enrolled in the course</td>
<td></td>
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</tbody>
</table>

### Rankings, certification or recognition by national and/or international agencies

Identify rankings, certification or recognition by national and/or international agencies of the submitted course, if any.

### Course Team

The course team refers to those responsible for planning, design, production, delivery, management, maintenance and evaluation of the course, i.e., authors, core faculty, course team leader, e-tutors, IT experts, learning designers, teachers, quality managers, etc. Provide a readily understandable picture of the quality and quantity of human resources available to the applicant course. You may use the “other” field to describe other roles in your team.

### Total number of course team members:

<table>
<thead>
<tr>
<th></th>
<th>Number of course team members by role</th>
<th>Names of course team members</th>
<th>Explanation of roles/qualification/experience</th>
</tr>
</thead>
<tbody>
<tr>
<td>Course Team</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Authors</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Course team leader</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E-tutors</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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5 Course level would be at Certificate, Diploma, Bachelors or Masters or equivalent level including properly designed vocational and training programmes.

6 To qualify for EOCCS certification, the course should have had at least 1 successful completion.
Part B: COURSE SELF-ASSESSMENT REPORT (CSAR)

This section covers the full range of the EOCCS quality standards and associated criteria as set out in the EOCCS Certification Framework. The Criteria have been grouped into a variable number of ‘key areas’. The EOCCS Standards & Criteria document is the most comprehensive guide for applicant institutions in formulating its response for the CSAR.

Chapter 1: The Institutional Context

a) The Institution in its environment  
b) Strategic planning  
c) Resources and facilities  
d) Course team

Chapter 2: Course Composition

a) Target groups  
b) Design for learning  
c) Design of course layout  
d) Design of course content  
e) Design of course delivery  
f) Applied technology  
g) Qualification

Chapter 3: Course Delivery and Operations

a) Course participants  
b) Course presentation  
c) Corporate interaction

Chapter 4: Quality Assurance Processes

a) Institutional system  
b) Course review  
c) Assessment of participants  
d) Monitoring of teaching  
e) Monitoring of learning

For initial certifications, the Application Form should be sent to the EOCCS Office by email (eoccs@efmdglobal.org) in Microsoft Word format so that the EOCCS Office may comment and make suggestions. Once advice on possible revisions has been received from the EOCCS Office, the final version should be submitted in PDF electronic format. The official application form at any time will be the last application in PDF format for which the EOCCS Office has acknowledged receipt. The final application must be received by the deadline published on the website for the target EOCCS Certification Board meeting date. Missing this deadline will cause delay in submission of the application to the EOCCS Board until the following meeting. Please address the application to the EOCCS Office (eoccs@efmdglobal.org).

In addition, both for initial certifications and re-certifications, an updated application should be sent to the EOCCS Office six (6) weeks before the start of the Review Panel meeting. Institutions should always use the latest version of the application template available on the EFMD Global Network website unless otherwise advised by the EOCCS Office.
ANNEX 2
EOCCS Application Form for Re-Certification
EOCCS APPLICATION FORM
FOR RE-CERTIFICATION
Dated/updated:

2019
EFMD Global Network Online Course Certification System

Instructions
The Application Form must be signed by the head of the institution. One Application Form needs to be filled in for each course or suite of courses.

The Datasheet (Part A) and Course Self-Assessment Report CSAR (Part B) of this Application Form are assessed against the EOCCS Standards & Criteria. Part A is intended to provide succinct factual information about the Institution and the course. Part B must cover any changes that were made to the course in relation to the full range of the EOCCS quality standards and associated criteria grouped into 4 chapters as outlined in the EOCCS Standards & Criteria. The total length of the document should not exceed 10 pages excluding the required annexes with a font size not smaller than 11. The institution may add annexes to the Application Form as appropriate. Please make sure that this document contains page numbers. All the sections, descriptions and instructions should neither be deleted nor altered when completing this document.

I, the undersigned

(Name)

(Position)

representative of

(Name of organisation)

Tel: _____________________________ E-mail: _____________________________

confirm the application of my organisation to go through the EOCCS process – EFMD Global Network Online Course Certification System for the re-certification of the following course\textsuperscript{7}:

(name of course/suite of courses)

I confirm the accuracy of the information supplied in the EOCCS Application Form for Re-Certification (dated ……………………. and any subsequent revisions) and agree that my Institution will pay the EOCCS re-certification fees as they fall due through the process. I also

\textsuperscript{7} If part of a B.A., M.A./M.Sc., MBA, etc., indicate the exact name of the programme.
confirm that we will accept the re-certification process, the results of this process and the decisions of EFMD Global Network in respect of the re-certification. EFMD Global Network, its directors, employees, consultants, dependent or independent, voluntary or not, shall not be liable on tortious or contractual basis for any direct or indirect, foreseeable or unforeseeable damages resulting from the re-certification process, the conception and implementation of the standards, systems or procedures, nor for the re-certification decision. The afore-mentioned shall also not be liable for the use by the Institution of the recommendations nor for any delay in the re-certification process.

I fully understand and agree with EFMD Global Network’s general terms and conditions below.

**General Terms and Conditions**

8. The signatory of this Application Form certifies he/she is a representative who is authorised to commit her/his organisation to go through the EOCCS Re-Certification Process for the abovementioned course.

9. The fees payable for the EOCCS Re-Certification process are defined in the EOCCS Fee Schedule effective at the date of the final submission of the Application Form.

10. In case the review process requires an onsite visit, the reviewed Institution will be charged directly by the visiting experts for their travel, accommodation and other direct expenses for the peer review visit.

11. Invoices and expenses claims shall be paid preferably by bank transfer, free of any bank charges, within thirty (30) days of presentation of the invoice. The re-certification fee however, is due within fourteen (14) days prior to presentation of the course to the EOCCS Certification Board.

12. The fees are exempted from VAT (Swiss VAT 0% - Export).

13. In case the Institution decides unilaterally to stop the process, cancellation must be confirmed in writing.

14. The Swiss law shall apply to any and all disputes arising out of the process. In case of dispute, only the courts of Geneva are deemed competent.

Signature: ___________________________ Date: _____ / _____ / ________

Stamp of the organisation:

Institution: …………………………………………………………………………………………………………………

Department: …………………………………………………………………………………………………………………

Address including Post/Zip Code: ………………………………………………………………………………………..

……………………………………………………………………………………………………………………………

Website: …………………………………………………………………………………………………………………

City and Country: ………………………………………………………………………………………………………

Tel: ………………………….. Fax: ……………………………

VAT Identification Number (Please provide for invoicing purposes): ………………………………………

(see art. 5 of General Terms and Conditions)
Part A: DATASHEET

1. Institutional Information

**Institution name, address and website**

Please give the name of the entity within which the applicant course is located, for example a free-standing business school/organisation/agency or a faculty/school/department/unit within a university, company or public/private institution. If the entity is part of a larger institution, please also name that institution. If the applicant course is run by a consortium, please indicate the lead institution and provide contact details of all the other partners.

**EFMD membership status of the applicant Institution**

- Member or if applying for EFMD membership, please state type of membership and date of application:

  Indicate if your institution is: EPAS, EQUIS or CLIP accredited and the date of the accreditation:

- Non-EFMD member

Name of larger Institution (if applicable):

2. Information on Course

**EOCCS Project Leader at the Institution**

This person should act as the central point of contact for EFMD for all issues concerning the current EOCCS re-certification.

Name:
Job title:
Tel:
E-mail:

**Financial performance of the course**

In case your institution is not EPAS, EQUIS or CLIP accredited, please provide a table with the financial data of the course (in Euros) for the past 3 years showing total revenue, total expenditure and the surplus (add an explanation if surpluses have been falling significantly in recent years or annual surpluses are negative). Provide also the projections for the next 3 years.

**Basic details on the course**

<table>
<thead>
<tr>
<th>Name of course</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Course level(^9)</td>
<td></td>
</tr>
<tr>
<td>Course start (dd/mm/yy)</td>
<td></td>
</tr>
<tr>
<td>Next course start</td>
<td></td>
</tr>
</tbody>
</table>

\(^8\) If this Application is filled in for additional applicant courses of your Institution, you do not need to fill in No. 1 Institutional Information.

\(^9\) Course level would be at Certificate, Diploma, Bachelors or Masters or equivalent level including properly designed vocational and training programmes.
Duration in weeks
Does the course require previous work experience (yes/no)?
Primary language(s) of instruction (in %)
Year in which the course had its first completion
No. of times the course has been run
Hours of study (per week)
Course fees
Course technology platform(s)

Profile of participant group for each intake

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<tr>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2nd Intake (MM-YY)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3rd Intake (MM-YY)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4th Intake (MM-YY)</td>
<td></td>
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<td>Overall totals</td>
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</tr>
<tr>
<td>% against total number of participants enrolled in the course</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Rankings, certification or recognition by national and/or international agencies
Identify rankings, certification or recognition by national and/or international agencies of the submitted course, if any.

Course Team
The course team refers to those responsible for planning, design, production, delivery, management, maintenance and evaluation of the course, i.e., authors, core faculty, course team leader, e-tutors, IT experts, learning designers, teachers, quality managers, etc. Provide a readily understandable picture of the quality and quantity of human resources available to the applicant course. You may use the "other" field to describe other roles in your team.

Total number of course team members:

<table>
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<tr>
<th>Number of course team members by role</th>
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<td></td>
</tr>
<tr>
<td>Course team leader</td>
<td></td>
<td></td>
</tr>
<tr>
<td>E-tutors</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IT Experts</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Learning Designers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Online help support</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teachers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Quality Managers</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Part B: COURSE SELF-ASSESSMENT REPORT (CSAR)

This section covers the full range of the EOCCS quality standards and associated criteria as set out in the EOCCS Certification Framework. The Criteria have been grouped into a variable number of ‘key areas’. The EOCCS Standards & Criteria document is the most comprehensive guide for institutions in formulating its response for re-certification.

Chapter 1: The Institutional Context

Please refer to the EOCCS Standards & Criteria on the institutional context for your course self-assessment report, particularly elaborating on any changes that have occurred since the course gained certification. This may include changes in the strategic plan and considerations on online learning (and vision for the future), changes in regard to course content, advertising efforts, financial and human resources as well as technological facilities/infrastructure.

a) The Institution in its environment
b) Strategic planning
c) Resources and facilities
d) Course team

Chapter 2: Course Composition

Please refer to the EOCCS Standards & Criteria on the course composition for your course self-assessment report, particularly elaborating on any changes that have occurred since the course gained certification. This may include a changed target group, increased or decreased numbers of participants, changes in the design for learning (i.e. newly introduced elements), design of course layout and design of course content.

a) Target groups
b) Design for learning
c) Design of course layout
d) Design of course content
e) Design of course delivery
f) Applied technology
g) Qualification

Chapter 3: Course Delivery and Operations

Please refer to the EOCCS Standards & Criteria on the course delivery and operations for your course self-assessment report, particularly elaborating on any changes that have occurred since the course gained certification. This may include any changes in the recruitments of participants and admission process as well as changes in the way academic, technical and administrative feedback is provided.

a) Course participants
b) Course presentation
c) Corporate interaction

Chapter 4: Quality Assurance Processes

Please refer to the EOCCS Standards & Criteria on quality assurance processes for your course self-assessment report, particularly elaborating on any changes that have occurred since the course gained certification. This may include changes in the quality assurance processes at institutional level as well as the assessment process. Examples for findings gained through review of course content, delivery and applied technology as well as student feedback and the actions taken based on these findings are particularly helpful.

a) Institutional system
b) Course review
c) Assessment of participants
d) Monitoring of teaching  
e) Monitoring of learning

The Application Form should be sent to the EOCCS Office by email (eoccs@efmdglobal.org) in Microsoft Word format so that the EOCCS Office may comment and make suggestions. Once advice on possible revisions has been received from the EOCCS Office, the final version should be submitted in PDF electronic format. The official application form at any time will be the last application in PDF format for which the EOCCS Office has acknowledged receipt. The final application must be received by the deadline published on the website for the target EOCCS Certification Board meeting date. Missing this deadline will cause delay in submission of the application to the EOCCS Board until the following meeting. Please address the application to the EOCCS Office (eoccs@efmdglobal.org).
ANNEX 3
EOCCS Fee Schedule
This fee schedule covers applications submitted between 1 January and 31 December 2019.

**ADMINISTRATIVE CERTIFICATION FEES**

**Application Fee***

€ 2100

*Invoiced on receipt of application.*

**Review Fee**

One course € 6200
For each additional stand-alone course or additional course in a suite of courses € 500

*Due 14 days prior to presentation of the course(s) to the EOCCS Certification Board*

**Certification Fee***

€ 2100 for 3 years

*Please note that the Application and Certification Fees do not apply to additional courses certified within the same calendar year.*

**ADMINISTRATIVE RE-CERTIFICATION FEES**

**Re-certification Fee**

€ 5200

*Invoiced on receipt of application for re-certification.*

For each additional course in the application**

€ 250

**Additional course refers to a further course in the same suite of courses where the courses share elements such as Institution, Platform and Quality Assurance but differ in the discipline based content.**
EXPENSES IN CASE OF ONSITE VISIT\textsuperscript{10}

In exceptional cases the EOCCS Office or Certification Board may ask an EOCCS Expert to conduct an **Onsite Visit** to the applicant Institution. The Institution will have to cover the travel, accommodation and other direct expenses of the Expert.

**In the event of an Onsite Visit, travel, lodging and other direct expenses are to be paid by the Institution.**

Panel members will be asked to keep intercontinental travel below €6,000. If the estimated cost exceeds this amount, prior approval must always be sought from the Institution, copying the EOCCS Office.

CANCELLATION, POSTPONEMENT AND LATE PAYMENTS

a) Should the Institution decide to cancel or postpone the Virtual Review Panel or Onsite Visit, the Institution will be liable for any non-refundable costs incurred by the Peer Reviewers at that time.

b) The EOCCS Office may cancel or postpone a Review Panel

- if the EOCCS Application Form is inconsistent or has significant problem areas or if it is evident that the course(s) do not meet the criteria as set out in the EOCCS documents; or
- if the review is not conducted in an orderly manner even if the Review Panel is online or onsite, with the explicit agreement between the EOCCS Office, the Chairperson and another member of the Review Panel.

The Institution will have to cover any non-refundable costs incurred by the Peer Reviewers (e.g. flight tickets in case of onsite visit) up to the time of cancellation or postponement of the visit.

Any postponement, re-scheduling or cancellation of

a) Virtual Review Panel by the Institution or the EOCCS Office will require the payment of an administration fee of €250 should this occur more than three (3) months in advance of the planned Panel Review. A fee of €500 will be charged should this occur within less than three (3) months from the scheduled Panel Review date.

b) Onsite Review Panel Visit by the Institution or the EOCCS Office will require the payment of an administration fee of €1,500 should this occur more than three (3) months in advance of the planned Panel Review. A fee of €5,000 will be charged should this occur within less than three (3) months from the scheduled Panel Review date.

Please note that the fees above also apply to postponement, re-scheduling or cancellation of Virtual Review Panels or Onsite Review Panel Visits during a Deferral period.

In order to advance in the certification/re-certification process, an Institution must be up to date in all its payments.

\textsuperscript{10} Applicable both for certification and re-certification.
ANNEX 4
EOCCS Review Schedule
EOCCS ONLINE

REVIEW SCHEDULE

2019

[Name of Institution]

[Name of Course/Suite of Courses]

Date of Review: [Enter date of review]

Time: [Enter time of review, and time zone]

Review Panel Chair: [Enter name of chair]

Review Panel Members: [Enter name of reviewer #1]

[Enter name of reviewer #2]

[Enter name of reviewer #3]

Proposed Agenda for Online Review

Please allow around 2 hours 45 minutes for the Online Review itself, but be prepared to enter the conferencing system Zoom in advance of this.

<table>
<thead>
<tr>
<th>Time</th>
<th>Event Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>[xx:xx]</td>
<td>Briefing meeting of Internal EOCCS Review Panel only</td>
</tr>
<tr>
<td></td>
<td>Zoom conference room opens</td>
</tr>
<tr>
<td>[xx:xx]</td>
<td>Please ensure you are present on Zoom by this time</td>
</tr>
<tr>
<td></td>
<td>Review begins at [xx:xx]</td>
</tr>
<tr>
<td>[xx:xx – 30 minutes]</td>
<td>Meeting the top management</td>
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<tr>
<td></td>
<td>Focus on Chapter 1: The Institutional Context</td>
</tr>
<tr>
<td>[xx:xx – 1 hour]</td>
<td>Meeting the course team</td>
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<td></td>
<td>Focus on Chapter 2: Course Composition, and Chapter 3: Course Delivery &amp; Operations</td>
</tr>
<tr>
<td>[xx:xx – 15 minutes]</td>
<td>Comfort break</td>
</tr>
<tr>
<td>[xx:xx – 30 minutes]</td>
<td>Meeting the departmental management</td>
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<td></td>
<td>Focus on Chapter 4: Quality Assurance Processes</td>
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<tr>
<td>[xx:xx – 30 minutes]</td>
<td>Student Perspective (at least 2 students)</td>
</tr>
<tr>
<td>[xx:xx – 15 minutes]</td>
<td>Wrap up meeting of Internal EOCCS Review Panel only</td>
</tr>
<tr>
<td>[xx:xx – 15 minutes]</td>
<td>Remaining questions/feedback</td>
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<tr>
<td></td>
<td>Review ends at [xx:xx]</td>
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</tbody>
</table>

Please note this schedule is subject to change at the discretion of the EOCCS Review Panel.
Recommended Personnel for Review
The designated Project Leader for the EOCCS application may wish to be present during some of these meetings. Personnel involved in the Online Review should have contributed (or agreed) to the completion of the Application Form or have a significant role in the delivery of the course. During each part of the Review the Panel will focus on specific chapters from the EOCCS Standards & Criteria. These are outlined below:

Top management
This should include at least one person from the top-level management of the institution. These individuals will be able to discuss points addressing ‘The Institutional Context’ (Chapter 1). They will be able to provide information about the institutional environment, strategic planning, overall resources and facilities and the course team.

Course team
This will involve personnel that are involved with the course design, delivery and operations (‘Course Composition’ and ‘Course Delivery and Operations’ from chapters 2 and 3 of the Standards & Criteria). The EOCCS Review Panel will wish to meet with the course teacher, individuals involved with the design of the course both in terms of teaching and technology, and any other relevant members of staff.

Departmental management
This will typically involve talking to personnel directly involved with ‘Quality Assurance Processes’ and financial aspects of the course (chapter 4). This may include members of staff dealing with quality assurance, distance education and programme quality.

Meeting a student
The Review Panel wishes to meet with at least two students currently subscribed or previously subscribed in the latest run of the course. This session will involve only the student and the Review Panel.

Conferencing System Zoom

Download
Two weeks prior to the Online Review, the EOCCS Management team will provide the Institution with instructions for downloading the Zoom software.

Rehearsal
One week prior to the Online Review, a member of the Review Panel will rehearse Zoom and its function with the Project Leader of the Institution. Further participants of the Online Review may also take part in the rehearsal, if possible.

Backup
We acknowledge that even in an online world technology can still be temperamental and in some cases fail. If such a circumstance arises whereby Zoom does not work correctly then a Telco back up will be used.

We hope that careful preparation by both parties will minimize any potential problems.
If you have any further questions please do not hesitate to get in touch with your EOCCS contact person:
[Name of Contact Person]
[Email address]
[Telephone number]
Skype: Skype username
ANNEX 5
EOCCS Quality Profile (QP)
Name of the institution:

Name of the online course/suite of courses:

Date of the evaluation:

The items listed in this Quality Profile are abbreviated versions of those set out in the Criteria Evaluation Guide. The numbering is identical in the two documents. For a full understanding of what is covered by each criterion, please refer to the document entitled EOCCS Standards & Criteria.

Meets Standard
The Institution satisfies the EOCCS standard in this area as defined in the Criteria Framework. Most positive assessments are expected to fall in this broad category. It is not to be interpreted as meaning that the Institution is mediocre or that it barely qualifies at a minimum level.

Above Standard
The Institution demonstrates outstanding quality, well above the level required to satisfy the EOCCS standard in this area, where it can be considered as example of “best practice”.

Below Standard
The Institution is judged to be below the threshold of the EOCCS standard in this area.

N/A:
Not considered applicable and/or relevant to the Institution concerned.

Note

Decisions on certification by the EOCCS Certification Board are not based on counting the number of Above and Below ticks in the Quality Profile (QP) but on the arguments made within the Peer Review Report particularly noting the key EOCCS Standards. While the QP covers all of the EOCCS standards, the key standards are more important to the Certification Board than others. Therefore, it should not be expected that all the ticks in the QP carry equal weight in the Certification Board’s discussions.
<table>
<thead>
<tr>
<th>Overall Quality Evaluation</th>
<th>ABOVE standard</th>
<th>MEETS standard</th>
<th>BELOW standard</th>
<th>N/A</th>
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</thead>
<tbody>
<tr>
<td><strong>Chap 1 The Institutional Context</strong></td>
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<tr>
<td>1.1 Environmental correlation to online learning</td>
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<tr>
<td>1.2 Institutional status and educational environment with regard to online learning activities</td>
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<td>1.3 Strategic plan and considerations on online learning</td>
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<td>1.4 Strategy for teaching and learning</td>
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<tr>
<td>1.5 Strategic considerations with regard to course content</td>
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<td>1.6 Advertising efforts</td>
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<td>1.7 Financial and human resources</td>
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<td>1.8 Technological facilities/infrastructure</td>
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<td>1.9 Course team and qualifications</td>
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<td>1.10 Diversity of course team</td>
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<td>1.11 Management of workload</td>
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<td><strong>Chap 2 Course Composition</strong></td>
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<td>2.1 Identification of target groups</td>
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<td>2.2 Responsiveness to target groups</td>
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<td>2.3 Scope of the course</td>
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<td>2.4 Accessibility of the course</td>
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<td>2.5 Production team</td>
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<td>2.7 Pedagogic rationale</td>
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<td>2.8 Design of course layout</td>
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<td>2.9 Design of course content</td>
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<td>2.10 Alignment of ILOs with course content, delivery and assessment methods</td>
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<td>2.11 Contemporary dimension of academic content</td>
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<td>2.12 Design of course delivery</td>
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<td>2.13 Interactive elements</td>
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<td>2.14 Communicative elements</td>
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<td>2.15 Collaborative elements</td>
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<td>2.16 Applied technology</td>
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<td>2.17 Appropriateness of chosen technology</td>
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<td>2.18 Maintenance and monitoring of the course</td>
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<td>2.19 Qualification and examination methods</td>
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<td><strong>Chap 3 Course Delivery &amp; Operations</strong></td>
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<td>3.1 Recruitment of course participants</td>
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<td>3.2 Handling of admission process</td>
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<td>3.3 Provision of course information to participants</td>
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<td>3.4 Academic support</td>
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<td>3.5 Technical support</td>
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<td>3.6 Administrative support</td>
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<td>3.7 Provision of feedback</td>
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<td>3.8 Metacognitive aspects</td>
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<td>3.9 Corporate interactions</td>
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<td><strong>Chap 4 Quality Assurance Processes</strong></td>
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<td>4.1 Institutional system</td>
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<td>4.2 Review of course content</td>
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<td>4.3 Review of course delivery</td>
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<td>4.4 Review of applied technology</td>
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<td>4.5 Review of third-party contents</td>
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### Overall Quality Evaluation

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<th>ABOVE standard</th>
<th>MEETS standard</th>
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<td>4.6 Review of corporate input</td>
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<td>4.7 Evaluation process</td>
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<td>4.8 Assessment process</td>
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<td>4.9 Assessment methods</td>
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<td>4.10 Monitoring of teaching</td>
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<tr>
<td>4.11 Monitoring of learning</td>
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ANNEX 6
EOCCS Criteria Evaluation Guide (CEG)
This Evaluation Guide is intended to be a working document for Peer Reviewers to help them build up their assessment of the Institution. It will also serve as a basis for the drafting of the Peer Review report.

A fuller description of each criterion listed below can be found in the document entitled *EOCCS Standards & Criteria*, which should be read in conjunction with this checklist.

## 1. THE INSTITUTIONAL CONTEXT

<table>
<thead>
<tr>
<th>1.1 Environmental correlation to online learning</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Institutional understanding of the environment in which it operates in relation to online learning</td>
<td></td>
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<tr>
<td>• Commitment to online learning by the management of the Institution</td>
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</table>

<table>
<thead>
<tr>
<th>1.2 Institutional status and educational environment with regard to online learning activities</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Clarity of the Institution’s legal status</td>
<td></td>
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<table>
<thead>
<tr>
<th>1.3 Strategic plan and considerations on online learning</th>
<th>COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Coherence of the Institution’s objectives and online learning policies</td>
<td></td>
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<tr>
<td>• State and maturity of the online learning strategy</td>
<td></td>
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<tr>
<td>• Recognition of strategic risks and mitigating actions</td>
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<td></td>
<td>Strategy for teaching and learning</td>
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<tr>
<td></td>
<td>Degree of flexibility within the Institution with regard to its strategy for teaching and learning</td>
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<tr>
<td></td>
<td>Degree of innovation, resources available and course improvement</td>
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</tbody>
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<table>
<thead>
<tr>
<th></th>
<th>Strategic considerations with regard to course content</th>
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<tbody>
<tr>
<td></td>
<td>Coherence of the content of the course with the Institution's general teaching and learning policy</td>
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<tr>
<th></th>
<th>Advertising efforts</th>
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<tr>
<td></td>
<td>Scale and scope of marketing and promotional efforts</td>
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<tr>
<th></th>
<th>Financial and human resources</th>
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<tr>
<td></td>
<td>Credibility of match between resources and strategic objectives</td>
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<tr>
<th></th>
<th>Technological facilities/infrastructure</th>
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<tr>
<td></td>
<td>Congruence of the online course with the technical infrastructure of the Institution</td>
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<thead>
<tr>
<th></th>
<th>Course team and qualifications</th>
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<tbody>
<tr>
<td></td>
<td>Portrayal of course team members and their respective qualifications/experiences</td>
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<tr>
<td></td>
<td>Congruence of the course concept (content and pedagogical approach) with the qualifications/experiences of the teachers</td>
</tr>
<tr>
<td></td>
<td>Management of issues with regard to ownership of intellectual property</td>
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</tbody>
</table>
1.10 Diversity of course team
- Degree of diversity of the course team members

1.11 Management of workload
- Appropriateness of workload
- Readiness to support and encourage training of the personnel

## 2. COURSE COMPOSITION

### 2.1 Identification of target groups
- Identification and analysis of target groups
- Understanding by the Institution of the participants' expectations and skills of online learning at course start

### 2.2 Responsiveness to target groups
- How course design and resources are designed to fit to target group

### 2.3 Scope of the course
- Dealing with a contemporary or an international scope

### 2.4 Accessibility of the course
- Degree of inclusiveness and accessibility of the course
<table>
<thead>
<tr>
<th>2.5</th>
<th><strong>Production team</strong></th>
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<tbody>
<tr>
<td>• The competence of the team producing content</td>
<td></td>
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<tr>
<td>• Media/tools used for producing content</td>
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<tr>
<th>2.6</th>
<th><strong>Design for learning</strong></th>
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<tbody>
<tr>
<td>• Effectiveness of the learning design with regard to achieving the Intended Learning Outcomes (ILOs)</td>
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<thead>
<tr>
<th>2.7</th>
<th><strong>Pedagogic rationale</strong></th>
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<tbody>
<tr>
<td>• Clarity of the underlying pedagogic rationale</td>
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<tr>
<th>2.8</th>
<th><strong>Design of course layout</strong></th>
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<tbody>
<tr>
<td>• Clarity and coherence of the course layout</td>
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<tr>
<th>2.9</th>
<th><strong>Design of course content</strong></th>
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<tbody>
<tr>
<td>• Design of course content</td>
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<tr>
<td>• Quality of course content</td>
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<tr>
<th>2.10</th>
<th><strong>Alignment of ILOs with course content, delivery and assessment methods</strong></th>
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<tbody>
<tr>
<td>• Clarity of ILOs</td>
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<td>• Appropriateness of ILOs</td>
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<td>• Alignment of ILOs with course content, delivery and assessment methods</td>
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<th>2.11</th>
<th><strong>Contemporary dimension of academic content</strong></th>
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<tr>
<td>• Academic content embraces contemporary perspectives and new research</td>
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</table>
### 2.12 Design of course delivery
- Quality of course delivery: How are courses structured to assure quality?
- Degree of flexibility with regard to the learners’ participation
- Proportion of blended elements and rationale for their incorporation

### 2.13 Interactive elements
- Degree of interactivity
- Usage of social media

### 2.14 Communicative elements
- Strength of communicative elements

### 2.15 Collaborative elements
- Strength of collaborative elements
- Proportion of third-party contents, if applicable
- Proportion of corporate input, if applicable
- Quality of third-party contents and corporate input, if applicable

### 2.16 Applied technology
- Understanding by the Institution of the advantages of learning technologies
- Reliability of the applied technology
- Active knowledge production on the part of the learners
- Sustainability of learning resources

### 2.17 Appropriateness of chosen technology
- Degree of user friendliness
- Appropriateness of chosen technology with regard to the pedagogical concept
- Appropriateness of chosen technology with regard to participants
## 2.18 Maintenance and monitoring of the course
- Effectiveness of maintenance and monitoring of the course

## 2.19 Qualification and examination methods
- Adequacy of qualification and examination methods
- Quality of examination process

## 3. COURSE DELIVERY & OPERATIONS

### 3.1 Recruitment of course participants
- Operation of marketing, information and application process

### 3.2 Handling of admission process
- Operation of admission process
- Quality of participant intake (applicable where formal entry criteria are in place)

### 3.3 Provision of course information to participants
- Provision and quality of course information provided to participants prior to and at the start of the course
- Provision and quality of course information provided to participants during the course

### 3.4 Academic support
- Level of academic support for participants

### 3.5 Technical support
- Level of technical support for participants
### 3.6 Administrative support

- Level of administrative support (general inquiries) for participants

### 3.7 Provision of feedback

- Functioning of feedback loop

### 3.8 Metacognitive aspects

- Encouragement of metacognitive awareness on the part of the participants

### 3.9 Corporate interactions

- Level of interaction with corporate partners, if applicable

---

#### 4. QUALITY ASSURANCE PROCESSES

### 4.1 Institutional system

- Review of Institutional system

### 4.2 Review of course content

- Overall effectiveness of quality assurance mechanisms to monitor the course
- Effectiveness of the review cycle (e.g. use of lessons learned for the continuous improvement of following courses)
- Ability of the Institution to effectively use the results of assessments to improve the course

### 4.3 Review of course delivery

- Alignment of elements in delivery (e.g. ILOs, learning activities, assessment)
- Follow-up on students
| 4.4 | **Review of applied technology**  
• Usability of applied technology (LMS)  
• Usability digital learning resources |
| 4.5 | **Review of third-party contents**  
• Quality of third-party contents, if applicable |
| 4.6 | **Review of corporate input**  
• Degree of involving corporate perspectives in content and delivery |
| 4.7 | **Evaluation process**  
• Evaluation process  
• Evaluation of drop-out rates  
• Evaluation by participants |
| 4.8 | **Assessment process**  
• Involvement of course participants in quality assurance processes |
| 4.9 | **Assessment methods**  
• Clarity of assessment methods and their links to ILOs  
• Appropriateness of assessment methods |
| 4.10 | **Monitoring of teaching**  
• Processes for the monitoring of teaching |
### 4.11 Monitoring of learning

- Processes for the monitoring of learning
- Effectiveness of tracking the learners' progress. Are platform analytics available?
- Use of learning analytics

### OVERALL ASSESSMENT

<table>
<thead>
<tr>
<th>Recommendation for EOCCS certification:</th>
<th>3-year certification:</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>Please mark the recommendation with an X</em></td>
<td>Non-certification:</td>
</tr>
<tr>
<td>Strengths</td>
<td>Weaknesses</td>
</tr>
</tbody>
</table>
ANNEX 7
EOCCS Policy on Collaborative Provision and Joint Courses
A number of institutions run courses in collaboration with partner institutions in which the lead institution (normally the institution seeking certification) makes the final award, i.e. awards the certificate. Sometimes awards are made jointly. The partners may be in the same country or offshore and they may be educational institutions, including universities, or commercial or professional organisations. Since this activity is increasing, due both to demands of mass higher education and the income generating opportunities open to Institutions, EFMD Global Network has developed this policy statement on how this type of provision will be evaluated. The policy focuses on:

a) The use of the certification award/logo  
b) The fees to be paid

when more than the home institution is involved in designing, producing and delivering an online course.

There are various forms of collaboration and often there are no clear boundaries between the delivery mechanisms. EOCCS defines three categories:

**a) When the home institution uses partners/sub providers:** Any course submitted for EOCCS review which also includes collaborative or off-campus delivery methods must include assessment of those methods in the EOCCS process. The assessment process will follow the normal EOCCS process but will also involve evaluating the Quality Assurance processes in place for the partner institution(s). The certification, once awarded, only applies to the home institution’s course(s) and the EOCCS logo may only be used on that institution’s publicity materials. The regular EOCCS fee applies.

**b) When the online course is part of another institution's grade/certificate:** If the online course submitted for EOCCS review is part of a course certificate or degree from another institution, then the submitting home institution must demonstrate that it has the full control over the delivery in terms of its design, admissions decisions, delivery, assessment of participants and the final award decisions. Without that degree of control, the course will not be eligible for EOCCS certification. The purpose of this policy is that institutions must have the right and ability to make such changes to the course as required during the EOCCS process. If declared eligible, the other institution(s) will be also expected to take part in the EOCCS process, e.g. involvement in writing the EOCCS Application Form and contributing to the Review Process. Once certified, the EOCCS logo may be used only on the submitting home institution’s publicity materials for the online course(s).
c) **When the online course has joint ownership:** If the online course under review is owned jointly with one or more partners who all have some control over the course in terms of design, delivery, assessment and award granting, then the revised process explained below will apply. Once certified, the EOCCS logo may be used on the publicity materials of all the partner institutions.

A joint online course is defined as having the following characteristics:

a) It is offered by a stable consortium or partnership of two or more institutions.

b) It is jointly designed.

c) It is jointly taught.

d) It is jointly assessed to the extent that all partners agree the forms of assessment.

e) The course certificate is awarded by all the institutions jointly with a common degree certificate which should list all the partners.

**Revised Process**

a) The application must be led by one institution (as the contact point) but signed by all partners. The lead institution would normally either be the leader of the consortium or association or be the institution at which the larger or core proportion of the course is taught.

b) The EOCCS Application Form needs to include the relevant background on all partners and the rationale for the joint course.

c) The Review Panel should have the main contact with the lead institution but may if necessary also contact or visit some of the other partners (depending on the size of the consortium). All partners should normally be represented at the main visit. The EOCCS Office would decide on which other institutions should be visited, if any. The subsidiary assessment could be made by a single member of the Review Panel normally within one month after the main visit.

d) A key aspect of the review will be the Quality Assurance processes that operate across institutions of the online course(s). Very clear evidence is required in this area, e.g. common operating procedures, committee minutes, common exam boards, cross representation on assessment processes, etc.

e) The application fee will be the basic EOCCS fee. The review and certification fees will be the basic EOCCS fees for the lead partner plus 10% of the basic fee for each collaborating partner. For example, a consortium of 4 partners would be invoiced for 130% of the review and certification fees. The lead partner would be invoiced but the partnership would presumably decide how to split the total fee among them.

f) Once the course is certified, any changes to the partnership members must be notified to the EOCCS Office that may then decide that a re-certification process may be appropriate.
ANNEX 8
EFMD Global Network
Confidentiality Agreement
EFMD GLOBAL NETWORK
CONFIDENTIALITY AGREEMENT
2019

IN RELATION TO:

EOCCS – ONLINE COURSE CERTIFICATION SYSTEM

Name of the Institution:

Name of course(s)/Suite of courses:

Date of the Panel Review:

I hereby agree to respect the confidentiality of all information provided to me in the context of my role as a Panel Reviewer or as a member of the EOCCS Certification Board (delete as appropriate). I also agree to declare any potential conflicts of interest in accordance with the EFMD Global Network's Policy on Potential Conflicts of Interest for Reviewers.

Signature: Date:

NAME
TITLE
ORGANISATION
ADDRESS
ANNEX 9
EFMD Global Network Policy on Potential Conflicts of Interest
POLICY ON POTENTIAL CONFLICTS OF INTEREST FOR REVIEWERS 2019

The credibility and value of EFMD Global Network’s quality improvement and accreditation systems depend, inter alia, on ensuring that there is no bias (real or perceived) in favour of or against the School, Programme or Course being assessed. It is therefore necessary to ensure that there is no conflict of interest in the appointment of Peer Reviewers or Panel Members. Since EFMD Global Network cannot be aware of all possible causes of potential conflicts of interest, it must be the responsibility of those volunteering or being invited to be part of the Peer Review Team/Review Panel for a given Institution to declare any actual or potential conflict of interest as soon as possible to the EOCCS Office.

Some sources of potential conflicts of interest may include:

1. The following types of relationships, current or past, with the Institution or with one of its closest competitors or collaborators:
   - Graduate
   - Employee
   - Member of the part-time or visiting faculty
   - Consultant, advisor or member of an Advisory Board

2. A current or past personal conflict with the Institution or Institution or any of its current or recent leaders.

3. Reciprocity: one of the members of the Institution to be reviewed has in the recent past assessed the reviewer’s own home institution either in an EFMD review or in some other capacity.

4. Hidden agendas: having been approached by the Institution to encourage him or her to volunteer to be a peer reviewer of the Institution.

5. Any other reason that could be perceived by others to bias the judgement of the reviewer, even if the reviewer is confident that this will not be the case.

The extent of the potential conflict of interest depends on the specific circumstances (duration and intensity of the relationship, time since occurrence, degree of competition or collaboration between Institution assessed and the reviewer’s own Institution, etc.) surrounding the situations described above. For example, working for one of the several partners of the Institution to be assessed will not be usually considered as a source of conflict of interest.
Once the conflict of interest is declared, the **EOCCS Office will act as follows:**

- **a)** When the Peer Reviewer declares a conflict of interest that may be perceived as a potential source of bias against the Institution, the EOCCS Office will ask the Institution to be assessed for approval, as is done for the local Peer Reviewer.

- **b)** When the Peer Reviewer declares a conflict of interest that may be perceived as a potential source of bias in favour of the Institution, the EOCCS Office will determine whether the Peer Reviewer should be excluded from the specific team.

Judgement is necessary to find the balance between declaring negligible conflicts of interest and ensuring that true potential conflicts of interests are actually declared. Conflicts of interest should be declared as soon as possible to the member of EFMD making the invitation to participate in the Peer Review Team for a given Institution. When the source of the conflict of interest needs to be kept confidential, this should also be made explicit.

The EOCCS Office will also maintain and regularly update an open register of the additional external interests of all EFMD Global Network Directors. As these individuals work with EFMD Global Network as part-time consultants, they are likely to be involved in other business Institution activities. When these conflict with their responsibilities, they will declare the conflict of interest and not take any part in any stage of the accreditation process of the Institution concerned.
ANNEX 10
Policy on the Use of EOCCS Certification for Publicity
POLICY ON USE OF EOCCS CERTIFICATION FOR PUBLICITY
2019

Purpose of the policy

To ensure that
• The EOCCS label and logo are applied only to the course(s) that have been certified.
• The EOCCS brand is not applied to the whole organisation nor to partner organisations.
• All certified courses apply the EOCCS brand in a consistent way.
• Publicity relating to EOCCS is informative.

Use of the EOCCS logo

Reference to EOCCS certification may be made and the EOCCS logo may be used on any publicity material which is produced in the name of the organisation hosting the certified course(s) alone.

The logo may not be used on co-branded materials (e.g. programme brochures) with partner organisations such as for off-shore or off-campus provision. However, such materials may mention EOCCS certification of the course(s) hosted at the parent organisation in text inside the brochure.

The use of the EOCCS logo must always conform to the EFMD Global Network (GN) guidelines.

Use of comments from Review Panel Report

The Review Panel Report may not be published and no extracts or other data from it may be quoted in the host organisation’s publicity materials. If a host organisation wishes to publicise parts of the Report (e.g. for a national certification body), it must first receive agreement from the EOCCS Office.

The Director of the course’s host organisation, through the organisation’s approval procedures, decides to whom internally the Review Panel Report is to be distributed. This extends to parent organisation (if applicable) and to members of committees and advisory bodies established by or for the organisation. Information in the report should not be taken out of context and EFMD GN therefore requires that the report be distributed as a complete report rather than in summary or extract form. Recipients should be explicitly warned that the report is confidential and therefore further distribution by them in all or in part is strictly forbidden.

Public reference to EOCCS Certification

When public reference is made to EOCCS, organisations should (where possible) either provide a brief overview of EOCCS certification or provide a reference or link to the EOCCS
section on the EFMD GN website. EFMD GN will provide information on its website on all courses that have been certified or re-certified.

**Promotion of EOCCS Certification**

Effective promotion of EOCCS certification by the host organisation will help to reinforce the reputation of EOCCS in the marketplace. It is the collective effort of all organisations hosting EOCCS certified courses that will produce a longer lasting and effective impact. The following are examples of how an organisation might promote EOCCS certification to its constituencies:

- Include the EOCCS certified logo on the homepage of the host organisation’s website with a description of what EOCCS stands for, the specific course(s) holding the certification and a direct link back to the EOCCS section of the EFMD GN website.

- Arrange interviews for the Management to discuss with journalists the certification and value it brings to the organisation. Explain what EOCCS is, what the key criteria are and how this process will bring lasting benefits to the organisation.

- Distribute a Press Release announcing the news to local and national media as well as selected International media (FT, WSJE, Business Week, Latin Trade, IHT, etc.) and Internet news service providers such as Business Wire / PR news.

- Place an advert in the EFMD business magazine Global Focus and/or in BizEd to announce the certification. Send a postcard or letter to all the EFMD members to announce the certification – EFMD will provide the data file on request.

- Within the organisation, spread the news in the internal mail service with a message addressed to all staff and directors; send a message to all professors, students, alumni, recruiters, and business contacts, telling them about the certification and what it means for the organisation; include it in internal communication, student and alumni magazines, distributed in printed or in electronic form. If the organisation has an active social media platform post announcements on Twitter, Facebook, LinkedIn, etc. perhaps interview the Head of the Organisation and post this as a podcast/video message.

- For EOCCS certification to generate an impact for students, ensuring international recognition of their course(s), study programme and qualifications, it is also important to develop collective pride through, for example, placing posters or banners around the organisation. The EOCCS community represents some of the very best organisations in the world and students need to understand what an achievement gaining certification is.

- Arrange an announcement, in the form of a special card/postcard from the Head of the Organisation, for distribution across the whole network, including university partners, recruiters, executive programmes’ participants, and other key contacts.

- Include the EOCCS certified logo on all printed material, brochures and stationary where the certified course(s) is/are mentioned, following the above regulations.

- In all external communications (addressed to candidates, recruiters, media, corporate contacts, etc.) talk about the value of EOCCS certification as a key achievement of the organisation.
ANNEX 11
EFMD Global Network Appeals Procedure
Against decisions on certification

1. Any Institution can present an appeal against decisions on eligibility, accreditation and certification. The Institution should notify its intention to appeal by means of a letter addressed to the Director General of EFMD Global Network (GN) not later than one month after the date of the meeting of the relevant body at which the decision being appealed was made. Otherwise, the Institution will be deemed to have accepted the decision, thereby giving up any possibility of appeal at a later stage.

2. As soon as the letter notifying the intention to appeal is received, the decision being appealed will be suspended and the Institution will return to the status it had before this decision was made until the appeal process comes to an end.

3. The Institution making an appeal must substantiate its claim that there are grounds for review beyond a mere expression of disagreement with the decision. It should submit a detailed statement of its reasons for believing that the decision should be reversed. This full appeal should be submitted in writing to the Director General of EFMD GN not later than two months after the date of the meeting of the relevant body at which the decision being appealed was made. The Director General of EFMD GN will immediately forward the appeal to the President of EFMD GN.

4. An Institution failing to act as indicated above will be considered to have definitively renounced its intention to appeal. The suspension of the decision will then be cancelled and the decision will be enacted.

5. The President of EFMD GN then appoints three members of the EFMD GN Board, one of whom will be the Chair, to serve as a special Appeals Committee mandated to examine the appeal.

6. The Appeals Committee will study the arguments and the supporting material provided by the Institution and consult as appropriate orally or in writing.

7. The Appeals Committee will first of all seek to establish whether there are substantive grounds for reviewing the decision being appealed. Substantive grounds for review of a decision may be of two kinds:

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11 Decisions to remove the accreditation of an institution or programme or the certification of a course will not be reflected in the list of accredited schools or programmes nor in the list of certified courses until this one-month period ends.
a) matters of procedure where it can be demonstrated that the documented process may not have been respected
b) substantiated evidence that the decision was unjustified in the light of the information made available at the time of the assessment.

8. The Appeals Committee does not take a position on the appropriateness of the decision. It may conclude that there are grounds for review, in which case it requests that the decision-making body re-examines the case during its next meeting, or that there were failures in the process and that the process should be repeated from the stage where the failure occurred. Otherwise it may conclude that the appeal should be rejected.

9. The Appeals Committee will communicate its conclusions in writing to the EFMD GN President and to the EFMD GN Director General who will inform the Institution and the EOCCS Office not later than three (3) months after receipt of the Appeal.

10. When the Appeal process comes to an end, the decision reached will become final.

11. If the outcome of the Appeal Process is that the Institution is invited to undergo another Virtual Review Panel or Onsite Review Panel Visit, the review must take place within six (6) months of the Appeals decision and a review fee will be charged at the rate pertaining on the date of that Appeals decision.

12. A deposit of 5,000 Euros is required when submitting the substantiated appeal. Once the substantiated document is received, the invoice will be issued. The deposit will be refunded if the appeal is upheld. If the appeal is rejected, the deposit will be donated to a charity proposed by the Institution and agreed by the EOCCS Office.
Further Information and Contacts

If you have any questions concerning the EOCCS certification system, or would like to receive more information, please consult the EFMD Global Network website where all documentation is available to download:

http://www.efmdglobal.org/EOCCS

Alternatively, you can contact the EOCCS Office:

eoccs@efmdglobal.org