# Methodological Guidelines Monitoring the quality of educational services by means of questioning students

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## METHODOLOGICAL GUIDELINES

# MONITORING THE QUALITY OF EDUCATIONAL SERVICES BY MEANS OF QUESTIONING STUDENTS

MG X - 01 - 2022

Developed by: <u>Head of the Center of</u>

Quality Management and Accreditation

Zhunussova G.E.

Karaganda

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## 1 Scope

1.1 This Methodological guidelines determines goals, tasks, frequency and procedure of questioning students (bachelor's degree program, master's degree program, doctoral program) of the university in terms of satisfaction with quality of the educational process (hereinafter - Questionnaire).

## 1 General provisions

- 2.1 Questioning the students to monitor their opinion on the quality of provided educational services is one of the forms of control over the realization of state policy in the field of education.
- 2.2 The purpose of questioning is to obtain information about a state of the educational process and the quality of teaching activity of the teachers.
  - 2.3 Tasks of questioning are:
- expanding participation of the students in the management of a higher educational institution, activation of their civic position (giving "feedback" in the teaching process);
- providing teachers with necessary information that allows them to purposefully improve certain aspects of their teaching activity, to improve its quality;
- providing the university leadership with information about various aspects of the teaching activity of teachers;
- development of activities, aimed at improving a work of the university, increasing the effectiveness of teaching work, formation of the motivation of academic teaching staff;
- frequency: obtaining the data of dynamics of the students' satisfaction with the quality of the educational process by establishing certain frequency of research.

## 3 Frequency and procedure of questioning

- 3.1 Questioning is carried out annually.
- 3.2 Content of the questionnaire can vary, depending on relevant tasks of assessing the quality of the educational process by the students at the university (examples of the questionnaires are presented in the Appendices A, B).
- 3.3 An initiator is responsible for organizing, questioning, processing the received data.
- 3.4 The initiator develops a questionnaire to study the satisfaction of the students with the quality of the educational process with determination of the appropriate criteria and indicators.
  - 3.5 The initiator determines objects of questioning, timeframes of questioning.
  - 3.6 Questioning is carried out by anonymous filling the questionnaires by the

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students on their own, in accordance with a manual of filling the questionnaire. Questioning is complemented with an explanation of its goals and tasks, content of the questions.

- 3.7 At the end of questioning, the filled questionnaires are given to the initiator for processing and analysis of the received data.
- 3.8 An analytical reference (report) is drawn up, based on the results of questioning, which includes the generalized obtained data, with an indication of the percentage of choice for each question in the form of diagrams, tables or other means of statistical presentation of the information, their quantitative and qualitative analysis.
- 3.9 The results of questioning are communicated to a director of strategic development, deans, the heads of departments.
- 3.10 The results of questioning are considered at the meeting of departments, based on the results of which, an annual report and an action plan are drawn up to improve the quality of the educational services, the work of the teaching staff and sent to a quality management representative, the compliance officer and posted on the website of the departments.

### 4 Procedure of summing up the results of questioning

- 4.1 To ensure accuracy and reliability of the obtained results, at least 65% of the total number of students must participate in questioning. If it is impossible to comply with this condition, a smaller number of the students can participate in questioning, wherefore organizers of questioning need to obtain the consent of the questioned teacher.
- 4.2 The initiators keep the results of questioning and are responsible for observance of confidentiality.
- 4.3 The results of questioning the student about his satisfaction with the educational process are given to the director of strategic development, after consideration by a committee, they are analyzed by leaders of the structural divisions to provide effective feedback, and at their level, it is obligatory to develop specific activities of eliminating comments and realization of proposals.
- 4.4 The results of the questionnaire "Teacher as seen by the eyes of students" are given to the director of strategic development, after consideration by the committee, the results are submitted for analysis by the teacher himself, who must identify the reasons of student dissatisfaction (if they exist), develop a system of measures to improve his teaching activity. In addition, the results of the questionnaire can be discussed and analyzed at the meetings of a supervising prorector, director of the Department of Academic Affairs, the head of the department and used to make personnel decisions, as well as be a basis for the development and execution of activities to improve qualification and retraining of teachers.

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### 5 Approval, validation and implementation

This MG is agreed in accordance with the DP X - 01 and is drawn up in the "Approval sheet" (Appendix C).

#### 6 Ensuring the availability

Ensuring the availability of this MG must be carried out in accordance with DP X - 01.

## 7 Analysis and updating

The analysis and updating of this MG should be carried out in accordance with DP X - 01.

#### 8 Storage

Storage of this MG must be carried out in accordance with DP X - 01.

## 9 Making changes to the document

Making changes to this MG must be made in accordance with DP X - 01.

T---14--

D) Teachers answer late

H) Other \_\_\_\_

E) There is not feedback from teachers F Large amount of tasks from teachers

G) Large amount of the received information

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Appendix A (informative)

### **QUESTIONNAIRE**

## "Satisfaction of the 2-5 year students with educational services"

#### **Dear students!**

We ask you to take part in the questionnaire "Satisfaction of the 2-5 year students with educational services" in order to improve a learning process, to improve the quality of provided services and other areas of the university's activity.

To answer questions of the questionnaire, you must carefully read the question and all variants of answers. Choose the answer, which suits you among other answers.

The results of this questionnaire will be processed and presented in a generalized form. We ensure confidentiality of your personal opinion. Please, fully answer all questions of this questionnaire.

| racuit        | y   |
|---------------|---|
| Depart        | tment   |
| Acade         | mic year  |
| Special       | lity (abbreviation)   |
| 1. What is yo | our occupation?   |
| A) Studer     | ıt  |
| B) Gradua     | ate student   |
| C) Doctor     | ral student   |
| •             | have any previous training experience with the usage of distance hnologies, before introduction of the pandemic (COVID-19)? |
| B) No         |   |
| ,             | ifficult to answer  |
| D) Other      |   |
| 3. What diff  | iculties do you have in the distance learning?  |
| A) There      | are no difficulties   |
| B) Low i      | nternet speed   |
| C) Low-o      | quality teaching materials of the teachers  |

B) I am rather satisfied C) I am not very satisfied

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| 4. Highlight benefits of the distance learning?   |
|---|
| A) Economy  |
| B) Availability (regardless of geographic and temporary location)   |
| C) Flexible schedule  |
| D) Mobility   |
| E) Technologies   |
| F) Other  |
| 5. Please, evaluate a level of the organization's satisfaction with a student's independent work (providing all necessary materials):                     |
| A) High   |
| B) Average  |
| C) Low  |
| D) Other  |
|   |
| 6. Is the student's knowledge assessment system effective at the university?  |
| A) A written exam allows to objectively assess the student's knowledge  |
| B) Testing gives a more objective assessment  |
| C) An oral exam is more effective   |
| D) Other  |
| 7. Please, evaluate a level of the basic organization of practice (are materials available):  A) High   |
| B) Average  |
| C) Low  |
| D) Other  |
| 8. Do you have any information about a social and psychological service of NPJSC "Abylkas Saginov Karaganda Technical University"?  A) Yes B) No C) Other |
| 9. Did you have to contact the social and psychological service of NPJSC  |
| "Abylkas Saginov Karaganda Technical University"?   |
| A) Yes  |
| B) No   |
| C) Other  |
| C) Oulci  |
| 10. Are you generally satisfied with your student life?  A) I am completely satisfied   |

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| Thank you for your participatio   | n!                           |
|---|------------------------------|
| Please, write what questions need to be added to this questi<br>improve an educational program, to improve the quality of<br>improve the quality of the distance learning and other areas | of the provided services, to |
| E) Other  |                              |
| D) I am not satisfied at all  |                              |

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### Continuation of Appendix A

#### **QUESTIONNAIRE**

## "Satisfaction of 1st year students with educational services" Dear students!

We ask you to take part in the questionnaire "Satisfaction of 1st year students with educational services" in order to improve the learning process, improve the quality of services provided and other activities of the university.

To answer questions of the questionnaire, you must carefully read the question and all variants of answers. Choose the answer, which suits you among other answers.

The results of this questionnaire will be processed and presented in a generalized form. We ensure confidentiality of your personal opinion. Please, fully answer all questions of this questionnaire.

| Faculty   |
|---|
| Department  |
| Academic year   |
| Speciality (abbreviation)   |
|   |
| 1. Sources of information about the university, faculties, specialties  |
| 1 University website  |
| 2 Relatives, family, friends  |
| 3 University advertising booklets                                       |
| 4 Collections for university applicants                                 |
| 5 Open Days   |
| 6 From teachers of the faculty, university                              |
| 7 Graduates of NPJSC "Abylkas Saginov Karaganda Technical University"   |
| 8 Your answer option  |
|   |
|   |
| 2. Factors contributing to the choice of University, faculty, specialty |
| 1 Parents' choice   |
| 2 Prestige and fame of the university                                   |
| 3 Interest in the chosen specialty                                      |
| 4 The level of education quality  |
| 3 Employment opportunity  |
| 4 Highly professional teaching staff                                    |
| 5 The possibility of career, status growth                              |
| 6 Postponement from the army  |
| 7 Other   |
|   |

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| 3. | If there | was an                                  | opportunity | to re-enroll, | would you  | choose this     | specialty's |
|----|----------|---|-------------|---------------|------------|-----------------|-------------|
| •  |          | *************************************** | Opportunity |               | ,, , , , , | t circose ciris | Special,    |

- 1. Yes
- 2. No
- 3. I find it difficult to answer

## 4. Attitude to the chosen specialty

- 1. Changed for the better
- 2. No, it hasn't changed
- 3. Yes, disappointed

## 5. Are you satisfied with the work of the university admissions committee?

- 1 Completely satisfied
- 2 Rather satisfied
- 3 Rather unsatisfied
- 4 Completely dissatisfied

## 6. What difficulties do you have with distance learning?

- A) There are no difficulties
- B) Low internet speed
- C) Low-quality educational materials
- D) Teachers respond untimely
- E) Large volume of tasks
- F) A large amount of information received
- G) Other\_\_\_\_\_

## 7. Note the positive aspects of distance learning?

- A) Economy
- B) Accessibility (regardless of geographical and temporal location)
- C) Flexible schedule
- D) Mobility
- E) Technological
- F) Other\_\_\_\_\_

## 8. What is your emotional state during the session and inter-session periods

- 8.1 First Session:
- 1. Experienced fear
- 2. Have not experienced fear
- 8.2 Future session:
- 1. Experienced fear
- 2. Have not experienced fear

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| 9. | What are | the | results | of | your | first | session? |
|----|----------|-----|---------|----|------|-------|----------|
|----|----------|-----|---------|----|------|-------|----------|

- 1. "Excellent"
- 2. Without "C" grade
- 3. With "C" grade
- 4. There are debts left

| 10. Your attitude to the results of the session  |    |
|--|----|
| 1. Happy   |    |
| 2. Upset   |    |
| 3. They didn't matter to me  |    |
| 4. Other   |    |
| 11. Do you think that the educational services provided have disadvantages A) no B) yes If yes, then write down what they are, in the answer option "other": | s? |

Please write what questions, in your opinion, should be added to this questionnaire to determine the assessment of the organization of the educational process, the quality of education and other areas of the university's activities?

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## Continuation of Appendix A

## Questionnaire "Satisfaction of undergraduates with educational services"

#### Dear undergraduates!

The Center for Quality Management and Accreditation conducts a questionnaire, the purpose of which is to identify problems that arise in the process of training and scientific work of undergraduates of the NPJSC "Abylkas Saginov Karaganda Technical University".

We ask you to take part in conducting this questionnaire, answers to questions. The survey results will be used to ensure that your learning needs are met as much as possible. When answering the questionnaire questions, follow the instructions.

#### **Course:**

## **Specialization:**

## 1. Evaluate your participation in the formation of an individual master's work plan.

- 1. Not participating.
- 2. Participation is purely formal, the formation of an individual plan does not actually depend on me.
- 3. I develop all sections of the plan independently under the supervision of my supervisor.
  - 4. I form an individual plan on my own, the head only signs it.
  - 5. I find it difficult to answer

## 2 How often do you meet with the supervisor and on whose initiative?

- 1. The scientific supervisor regularly makes appointments for me, during which he checks and corrects the progress of my research.
  - 2. The supervisor always agrees to meet with me if I ask him to.
  - 3. The supervisor is very busy and it is always difficult to meet with him.
  - 4. Other

In each question (row of the table), please select the answer option (one digit) that matches your opinion.

## 3. Evaluate the level of your participation in the following types of work of the department

| Type of work                       | High | Average | Low | I find it difficult to answer |
|------------------------------------|------|---------|-----|-------------------------------|
| 1. Research work of the department | 1    | 2       | 3   | 4                             |

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| (design, development, technological, etc.) as a full participant |   |   |   |   |
|--|---|---|---|---|
| 2. Writing scientific articles                                   | 1 | 2 | 3 | 4 |
| 3. Participation with reports at                                 | 1 | 2 | 3 | 4 |
| conferences and seminars   |   |   |   |   |
| 4. Preparation of research reports,                              | 1 | 2 | 3 | 4 |
| abstracts  |   |   |   |   |

## 4. Are you satisfied with the scientific and educational environment of the university while studying for a master's degree?

|  | Completely | Partially | Not     | I find it    |
|--|------------|-----------|---------|--------------|
|  | satisfied  | satisfied | satisfi | difficult to |
|  |            |           | ed      | answer       |
| 1. Organization of conferences, round  | 1          | 2         | 3       | 4            |
| tables, forums at the university, with |            |           |         |              |
| the participation of undergraduates    |            |           |         |              |
| 2. Material and technical support of   | 1          | 2         | 3       | 4            |
| applied scientific research            |            |           |         |              |
| 3. Availability of University library  | 1          | 2         | 3       | 4            |
| collections                            |            |           |         |              |
| 4. The general level of organization   | 1          | 2         | 3       | 4            |
| and conduct of an internship abroad    |            |           |         |              |

## 5. How would you assess the teaching staff of your Master's program in general?

| Criteria                     | Excellent | Good | Satisfie | Not satisfied |
|------------------------------|-----------|------|----------|---------------|
|                              |           |      | d        |               |
| 1. Knowledge, qualifications | 1         | 2    | 3        | 4             |
| 2. Teaching methods used     | 1         | 2    | 3        | 4             |

| If you are having difficulties studying for a master's degree, then what are they |  |
|---|--|
| caused by? (write)  |  |
|   |  |
| Your training profile:  |  |

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## Continuation of Appendix A

## Questionnaire "Satisfaction of doctoral students with educational services"

#### **Dear doctoral students!**

The Center for Quality Management and Accreditation conducts a questionnaire, the purpose of which is to identify problems that arise in the process of training and scientific work of doctoral students of the NPJSC "Abylkas Saginov Karaganda Technical University". We ask you to take part in conducting this survey, answers to questions. The survey results will be used to ensure that your learning needs are met as much as possible. When answering the questionnaire questions, follow the instructions after the question.

1. Evaluate the quality of educational services provided by our university 5 – excellent; 4 – very good; 3 - good; 2 – satisfactory; 1 - unsatisfactory, bad.

|   | Evaluation criteria                        | Evalu | ation o | of the cr | iterion | , point |
|---|--|-------|---------|-----------|---------|---------|
|   |  | 1     | 2       | 3         | 4       | 5       |
| 1 | Relevance and relevance of the proposed    |       |         |           |         |         |
|   | topic of the dissertation research to your |       |         |           |         |         |
|   | scientific interests                       |       |         |           |         |         |
| 2 | The level of organizational,               |       |         |           |         |         |
|   | methodological and informational support   |       |         |           |         |         |
|   | for the preparation of a dissertation      |       |         |           |         |         |
|   | research                                   |       |         |           |         |         |
| 3 | Professionalism and competence of the      |       |         |           |         |         |
|   | supervisor                                 |       |         |           |         |         |
| 4 | Possibilities of approbation and           |       |         |           |         |         |
|   | publication of the results of the          |       |         |           |         |         |
|   | dissertation research                      |       |         |           |         |         |
| 5 | Access to participation in cathedral       |       |         |           |         |         |
|   | research projects, including funded        |       |         |           |         |         |
| 6 | The University's responsiveness to your    |       |         |           |         |         |
|   | requests                                   |       |         |           |         |         |
| 7 | Availability, completeness and reliability |       |         |           |         |         |
|   | of information about scientific events     |       |         |           |         |         |
|   | held at the University and beyond          |       |         |           |         |         |
| 8 | The general level of organization and      |       |         |           |         |         |
|   | conduct of an internship abroad            |       |         |           |         |         |
| 9 | The effectiveness of a foreign internship  |       |         |           |         |         |

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| for you |  |  |  |
|---------|--|--|--|

1 – unsatisfactory, bad.

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Appendix B (informative)

## Questionnaire "Teacher through the eyes of students"

#### **Dear students!**

The purpose of this questionnaire is to determine teacher's rating as seen by the eyes of student. We ask you to think and sincerely answer the questions offered to you. You should evaluate a level of teaching on each question, as per the following scale:

|                      | <b>J</b> / |      |
|----------------------|------------|------|
| Department           |            | <br> |
| Full name of the tea | acher      |      |

5 – Excellent; 4 – Very good; 3 - Good; 2 – satisfactory;

| No. | Quality  | Appraised by points |
|-----|--|---------------------|
| 1   | Quality of giving lectures   | by points           |
| 2   | Quality of giving seminars and practical classes                   |                     |
| 3   | Quality of giving laboratory classes                               |                     |
| 4   | Holding additional consultations                                   |                     |
| 5   | Culture of speech  |                     |
| 6   | Pace of material explanation                                       |                     |
| 7   | Ethics of teacher's behavior                                       |                     |
| 8   | A teacher's ability to interest a student                          |                     |
| 9   | Exactingness to students and objectivity in assessing their        |                     |
|     | knowledge  |                     |
| 10  | Practical significance of the learning material                    |                     |
| 11  | The usage of modern technical teaching aids (multimedia            |                     |
|     | applications, digital laboratory works, video films, computer      |                     |
|     | tests, video plots, training programs, electronic textbooks, etc.) |                     |
| 12  | Providing a discipline with educational and methodological         |                     |
|     | material   |                     |
| 13  | You can send your proposals, wishes, comments on this question     | nnaire by e-        |
|     | mail: cqma_kstu@mail.ru  |                     |

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## Continuation of Appendix B

## Questionnaire "Teacher through the eyes of colleagues"

#### Dear teachers!

We ask you to take on the role of an expert and evaluate the business characteristics, personal qualities and perceptions of corruption practices of your colleague.

For each question, you should evaluate your colleagues on the following scale: (5 –Agree (a) completely; 4 –Yes rather than no; 3 – Partially agree (a); 2 – Find it difficult to answer; 1 –Disagree (a) at all.)

Please be objective in your answers!

| No<br>· | Question   | Score in points |
|---------|--|-----------------|
| 1       | Do the classes conducted by a colleague correspond to a high professional level?   |                 |
| 2       | Fulfills professional obligations in a timely manner?  |                 |
| 3       | Takes an active part in the research work of the department?   |                 |
| 4       | Takes an active part in the educational work of the department?  |                 |
| 5       | Participates in the creation/improvement of a favorable moral and psychological climate at the department?   |                 |
| 6       | The ability to avoid conflict situations and make constructive decisions on controversial issues.  |                 |
| 7       | Is making efforts to increase the prestige of the teaching profession, providing quality education for students?   |                 |
| 8       | Rationally approaches the use of working time both his own and colleagues at work.   |                 |
| 9       | Would you choose this teacher if you had the opportunity to choose your group mates?   |                 |
| 10      | On this issue, you should evaluate a colleague on the following scale: (5 – Disagree (a) at all; 4 – Find it difficult to answer; 3 – Partially agree; 2 – Yes rather than no; 1 – Agree (a) |                 |
|         | completely.) Does a colleague collude (performing any assessed work for the  |                 |
| 11      | student (both for a fee and free of charge)?   |                 |
| 11      | On this issue, you should evaluate a colleague on the following  |                 |
|         | scale: (5 – Disagree (a) at all; 4 – Find it difficult to answer; 3 –  |                 |
|         | Agree (a) partially; 2 – Yes rather than no; 1 – Agree (a)   |                 |
|         | completely.) Does he use his professional relationships with   |                 |

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|    | students for the purposes of personal gain (purchase of    |  |
|----|--|--|
|    | monographs, personal assignments, use of transport, etc.)? |  |
| 12 |  |  |
|    | can be sent by e-mail cqma_kstu@mail.ru                    |  |

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#### **Continuation of Appendix B**

#### Questionnaire "Clean session"

#### Dear students!

We ask you to take part in the questionnaire "Clean Session" to ensure the objectivity and transparency of the examination session at the NPJSC "Abylkas Saginov Karaganda Technical University".

To answer the questionnaire questions, you need to carefully read the question and all the answers. Choose among the answers the one that suits you.

The results of this survey will be processed and presented in a generalized form. We guarantee the confidentiality of your personal opinion. We ask you to fully answer all the questions in this questionnaire.

| Faculty   |
|---|
| Course  |
| Specialization  |
| <ol> <li>Which group of students do you consider yourself to be in terms of academic performance?</li> <li>"strong"</li> <li>"average"</li> <li>"below average"</li> <li>Other</li> </ol> |
| <ul><li>2. How objective do you think the assessments at the university session are?</li><li>1) Objective</li></ul>   |
| 2) Rather objective   |

- 4) Nonobjective

3) Rather nonobjective

- 3. Are you prepared equally well in all disciplines?
- 1)No
- 2)Yes
- 3) if not, then write down in which disciplines, in the answer option "other"
- 4) I find it difficult to answer
- 4. Are there often unfamiliar questions on the exam that were not in the materials passed?
- 1) Yes, often (more than 2 times)
- 2) No, there were no such questions
- 3) Yes, but rarely (less than 2 times)

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| 4)Other  |
|--|
| <ul> <li>5. What are you not satisfied with when preparing for exams?</li> <li>1) Short terms for preparation</li> <li>2) Insufficient material</li> <li>3) Complex lecture materials</li> <li>4) Insufficient intermediate days for preparation between exams</li> <li>5) Everything suits you</li> <li>6) other:</li> </ul>  |
| <ul><li>6. Do you have enough time to answer questions during exams?</li><li>1) Yes, that's enough</li><li>2) No, not enough</li></ul>   |
| <ul> <li>7. Do you need additional consultations to prepare for exams:</li> <li>1) No, because I think I get enough knowledge on the specialty being studied</li> <li>2) Yes (specify which disciplines, in the answer option "other")</li> <li>3) other:</li> </ul>   |
| <ul> <li>8. If you have difficulties understanding the material, then, as a rule, this is due to:</li> <li>1) With the complexity of the lecture material</li> <li>2) With the fact that the teacher cannot explain the material in an accessible way</li> <li>3) With individual abilities of the student</li> <li>4) With insufficient number of seminars, practical classes</li> <li>5) other:</li> </ul> |
| 9. What kind of issues did you have to solve with the help of a bribe (or services/favors/gifts/units on the phone)? (if you had to, then write the cost of this service in the answer "other") 1) "Close" the session 2) Pass the border control 3) "Close" one item 4) Take a course paper   |
| <ul><li>5) Transfer from a paid form of study to a grant (ministerial, "intra-university")</li><li>6) Get a place in a hostel</li><li>7) Solve the issues of the military department</li><li>8) I hand over everything on my own, without giving bribes.</li></ul>   |
| <ul> <li>9) other:</li> <li>10. What factors, in your opinion, encourage a student to give a bribe?</li> <li>1) Extortion by a teacher</li> <li>2) There was no time / conditions to prepare for the exam yourself</li> </ul>  |

7) I find it difficult to answer

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|  | -   |                    | Page 21 01 23          |
|--|---|--------------------|------------------------|
| receive the scholarship 4) Unwillingness to lea 5) The difficulty of ma 6) Teacher bias 7) I didn't have to pay a  | arn a subject stering the subject a bribe                               | e role for me in   | terms of continuing to |
| 8) other:  |   |                    |                        |
| <ol> <li>Through the headma</li> <li>Through informal le</li> <li>Through senior stud</li> <li>Through laboratory</li> <li>Through familiar tea</li> <li>Personally</li> <li>No way</li> </ol> | eaders (from among stud<br>ents<br>assistants / secretaries o<br>achers | lents)             |                        |
| 8) I find it difficult to a  |   |                    |                        |
| 9) other:  |   |                    |                        |
| 12. What do you see choose several answers 1) Low teacher salary   | as the main reasons for   | or bribery at the  | e university? (you can |
| •  | sionalism of the teacher  |                    |                        |
| 3) Weak interest in stud   |   |                    |                        |
| 4) Weak control (transp  | parency)  |                    |                        |
| 5) Students study not f  | for the sake of knowleds  | ge, but for the sa | ke of a diploma at any |
| cost   |   |                    |                        |
| 6) Student workload  |   |                    |                        |

surname) teachers involved in bribery:\_

13. Optionally, you can specify (specify the name of the department, discipline,

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Appendix C (mandatory)

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## Appoval sheet

| Position                             | Full name       | Date | Signature |
|--------------------------------------|-----------------|------|-----------|
| Director of Strategic<br>Development | Zhetessova G.S. |      |           |
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Appendix D (mandatory)

F. 02 - 2022

## Familiarization sheet

| Position | Full name | Date | Signature |
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