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Erasmus+ Programme  
of the European Union

# IMPALA

Strengthening Impact of Latin American Universities

# The IMPALA project enhances the quality of Colombian, Cuban and Panamanian universities

by transferring EU expertise to design and implement a quality referential (framework, tools & methodology) based on impact assessment.

This tool complements the actual quality assurance (QA) systems, which are currently limited to quality of teaching and research.

This, in turn, fosters evolution towards an impact-driven culture in institutions that

improves the quality and relevance of the services provided to their community.

The project results in an impact QA system, inspired by EU experience and customized to the 3 aforementioned national contexts.

The higher education institutions (HEI) are trained to apply the quality referential at an institutional (impact is measured and included in



**The project promotes cultural change at universities to better understand how to answer to the needs of their environment, how to engage into innovative activities with a higher impact.**



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**This way, regional and local communities can benefit from the concrete results of the pilot projects, as they tighten their links with HEIs open to the local environment.**

strategic development) and a functional level (more activities/projects are targeted at local communities and their impact is maximized).

The suitability for purpose and practical relevance of this QA system is verified by means of its implementation in 11 universities, under the mentorship of European experts.

Results and best practices are compiled into two publication series: one for senior university management, explaining how to measure,

monitor and increase impact and collecting best practices; and the second for faculty and specialized staff, providing guidelines and inspiration on how to maximize the impact of universities at a local level, and illustrated through a case study compendium.

Main findings and recommendations are shared with the 3 stakeholder countries during the project conference to build awareness and stimulate replication.



## IMPALA phases

- 1** Develop tools and train experts for the subsequent implementation of projects.
- 2** Higher education institutions act at two levels for the implementation of the concept of impact measurement. While managers analyze the impact measurement of universities, the IMPALA project team develops projects aimed at the local community.
- 3** Capitalize on good practices and learning in three publications.



## IMPALA specific objectives



**To design and implement** a quality referential (framework, tools and methodology) to impact assessment, complementing the current university QA mechanisms in Colombia, Cuba and Panama. EU experience in the domain is transferred to the target countries that develop the instrument and customize it to their national context.

**To provide** HEIs with the abilities to apply this quality referential to their situation. All staff is trained and mentored during on-site implementation. Top management assesses the impact of their institution and adapt their strategic planning. Faculty and specialists engage in high impact activities targeted at the community.



**To improve the quality and relevance of the services** to the community as part of the university mission. Reference material, guidelines, case studies and best practices are published and shared. Universities use these materials to improve their responsiveness to the demands of the environment. Ministries and association stimulate.



## How **IMPALA** addresses goals and objectives?

The project allows universities to understand how to assess their impact (all tangible and intangible benefits that they bring to the local environment, such as educational and intellectual, financial, business development, societal and visibility outcomes) and integrate it in their QA systems. They are more open and reactive to their environment needs, which improves the relevance and quality of the services provided to their community, as part of their third mission.



# IMPALA achievements

The proposal enriches the current QA systems (limited to teaching and research) by incorporating the concept of impact.

The assessment tool and set of recommendations allow to assess and improve all the activities, in particular, the services universities provide to the community.

By being aware of their contribution to society, universities modernize their strategic planning and adapt their organization and working structure to provide better services that can satisfy the demands of their environment.

# Partners

## European partners

- EFMD The Management Development Network de Bélgica
- Università Cattolica del Sacro Cuore de Italia
- Universitat Ramon LLull, ESADE Business School - Spain
- Universidad Politécnica de Valencia de España
- Universidade NOVA de Lisboa
- Universidade de Porto de Portugal



## Colombian partners

- ASCOLFA Asociación Colombiana de Facultades de Administración
- Universidad de Antioquia
- Universidad Católica de Colombia
- Universidad del Valle
- Universidad de La Sabana
- Pontificia Universidad Javeriana



## Cuban partners

- Ministerio de Educación Superior
- Universidad de Camagüey “Ignacio Agramonte Loynaz” de Cuba
- Universidad Central “Marta Abreu” de Las Villas
- Universidad de Holguín-Cuba
- Universidad Agraria de la Habana



## Panamanian partners

- Universidad Especializada de las Américas
- Universidad de Panamá







**[impalaproject.eu/es](http://impalaproject.eu/es)**

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