



WORK PROGRAMME OF THE UNIVERSITY OF MARIBOR CENTRE FOR QUALITY DEVELOPMENT 2011-2015

At the University of Maribor the development of quality is intended to support realization of the university mission and strategy as well as to support assurance and improvement the quality of educational, research and all other university processes.

Background

The important role of the Centre for quality development is to support and manage the activities focused on development of the quality culture. These processes shall include all employees and students, shall enhance the development of trust and belonging to university, provide more transparency of information on each level of management and unify the inner public in its view on the university.

We will support the dialogue between academic and students community as well as their Engagement in shaping each segment of assurance and development of quality. At the beginning we shall focus on the fields that are crucial for realization of the mission and strategy of the University of Maribor and that will contribute to raising the quality of development of whole university. Our activities will be oriented to state analysis and preparation of the reports, as well as preparation of the databases for the need of all interested individuals at the University of Maribor and for further data procession and analysing. The important challenge will be also to increase the awareness of academic community about the importance of co-operation of all the employees and students within the processes of evaluation of educational and research activities at the university.

The important basis and impulse for the development of quality of the higher education remains the Bologna declaration (1999), which strived to development of the common structures and tools in European tertiary education. While with the Berlin report (2003) quality was raised on the even top of the strategic priorities of the university, which simultaneously received the political support in the process of higher education quality assurance. In Bergen (2005) the European standards and directives were approved together with the establishment of the European forum for quality assurance and approval of the decision about preparation of the European catalogue for quality assurance. All these four elements are the constituent parts of the European dimension of quality assurance.

The future directions for development of quality assurance systems in the higher education will depend also on national and European policy. There are various ideas and trends. Among them we can find increased interest in looking for different ways of evaluating and comparing the quality. The existing national and global university rankings are based on information that is accessible. The rankings are focused mostly on the indicators connected to the research activities. In order to make the comparisons more legitimate and accurate, European Union decided to revise various approaches to university ranking.

The U-Map and U-Multirank projects develop the classification of all European higher education institutions without grades or places and they support the idea of multidimensional ranking, which is focused on the user. The above mentioned issues will surely have the positive influence on the future development of the quality in the higher education.

At the University of Maribor we strive to follow the European initiatives and trends on the field of quality. To achieve this goal, we will present the existing methods of quality assurance and monitoring to the leadership

of the members of University of Maribor. In March 2012 we will organise the international conference »The culture of quality and European initiative of university rankings«.

The Centre for quality development will lean on examples of good practices of the successful universities and on professional evaluation of the processes and activities at the university, among which we will monitor the field of knowledge transfer. In order to make our work more successful, we will also co-operate with other Slovene universities.

Basis for work programme

National law on higher education of the Republic of Slovenia, National programme of higher education 2011-2020, Research and innovation strategy of Slovenia 2011 – 2020, NAKVIS – Criteria and Programme (institutional accreditation), Recommendations of the Slovene rectors conference, The Green book, European Commission, Bologna Process, Berlin Principles, The European Standard and Guidelines for QA in EHEA, Quality Assurance institutions reports (ENQA, EQAR, ESG's), EUA reports (»Global University rankings and their Impact«, »Trends 2010: A decade of change in EHE«, Examining quality culture Part I, Part II ...), projects Mapping diversity of university profiles, U-Multirank Project (»Feasibility study on a multi-dimensional global ranking«), E3M, activities of IREG, OECD network, particularly within IMHE: Programme for Institutional Management of Higher Education Program.

QUALITY DEVELOPMENT PROGRAM

1. Policy and procedures for quality assurance

Goal: Developed and implemented strategy for continuous enhancement of quality in accordance with national and international standards and guidelines. Assessment and improvement of existing evaluation tools, methodologies and the development of the new ones for the more efficient enhancement, evaluation and assurance of quality in all areas of university functioning.

Theme	Activities
1.1 Quality policy	1.1.1 Harmonization of the existing mission and vision with the development of the university strategic plan and quality policy.
1.2 Quality manual	1.2.1 Development of the university strategic goals and quality manual with description of universities' quality procedures
1.3 internal institutional evaluations UM	1.3.1 Institutional evaluation (regular process, monitoring the re-accreditations at faculties, supporting in the preparation of the processes)
1.4 Involvement of students in the quality processes	1.4.1 Evaluation of teaching staff by students – revision, improvement of the existing questionnaires and development of new ones
	1.4.2 Students' satisfaction with quality of study programs and their objectives (development of tools, accreditation form p. E4, T8)
	1.4.3 Measuring of student work load (Bologna programs – ECTS rules-analysis of existing measurements)
	1.4.4 Monitoring of students at achievement of foreseen academic standards and qualification (definition of the concept and training of the responsible creator of each study program – each study program will have clear description of the results of student knowledge)
	1.4.5 Evaluation of student services and learning resources.
1.5 Self-evaluation process	1.5.1 Analysis of the self-evaluation reports at faculties and other university members, preparation of self-evaluation report for the university as a whole, revision of the results and activity plan realization, adaptation of the guidelines, questions to the demands of the EU initiatives, inclusion of the chapter on management and governance
1.6 International experts in quality processes	1.6.1 Creation of the data base of the international and national experts for »peer review«
1.7 National institutional accreditation	1.7.1 Preparation for the institutional accreditation by NAKVIS in 2014
1.8 International institutional evaluation	1.8.1 Preparation for the international IEP by EUA in 2013
1.9. Support processes	1.9.1 Evaluation of university leadership on central and members level
	1.9.2 Organizational communication
	1.9.3 Quality of support services
	1.9.4 Employee satisfaction
	1.9.5 E-learning
	1.9.6 E-business

2. Quality development at all areas of university functioning

Goal: Implementation and testing of the quality tools, indicators for each area of university functioning. Data base unification for user friendly presentation of relevant information of university functioning. Implementation of the system for permanent collection, analysis and use of quantitative and qualitative data for effective university management.

2.1 Education	<p>2.1.1 Development of quality indicators, methods and procedures for QA (revision of existing ones, implementation and development of new ones and related data base)</p> <p>2.1.2 Development of new training programs for teachers, researchers, students, administrative staff (collaboration with Career Center)</p> <p>2.1.3 Development of the recommendations for the teaching staff and teaching, learning methods</p>
2.2 Art	<p>2.2.1 Development of criteria for recognition of art work</p> <p>2.2.2 Evaluation and development of art contents in different curriculums and programs</p> <p>2.2.3 Development of quality indicators, methods and procedures for QA (revision of existing ones, implementation and development of new ones and related data base)</p>
2.3 Research and science	<p>2.3.1 Implementation of European charter for researchers and Code of conduct for the recruitment of researchers (Human researchers strategy for researchers with action plan HRS4R)</p> <p>2.3.2 Revision of quality indicators, methods and procedures for QA (SICRIS, ARRS, proposal for changes in legislation)</p>
2.4 Knowledge transfer	<p>2.4.1 Establishment of the system with permanent collaboration with economic partners (Strategic Council)</p> <p>2.4.2 Student involvement in projects with industry and business partners</p> <p>2.4.3 Student involvement in technological park, business incubator, intellectual management industrial rights</p>
2.5 Internationalization	<p>2.5.1 Development of internationalization strategy and implementation in all areas of university functioning</p> <p>2.5.2 Development of quality indicators, methods and procedures for QA (revision of existing ones, implementation and development of new ones and related data base)</p>
2.6 Employability and employment of graduates	<p>2.6.1 Development of quality indicators, methods and procedures for employability and employment of graduates, market analysis, »learning outcome« - evaluation of competences and skills</p> <p>2.6.2 Permanent collaboration with Karier center</p>
2.7 Students	2.7.1 Regular analysis and monitoring of student profile
	2.7.2 Development of the system for direct involvement of students in scientific, research, art, professional work in all three levels of education (bachelor, masters, doctoral) and monitoring of this processes
	2.7.3 Further encouragement and enhancement of student involvement in decision making bodies and other operational bodies of university management and the evaluation of these processes.

	2.7.4 Regular communication with and information of students about the measures for QA and development in their work area and active involvement in all areas of university functioning.
	2.7.5 Development of quality indicators, methods and procedures for student evaluation of services, study program, QA and other areas of interest.
2.8 Support processes	2.8.1 Development and up-grading of e-business 2.8.2 Development and up-grading of e-learning 2.8.3 Development of tools for evaluation support services 2.8.4 Development of tools for customer satisfaction 2.8.5 Development of human resource development policy

3. Projects	
Goal: The introduction of new contents and activities in line with global guidelines and trends, and concern for continuing education.	
3.1 Sustainable and socially responsible development of the university	3.1.1 Preparation of the mission and vision of the development of socially responsible university 3.1.2 The preparation of the strategy and work plan
3.2 The culture of quality and values of the university community	3.2.1 Preparation of the policies and guidelines for the development of the ethical dimension of UM 3.2.2 Preparation and approval of the Ethical Code 3.2.3 Preparation of implementation plan of the Statements on ethics and values of UM in all segments of activities and operation of UM
3.3 International conference	3.3.1 Preparation and implementation of the International Conference for Slovenian universities: Culture of quality and the European Initiative for Ranking of Universities, March 2012
3.4 IT support of quality	3.4.1 Unification and the introduction of new quality indicators for different purposes 3.4.2. Inclusion in the PROSE network asking for the development of data processing tools for various forms of evaluation
3.5 International Seminar	3.5.1 Preparation and implementation of seminars (topics for 2012: Changing governance structures, Benchmarking, Student Centred and Innovative Universities)

3. The development of quality at the university members /departments/composite units

Goal: Improving the communication and the information flow between the management of UM and the management of the faculties/departments in terms of better all-round knowledge, key higher education activities and to provide conditions for enhancing existing strengths and addressing possible weaknesses.

4.1 UM management visits at the university members/departments	4.1.1 Preparation of visits, analysis of the key findings from self-evaluation and other reports with suggestions for improvement and debate on open issues
4.2 Monitoring the accreditation of international professional associations	4.2.1 A review of existing and planned national and international accreditation by professional associations («peer review»)
4.3 Follow-up of training	4.3.1 Evaluation of the implementation of programs for the training and other forms of non-formal education and continuing education at UM (monitoring user satisfaction)

5. International process of quality development

Goals: Informing all responsible with current activities in the field of monitoring, evaluation and quality assurance of higher education activities in Europe and beyond. Examination and selection of international associations for the active involvement of University of Maribor in the process of European initiatives. Active participation in international events, inclusion in current projects, exploring of new possibilities of development of international cooperation for improving the quality.

5.1 U-Multiranking	5.1.1 Active participation in the project and the activities associated with the implementation of the project 5.1.2 Development of databases for the purposes of participation in the project
5.2 U-Map	5.2.1 Active participation in the project and the activities associated with the implementation of the project 5.2.2 Development of databases for the purposes of cooperation
5.3 E3M (Third Mission of Universities)	5.3.1 Examination and testing methodology of classification by the dimensions of the third mission of the university (lifelong learning, technology transfer and innovation, social inclusion) 5.3.2 Active participation at the conference: Indicators and good practices
5.4 IREG (International	5.4.1 Active participation in the network

Observatory on Academic Ranking and Excellence)	5.4.2 Conference participation: National university rankings on the rise 5.4.3 Active participation at the conference: Academic rankings and its advancement
5.5 ESU (European Students Union)	5.5.1 Informing with the activities of the project: Student centered learning project 5.5.2 Informing about the project QUEST and participation in follow-up activities
5.6 REGIO	5.6.1 Inclusion and monitoring of activities in the IMHE International Management of Higher Education Network (examination of AHELO indicators) 5.6.2 Conference participation: Maintaining and sustaining mass HE
5.7 ENQA (European Network of Quality Assurance)	5.7.1 Conference participation: Quality and Trust: at the heart of what we do 5.7.2 Participation on seminars and training courses
5.8 EUA (European University Association)	5.8.1 Participation on seminars and training courses in the quality development area
5.9 TEMPUS / Morems	5.9.2 Project participation: Modernization and Reconstruction of University Management and Structure
5.10 Maunimo (Mapping University Mobility of Staff and Students)	5.10.1 Project participation and participation on seminars
5.11 SHEQA	5.11.1 Project participation: Strategic Management of Higher Education Institutions Based on Integrated Quality Assurance System
5.12 EMUNI (European Mediterranean University)	5.12.1 General conference participation 5.12.2 Expert collaboration in development of joint study programs and student mobility
5.13 CEEPUS (Central European Exchange Program for University Studies)	5.13.1 Monitoring of quality networks and creating a joint Phd program
5.14 UNESCO	5.14.1 Culture dialog development with higher education institutions in third world countries
5.15 Assistance to third countries	5.15.1 Cooperation with West Balkan Countries 5.15.2 Applying for financial means of Cohesion Funds

6. Other activities	
Goals: Continuous education and training of Quality Development Center employees, gaining experience and examples of good practice in the field development and quality assurance of higher education activities.	
6.1 NAKVIS	6.1.1 Training and expert cooperation
6.2 Cooperation with ministries in charge	6.2.1 Joint project on quality development (source: Cohesion Fund, joint trainings) 6.2.2 Support in development of information network 6.2.3 Project on cooperation with the economy 6.2.4 Environmental projects – sustainable development
6.3 Visits of partner institutions – study of good practices	6.3.1 Visits and exchange of experience: University of Ljubljani, University of Primorska, University of Nova Gorica, TU and KFU Gradec, Minho University Braga, Edinburg University - SPARQS, Worcester University, RWTH Aachen, UC Dublin, University Gent, Leeds University
6.4 Additional education	6.4.1 Renewal of licences for internal evaluators and gaining new ones (ISO 14001, ISO 2600) 6.4.2 NAKVIS training
6.5 Cooperation with high schools	6.5.1 Development of joint project: motivating talented to apply to university and monitoring their success (for example: “Visoka druga”, project with z II. gimnazija Maribor)
6.6 Cooperation with the society at large	6.6.1 Monitoring EPK projects, Universiade, European year of the youth

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