Quality Assurance Plan

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DEVELOPMENT OF A MASTER PROGRAMME IN THE MANAGEMENT OF INDUSTRIAL ENTREPRENEURSHIP FOR TRANSITION COUNTRIES

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Partners:





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Objectives

The present Quality Assurance Plan (QAP) describes the approach that will be used to ensure that all the project activities, outputs and results meet a set of quality standards and comply with the objectives of the project.

It will establish a quality framework, defining the quantitative and qualitative indicators to be monitored as well as the mechanisms and instruments for quality control, with the final aim to improve the overall quality of the project.

The Quality Assurance process will be horizontal to the project duration and its main objectives are:

- Ensure consistency of the format of all the project materials.
- Ensure traceability of the actions and results.
- Identify potential problems or weaknesses with the purpose of correcting them.
- Improve the overall quality of the project results and outputs.
- Ensure long-term sustainability of the project results.

Internal Quality Assurance

The Quality Assurance process will focus on establishing the appropriate processes, instruments and resources to ensure adherence to a set of quality standards that will be defined for task and output. In order to monitor the conformity of the project results with these standards and indicators, the Partners will conduct continuous monitoring. Based on this, periodical reports will be produced identifying potential shortfalls and proposing ways to address them.

Project Management and implementation

The first and foremost quality assurance instrument of the project will be a streamlined project management. The quality of project results and outputs will greatly depend on the efficiency of the management of all aspects of the project. For this purpose, the Consortium has already set up a bundle of plans and resources. Namely, the Partners have approved an Internal Communication and Coordination Plan, an Implementation Plan and a Financial Management Guide.

The <u>Internal Communication and Coordination Plan</u> defines the <u>regulatory framework</u> for the development of the project thus ensuring compliance with all four levels of regulations. It also establishes the <u>decision-making process</u>, essential for tackling potential problems and maintaining a common course of action, as well as <u>conflict resolution mechanisms</u>, setting a clear-cut framework to swiftly find solutions to potential disagreements or disputes. The plan also addresses possibly the most important aspect of a successful project, internal communication. It lays out the <u>internal communication tools and procedures</u> to be used in order to ensure fluent and regular communication, making sure all those involved on the project are thoroughly





informed and updated on the project status and progress. This is critical to ensure the adequate development and quality of the project activities, outputs and deliverables.

The <u>Implementation Plan</u> identifies the **roles, responsibilities and obligations** of each partner. It breaks down the workload into **specific tasks**, defining the **expected results** for each of them and distributing the work among the partners. It also includes a calendarization of the tasks and activities using a dynamic Gantt chat. This plan aims to give the project teams a clear understanding of what needs to be achieved and how. It provides a reference to understand the workflow, to check the progress of the work, to track the various components, milestones and deadlines and to know what everyone needs to be doing at all times.

The <u>Financial Management Guide</u> sets out the principals, best practices and rules to be followed for **an efficient and transparent use of Grant**. In addition to ensuring compliance with the Erasmus+ Programme Guide and the Grant Agreement, it aims to achieve **timely and straightforward reporting**.

Moreover, during the initial stages of the project, <u>dedicated management groups</u> were set up to support the implementation of the project through a distributed management system:

- Management Board (MB)
- Academic Board (AB)
- Dissemination Board (DB)
- Entrepreneurship Centre Manager (ECM)
- Task Core Groups (TCG)

Their specific roles are defined in the Communication and Coordination Plan and all have an essential role to play in the QA process.

The Management Board, that is composed by one representative of each Partner organization and chaired by the Project Coordinator, constitutes the highest decision-making body of the project. MB members will act as dedicated **Quality Assurance Managers** (or will designate a person to do so on their behalf). The QAM will have a proactive role in overseeing the quality of the project implementation, eliminating project defects, helping balance conflicting priorities, making amendments where necessary and providing insight on long-term strategies.

The remaining bodies are made up of specialists with the relevant knowledge in the respective issues attributed to them. Having specific boards set up for academic issues, dissemination aspects and Entrepreneurship Centre management, will guarantee that the right expertise is applied to support the achievement of the quality standards defined in this Quality Assurance Plan.

Quality Control and Monitoring

All the project task, activities and outputs will be subject to quality control procedures in order to ensure conformity with the predefined quality standards. TSUC will carry out this continuous monitoring, supported by the Quality Assurance Managers. All the project team members,





through the respective task and WP leaders, will report on each task/activity on an ongoing basis, submitting all the necessary information.

The control and monitoring actions will check the fulfilment of the objectives and achievement of the indicators based on the criteria and using the tools defined in this Plan.

Drawing from this, TSUC will provide 3 quality reviews:

- The first one covering up to M12
- The second one covering up to M18
- The third one covering up to M30

In addition to providing a clear picture of the quality of the project implementation, these reviews will provide recommendations on how to improve the project processes and expected outputs aiming to progressively enhance the project work and eliminating project defects. They will also identify potential problems and weaknesses and propose ways to address them.

All the partners will support this work by providing regular information and taking the corrective actions necessary.

External Quality Assurance

The project will be evaluated by a dedicated External Evaluator, who will be appointed after a comprehensive procedure (i.e. open call).

The external evaluator (a natural person, private entity or public law body) shall be selected on the basis of the professional and technical ability to perform the evaluation and according to the following criteria:

- Value for money.
- Expertise and knowledge in the subject matter of the project (industrial entrepreneurship, Master program development, university-business cooperation...)
- English language proficiency.
- Knowledge of Russian and/or Kazakh, Tajik and Turkmen will be an asset..
- Knowledge of the higher education system in Central Asia (specifically in KZ, TJ and TKM) and/or in the European Union.
- Experience in EU funded projects, in particular Erasmus+ KA2 projects.
- Experience in quality assurance, more specifically past experience conducting external evaluations or as reviewer in the context of internationally funded projects.

The External Evaluator will assess the project's results and processes, as well as its exploitation and sustainability levels. All partners, led by the QA managers, will provide to the External Evaluator all necessary information/data related to the Evaluation exercise.

There will be one interim and one final evaluation exercises. These quality assessments will identify potential project shortfalls, methods to address them, possible process redesign needs and other project implementation changes.





Quality Assurance Framework

WP/Task

1.1. Kick-off meeting

Tangible outputs

- Performed Kick-off meeting
- Meeting Agenda
- Meeting Minutes
- List of attendants
- Meeting presentations

Quantitative Indicators

- Number of participants (target = 25)
- Participants from all Partner institutions

Qualitative Indicators

- Fulfilment of objectives:
 - Clarification of financial and operational requirements
 - Presentation of strategies (Management, Dissemination, Sustainability, Entrepreneurship Centers, English training)
 - Definition of an Action Plan
- Agenda includes all the necessary information
- The minutes are sufficiently clear about the issues discussed, decisions taken and followup actions
- Use of project templates and compliance with EU visibility requirements

Quality Control action/mechanism

- Participant evaluation form
- Revision of the outputs by the MB

WP/Task

1.2. Financial management and administration

Tangible outputs

- Reporting templates
- Financial Management Guide
- Individual expenditure reports (every 6 months)
- 1st year consolidated report
- 2nd year consolidated report
- 3rd year consolidated report

Quantitative Indicators

- 1 report per partner every 6 months = 84
- 3 consolidated reports

- Adherence to the reporting calendar
- Compliance with the regulatory framework





Revision of the outputs by the MB

WP/Task

1.3. Project internal communication and coordination

Tangible outputs

- Internal Communication and Coordination Plan
- Communication channels set up
- Project repository set up

Quantitative Indicators

Number of meetings (target = 3 per year)

Qualitative Indicators

- Fulfilment of objectives:
 - Definition of the regulatory framework
 - Definition of the roles of the distributed management bodies
 - Definition of the decision-making process
 - Definition of a conflict resolution mechanism
 - Definition of the communication tools and procedures

Quality Control action/mechanism

Revision of the outputs by the MB

WP/Task

1.4. 2nd Management meeting

Tangible outputs

- Performed Management Meeting
- Meeting Agenda
- Meeting Minutes
- List of attendants
- Meeting presentations

Quantitative Indicators

- Number of participants (target = 25)
- Participants from all Partner institutions

- Fulfilment of objectives:
 - Finalization of the learning implementation process
 - Discussion of Quality Assurance issues (quality improvement)
 - Discussion of the project status
 - Update of Action Plan
- Agenda includes all the necessary information
- The minutes are sufficiently clear about the issues discussed, decisions taken and followup actions





• Use of project templates and compliance with EU visibility requirements

Quality Control action/mechanism

- Participant evaluation form
- Revision of the outputs by the MB

WP/Task

1.5. 3rd Management meeting

Tangible outputs

- Performed Management Meeting
- Meeting Agenda
- Meeting Minutes
- List of attendants
- Meeting presentations

Quantitative Indicators

- Number of participants (target = 25)
- Participants from all Partner institutions

Qualitative Indicators

- Fulfilment of objectives:
 - Finalization of the exploitation and sustainability strategy
 - Discussion of lessons learned and way forward
 - Final report preparation
 - Discussion of the project status
- Update of Action Plan
- Agenda includes all the necessary information
- The minutes are sufficiently clear about the issues discussed, decisions taken and followup actions
- Use of project templates and compliance with EU visibility requirements

Quality Control action/mechanism

- Participant evaluation form
- Revision of the outputs by the MB

WP/Task

2.1. Development of guidelines for target group survey

Tangible outputs

- Survey guidelines
- 1st round survey of the Delphi analysis
- 2nd round survey of Delphi analysis
- Survey for the identification of skill needs

Quantitative Indicators

N/A





- Clear outline of the methodology and aims
- Definition of the timeline
- Consideration of the perspective of all the stakeholders (industry, HEIs, graduates, employees).
- Use of project templates and compliance with EU visibility requirements

Revision of the outputs by the AB

WP/Task

2.2. Implementation of Workshops/Survey with stakeholders (3 per HEI)

Tangible outputs

- Survey responses
- Workshop programs
- Workshop attendance lists & report
- Workshop presentations
- Workshop photos

Quantitative Indicators

- Number of companies participating in the surveys
- Number of participants in the workshops

Qualitative Indicators

- Involvement of key players
- Application of DELPHI methodology
- Adherence to the guidelines for the market need analysis (2.1)
- Use of project templates and compliance with EU visibility requirements

Quality Control action/mechanism

Revision of the outputs by the AB

WP/Task

2.3. Analysis of needs and competences

Tangible outputs

- Market Needs Analysis Report
- Competence Analysis Report

Quantitative Indicators

■ N/A

- Fulfilment of objectives:
 - Definition of the skills lacking in the market
 - Analysis of macroeconomic and labour market indicators
 - Regional analysis of the labour market
 - Analysis of trends and forecasts of future skills demand
- Use of project templates and compliance with EU visibility requirements





Revision of the outputs by the AB

WP/Task

2.4. Analysis of international master programs

Tangible outputs

• Report on the analysis of international master programs

Quantitative Indicators

■ N/A

Qualitative Indicators

- Analysis of the main types of programs and their structure
- Definition of a proposal for the basic structure of the Mater program
- Use of project templates and compliance with EU visibility requirements

Quality Control action/mechanism

Revision of the outputs by the AB

WP/Task

2.5. Accounting and monitoring mechanisms

Tangible outputs

- Budget expenditure reports
- Achievement indicators

Quantitative Indicators

1 expenditure report for each internal reporting period (total = 6)

Qualitative Indicators

- Timely reporting
- Compliance of the expenditure with all levels of regulations

Quality Control action/mechanism

Revision of the outputs by the MB

WP/Task

2.6. Project's implementation plan

Tangible outputs

- Implementation Plan
- Work Plan

Quantitative Indicators

N/A

Qualitative Indicators.

The Work Plan is updated regularly





- The Implementation Plan includes a spreadsheet detailing roles and responsibilities, specific tasks, expected outputs & comments on format/specificity.
- The work plan includes specific timeframes for delivering each task.

Revision of the outputs by the MB

WP/Task

2.7. Defining MB, DB, AB, ECM and TCGs

Tangible outputs

Distributed management bodies defined

Quantitative Indicators

Representatives from all Partners

Qualitative Indicators

Adequacy of the members of each board

Quality Control action/mechanism

Revision of the outputs by the MB

WP/Task

3.1. Curriculum design and preparation

Tangible outputs

- Developed and approved Master Program Curriculum
- Local meetings' agenda, minutes, attendance lists and photos
- Curriculum presented to stakeholders
- Workshops agendas, minutes, attendance lists and photos
- Developed and approved course materials (online and offline)
- Academic staff's English proficiency improved (list of trainees)
- Report on the outcomes of the English training program
- Trainings on the Master subjects (program, list of trainees and photos, presentations/training materials)
- Certification and accreditation process reports
- Official certification and accreditation documentation

Quantitative Indicators

- Number of participants/firms in local meetings.
- Number of participants in the Stakeholder Workshops.
- Number of teachers that received the English language training (target = 15 to 21 per HEI)
- Degree of improvement of English language level.
- Number of teachers trained on each Master subjects (target = 30+24+24+42).
- Number of trainees that teach in the MA program.

Qualitative Indicators

• Fulfilment of objectives:





- Developed curriculum and content materials
- Presentation of the curriculum to stakeholders
- Teachers trained in Master subjects and English language
- Certification and accreditation of the new Master program
- 3.1.1. The curriculum takes into account the conclusions of the market need analysis and analysis of the international master programs (2.3. and 2.4.)
- 3.1.1. Involvement of stakeholders (HEIs, Research Institutes, Technoparks) in the codesign of the Curriculum.
- 3.1.1. The curriculum has a multidisciplinary approach.
- 3.1.1. The curriculum addresses the aspiration of the target-audiences.
- 3.1.1. Well identified learning objectives.
- 3.1.2. Involvement of the stakeholders in the workshops.
- 3.1.2. The objectives, strategy, modules and teaching approach of the Master are presented.
- 3.1.2. The practical case studies are relevant for the target groups.
- 3.1.3. Relevance and completeness of the content developed.
- 3.1.4. Adherence to the training plan and methodology.
- 3.1.5. Adequacy of the training content.
- 3.1.5. Satisfaction of the trainees.
- 3.1.6. Full Master accreditation in all CA countries.
- Use of project templates and compliance with EU visibility requirements

- Revision of outputs by the AB & the MB.
- English training evaluation form.
- Event evaluation forms (local meetings and stakeholder workshops)
- Master subject trainings evaluation forms

WP/Task

3.2. Entrepeneurs Centres

Tangible outputs

- Training program, attendance list, presentations/materials and photos
- Handbook on the establishment of Entrepreneur Centres
- Report on the established Entrepreneur Centres
- Seminar programs, attendance lists, presentations and photos

Quantitative Indicators

- Number of participants in the training on the establishment of EC (target = 12)
- Number of participants in the seminars

- Fulfilment of objectives:
 - Established EC that have the capacity to improve the competence of university teachers, to offer business/economics training for industrial enterprises and to provide education for entrepreneurs.
 - Developed training programs and seminars for interested entrepreneurs.
- Adequacy of the training program for the establishment of EC
- Satisfaction of training attendees





- The handbook sets clear guidelines for the creation of functional EC
- The seminars cover the appropriate topics (marketing, tax consultancy, time management, business-plan preparation, etc.)
- Use of project templates and compliance with EU visibility requirements

- Training evaluation forms
- Revision of the outputs by the MB and ECM

WP/Task

3.3. Master program implementation

Tangible outputs

- Publication of marketing and educational materials
- Report on the enrolment procedure
- Feedback Analysis
- Follow-up reports
- Follow-up meeting agenda, attendance list, minutes, presentations and photos.
- Report on Master content update

Quantitative Indicators

- Number of students enrolled (target = 25 per year)
- Number of feedback forms
- Number of participants in the follow-up meeting

Qualitative Indicators

- Fulfilment of objectives:
 - Student enrolment.
 - Full master implementation.
 - Assessment of the programme's relevance, effectiveness and efficiency through feedback analysis, follow-up reports and meetings.
 - Master content update.
- The marketing materials address all the potential student profiles and take into account local features
- The test roll-out stays in line with the defined methodology, modular structure and content strategy.
- The feedback analysis and follow-up reports look at the overall structure, delivery methods, content, blended learning methods, peer-learning, etc.
- The content update strives to keep up with the developments in the industrial and entrepreneurial sectors and meet the needs of the target groups.
- Use of project templates and compliance with EU visibility requirements.

Quality Control action/mechanism

- Revision of the outputs by the MB
- Feedback forms
- Event evaluation form

WP/Task





3.4. Sustainability and Long-term recommendations

Tangible outputs

- Sustainability Strategy
- Sustainability Strategy Implementation Plan
- Sustainability Strategy: Report and recommendations

Quantitative Indicators

To be defined

Qualitative Indicators

- Fulfilment of objectives:
 - Definition of the methodology and activities of the consortium towards establishing long-term sustainability.
 - Definition of the exploitation trajectories to be followed.
 - Establishing long-term cooperation with companies, policy makers, start-ups, etc.
- Use of project templates and compliance with EU visibility requirements.

Quality Control action/mechanism

• Revision of outputs by the AB & the MB.

WP/Task

4.1. Quality Plan

Tangible outputs

- Quality Plan
- External Evaluation interim and final evaluation reports

Quantitative Indicators

N/A

Qualitative Indicators

- Fulfilment of objectives:
 - Definition of internal quality assurance procedures
 - Definition of Quality Control mechanisms
 - Definition of quality indicators for each WP and task
 - Definition of the criteria for the selection of the External Evaluator
- Use of project templates and compliance with EU visibility requirements

Quality Control action/mechanism

Revision of the outputs by the MB

WP/Task

4.2. Periodical reports

Tangible outputs





Periodical reports

Quantitative Indicators

3 quality reviews

Qualitative Indicators

- Fulfilment of objectives:
 - Continuous monitoring
 - Review of the qualitative and quantitative indicators
 - Identification of potential weaknesses and suggestions for improvement
- Use of project templates and compliance with EU visibility requirements

Quality Control action/mechanism

Review by the QAM

WP/Task

5.1. Developing Dissemination Strategy

Tangible outputs

- Dissemination Strategy
- Dissemination Reports

Quantitative Indicators

- Number of dissemination reports
- Number of dissemination actions
- Number of events

Qualitative Indicators

- Fulfilment of objectives:
 - Definition of the target audiences, dissemination methods and media
 - Timing of the dissemination activities
 - Guidance on positioning the project
 - Definition of the dissemination tools to be used
 - Definition of milestones and measurable indicators
 - Definition of a dissemination timeline and work plan
 - Description of the role of each partner
 - Definition of the specific actions to be taken by each partner
 - Set up of monitoring mechanisms
- Use of project templates and compliance with EU visibility requirements

Quality Control action/mechanism

Revision of the outputs by the DB and MB

WP/Task

5.2. Development of professional network

Tangible outputs





Report on the development of the professional network

Quantitative Indicators

Number of users

Qualitative Indicators

- Fulfilment of objectives:
 - Definition of the main stakeholders to be engaged, disaggregated by sector, location and scope of action.
 - Definition of means to reach target audience
- Use of project templates and compliance with EU visibility requirements

Quality Control action/mechanism

Revision of the outputs by the DB and MB

WP/Task

5.3. Promotion of the Master Program

Tangible outputs

Promotional events' agenda, attendance list, minutes, presentations and photos.

Quantitative Indicators

- Number of promotional events (target = 2)
- Number of attendants to the promotional events

Qualitative Indicators

- Diversity of the attendants (students, staff, industrial companies, policy makers, etc.).
- Use of project templates and compliance with EU visibility requirements.

Quality Control action/mechanism

Revision of the outputs by the DB and the MB

WP/Task

5.4. Website and visual identity

Tangible outputs

- Project website
- Project logo

Quantitative Indicators

Number of entries on the website

- The main content of the website is available in English, Russian, Tajik, Kazakh and Turkmen
- Regularity of website updates.
- Completeness of the information available.
- Compliance with EU visibility requirements.





Revision of the outputs by the DB

WP/Task

5.5. Social media and communication

Tangible outputs

Set up social media channels

Quantitative Indicators

- Number of social media posts
- Reach of each post

Qualitative Indicators

- Regularity of the posts and publications.
- Compliance with EU visibility requirements.
- Use of dedicated hashtags and engagement with other relevant social media accounts

Quality Control action/mechanism

Revision of the outputs by the DB

WP/Task

5.6. Articles and publications

Tangible outputs

Published articles

Quantitative Indicators

Number of articles published (target = 2 per partner)

Qualitative Indicators

- Propagation of the articles through the existing channels (project website and SM)
- Compliance with EU visibility requirements.

Quality Control action/mechanism

Revision of the outputs by the DB

WP/Task

5.7. Dissemination, promotional campaigns, info and open days

Tangible outputs

- Dissemination and promotional materials for the campaigns.
- Open Days' agendas, attendance lists, presentations and photos.

- Number of events
- Number of participants (target = 25)





Qualitative Indicators

- Ample promotion of the events
- Participation of national stakeholders

Quality Control action/mechanism

Revision of the outputs by the DB





Quality Assurance Tools

Guidelines for online publication

All the publications must be respectful of copyright and data privacy regulations of the EU and of all the countries involved in the project.

All the content published in the frame of the project must be original. Where external sources or materials are used, these must be adequately referenced. The information taken from exiting sources or gathered through surveys/questionnaires/interviews must be clearly marked, correctly attributed and, if relevant, the source material must be referenced.

When using existing data or information, permission must be obtained from the original publisher, unless it is made available under a specific license, in which case the terms said license must be strictly respected.

It is essential that all data used is accurate and representative.

Explicit permission must be obtained for the publication of photos where people are identifiable. This is of particular importance when the people featured in a photo are external to the project.

Formats and templates for deliverables and reports produced in the project.

A set of templates have been produced for deliverables, reports, presentations and other documents produced in the frame of the project. These templates are available in the project's online repository. The use of these templates is mandatory.

Accreditation and Certification

Information about the accreditation and certification process in each country will be collected through and structured questionnaire that will allow the consortium to have comparable information in order to develop a roadmap to achieve a timely accreditation of the new Master program. This questionnaire is available on the online project repository.





Training evaluation forms

All the training events will be accompanied by evaluation exercises involving all learners and trainers evaluating the knowledge of the trainers, contents, materials, etc.

The following form will be used (it can be adapted to the specificity of each training):

Please, rate your satisfaction with the training:

	Very unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
Overall, how satisfied were you with this training?					

How strongly do you agree with the following statements:

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
The objectives of the training were clearly defined					
The content of the training was relevant					
The training was well organized and easy to follow					
The trainers were knowledgeable about the training topics					
The trainers were well prepared					
The training objectives were met					
The training materials were suitable					
The venue/facilities were adequate					

What aspects of the training could be in	mproved?		
What did you like most about this train	ing?		





Event evaluation form

All project's implementation, dissemination and exploitation events will be followed by evaluation exercises addressing the satisfaction of the attendees.

The following form will be used (it can be adapted to the specificity of each event):

Please, rate your satisfaction with the event:

	Very unsatisfied	Unsatisfied	Neutral	Satisfied	Very Satisfied
Overall, how satisfied were you with this event?					

How strongly do you agree with the following statements:

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
The information about the event was clear and sufficient					
The content of the event was informative					
The event was well organized and easy to follow					
The speakers were well prepared					
The event was useful to my interests					

Rate the following:

	Poor	Fair	Good	Very Good	Excellent
The event organization					
The location of the venue					
The venue (facilities)					
Sound and presentations visibility					

What aspects of the event could be improved?