



Preparing for the FINEEC audit – Current situation of quality management at the national level and at UEF, and goals for 2015–2017 /Teachers

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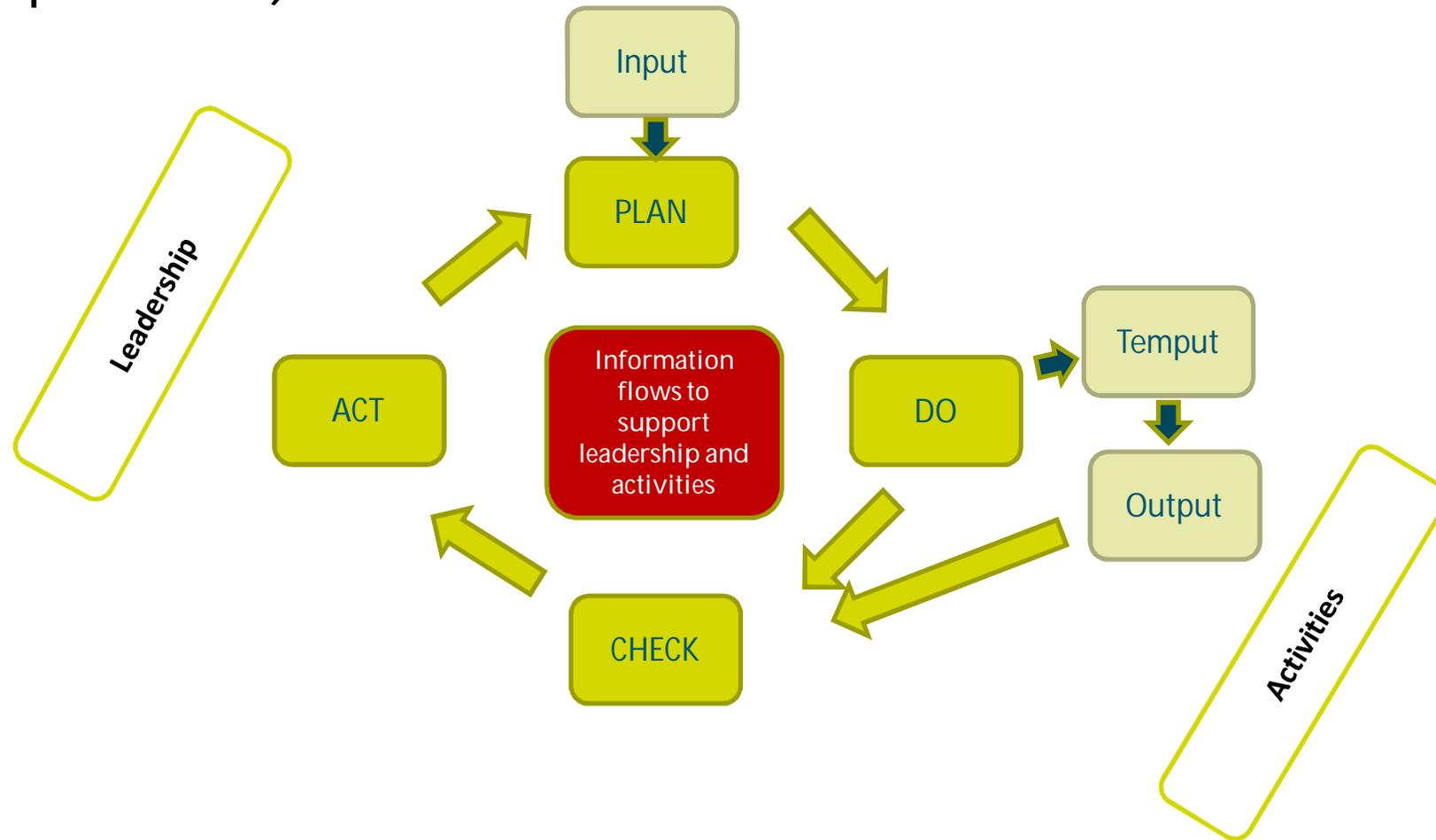
Current situation of quality management at the national level and at UEF, and goals for 2015–2017

1. Goals and general requirements set for quality management

- The main goal is to continuously and systematically develop the university's activities and to support the implementation of the strategy.
- General guidelines and definitions of policy can be found in, e.g.,
 - National legislation , EHEA and ESG
 - EHEA = European Higher Education Area
 - ESG = Standards and Guidelines for Quality Assurance in European Higher Education Areas
 - Finnish Education Evaluation Centre, FINEEC (former FINHEEC).



Leadership and quality – quality of leadership (and processes)



Legislation

Universities Act 2009/558

- Obligates the universities to carry out an external audit of their activities and quality management systems, and to publish these results every six years.
- The audit can be purchased from FINEEC, or from some other organisation affiliated with EQAR, as long as the audit fulfils the national requirements.
- EQAR = European Quality Assurance Register.
- The general principles of auditing higher education institutions are described in the Standards and Guidelines for Quality Assurance in the European Higher Education Area publication (ESG, revised in May 2015).
- http://www.enqa.eu/wp-content/uploads/2015/05/ESG_endorsed-with-changed-foreword.pdf



FINEEC

- FINEEC, the Finnish Education Evaluation Centre (and its section for evaluating higher education institutions).

- Audit manual:

<http://karvi.fi/en/publication/audit-manual-quality-systems-higher-education-institutions-2015-2018/>

- "As concerns degree programmes functioning as samples of degree education, ESG is applied also to review the impact that quality management procedures have on the results of operations."

FINEEC

FINEEC's audit model is in line with European quality standards, and it is development-oriented.

The audit is based on respecting the autonomy of HEIs => the HEI will develop its quality management system from its own premises and objectives.

The measures by which the HEI maintains and develops the quality of its activities is under review.

⇒The HEI's quality management system is expected to produce data to support decision-making (reporting, indicators, feedback, audits, etc.).

⇒Quality policy and quality culture (FINEEC's manual).

⇒Administrative and auxiliary services audited as part of the university's core services.

⇒Based on self-evaluation.

⇒Skill-based and student-centred teaching/ education.

(UEF: a seminar organised by Student and Learning Services on 25–26 August 2015 in Savonlinna.)



ESG

1. Policy for quality assurance
2. Design and approval of programmes
3. Student centred-learning, teaching and assessment
4. Student admission, progression, recognition and certification
5. Teaching staff
6. Learning resources and student support
7. Information management
8. Public information
9. On-going monitoring and periodic review of programmes.

http://www.enqa.eu/wp-content/uploads/2015/11/ESG_2015.pdf



ESG

- Institutions should monitor and periodically review their programmes to ensure that they achieve the objectives set for them and respond to the needs of students and society. These reviews should lead to continuous improvement of the programme. Any action planned or taken as a result should be communicated to all those concerned.
- The quality assurance of programmes and awards are expected to include:
 - The content of the programme in the light of the latest research
 - Changed needs of society
 - Students' workload, progression and completion
 - Students' expectations, needs and satisfaction
 - Learning environment, assessment of students.



ESG

- Institutions should have formal mechanisms for the approval, periodic review and monitoring of their programmes and awards.
- programmes are well-designed, regularly monitored and periodically reviewed, thereby securing their continuing relevance and currency.
- The quality assurance of programmes and awards are expected to include:
 - learning outcomes;
 - curriculum and programme design and content;
 - specific needs of different modes of delivery (e.g. full time, part-time, distance-learning, e-learning)
 - availability of appropriate learning resources;



ESG

- formal programme approval procedures by a body other than that teaching the programme;
- monitoring of the progress and achievements of students;
- regular periodic reviews of programmes (including external panel members);
- regular feedback from employers, labour market representatives and other relevant organisations;
- participation of students in quality assurance activities



2. FINEEC audit / targets

1. Quality policy
2. Quality system's link with strategic management and resource planning
3. Development of the quality system
4. Quality management of the higher education institution's core duties (incl. key supporting services)
 - a. Degree education
 - b. Research
 - c. Societal impact and regional development work (incl. social responsibility, continuing education, open university, etc.)
 - d. Optional target
5. Samples of degree education (1+1+1)
6. The quality system as a whole.

FINEEC audit / criteria

- A scale of four development stages:
absent, emerging, developing, advanced.
- The development phase of each audit target and sub-target is determined individually.
- The development stage of the quality management of each sample of degree education is also determined individually.
- In order for the university to pass the audit, none of the targets can be 'absent' and the quality system as a whole must be at least 'developing'.
- The optional audit target (5d) is not taken into consideration when evaluating the quality system as a whole.



FINEEC audit / materials to be submitted

- Basic material
 - Organisation chart and a brief description (max. 3 pages.)
 - Overall strategy and description of the strategy formulation process
 - Quality management system
 - Main Quality Manual
 - As regards degrees:
 - student intake and overall numbers
 - degrees awarded and average completion times
 - international degree and exchange students
- Self-evaluation report (max 70 pages) - reflective, identification of strengths and areas in need of development!

To be submitted 12 weeks prior to the interviews (in September).



Results of FINEEC audits held thus far

- Universities that have passed the audit: Universities of Helsinki, Jyväskylä and Tampere, Lappeenranta University of Technology, Tampere University of Technology, Åbo Akademi, University of Lapland
- Universities that have not passed the audit: Hanken and University of Turku.
- The following things are clearly required:
 - reflective self-evaluation - not just describing best practices, but also highlighting identified areas that need improvement
 - a comprehensive quality management system - not just separate certificates
 - a clear link between leadership and the quality management system
 - a described quality policy and quality culture (FINEEC's manual)
 - continuity and impact of quality management efforts.





Preparing for the FINEEC audit at UEF

1. UEF's FINEEC team

Composition of the FINEEC team:

- Director of Administration Tuomo Meriläinen, Chair
- Head of Academic and Student Affairs Satu Kouki (Head of Administration Päivi Peltoperä)
- Senior Lecturer Esko Ryökäs (Senior Lecturer Kristine Järnefelt)
- Professor Jarmo Jääskeläinen (Tiina Jääskeläinen)
- Senior Lecturer Maija Lahtela-Kakkonen (Head of Academic Administration Mervi Silaste)
- Senior Lecturer Eila Kankaanpää (Senior Lecturer Pekka Kuusela)
- Senior Lecturer Minna Tanskanen (University Teacher Kimmo Malin)
- Head of Administration Kaisa Laitinen (Executive Head of Administration Arja Hirvonen)
- Senior Researcher Jouni Sorvari (Professor Jouni Pykäläinen)
- Coordinator Saila Vaittinen (Coordinator Sari Hakkarainen)
- Library Director Jarmo Saarti (Head of Services Marja Maijala)
- Language Centre Director Raija Elsinen (Deputy Director Minna Hirvonen)
- Director of Academic Affairs Tuula Heide (Erja Widgrén-Sallinen)
- Secretary of Student Interests Mikko Aaltonen (Satu Koikkalainen)

2. UEF's audit schedule

- The next FINEEC audit at UEF will be carried out in December 2016.
 - The final agreement has been signed in February 2016
- => an international audit => materials in English
- In spring 2015, the university appointed a FINEEC team to support and guide the university's preparations for the audit, and to prepare the self-evaluations.
 - In autumn 2015, the samples of degree programmes and the optional target has been selected (UEF Leadership Group and Rector) - the faculties and independent institutes have given their proposals.
 - Internal audits on the theme of education will be carried out between autumn 2015 and autumn 2016.
 - The faculties' self-evaluations have been carried out between autumn 2015 and winter 2016.

UEF's audit schedule

- Spring 2016: seminar on the benchmarking of education
- Spring 2016: production of the university's overall self-evaluation
- Summer 2016: translation of the materials into English
- Autumn 2016: submitting of the basic materials and self-evaluation report
- Autumn 2016: samples of the third degree programme.

3. Self-evaluations and benchmarking of education

- A kick-start seminar separately for each faculty (with representatives of the independent institutes and service centres, the Student Union, and subject associations).

Faculty of Health Sciences: 8 October; Philosophical Faculty 28 October; Faculty of Social Sciences and Business Studies: 29 October; Faculty of Science and Forestry: 3 November.

- Production of the self-evaluation report at the faculties (also self-evaluation of education for benchmarking purposes).
- Evaluation of education is carried out as benchmarking in connection with the self-evaluation.
- A closing seminar of the benchmarking of education jointly for all faculties, with representatives of the independent institutes and service centres, the Student Union, and external "quality partners" - in March 2016.



4. Faculty-specific audits in 2015–2016

- Completion of an analysis of the university's strategy with regard to education, and preparation of the necessary definitions (Student and Learning Services and the faculties).
- In the audits of the faculties in 2015–2016, the themes are student-centred teaching, efficient learning, modern learning methods and pedagogically high level of teaching, etc.
- Striving towards a dialogue-based audit method that creates ideas for further development.

(Faculty of Health Sciences: 8 Dec 2015; Philosophical Faculty: January 2016; Faculty of Social Sciences and Business Studies: spring 2016; Faculty of Science and Forestry: early autumn 2016.)



Student Quality Day

- Purpose: to distribute information of KARVI-audit process for students
- Date: one day in November – to be confirmed later
- Method: Each teacher on that day gives a short ppt-presentation of the topic (2-5 min)
- Ppt-presentation: will be prepared and provided by Quality manager



Checklist for teachers/managers, 2015–2016/2

- Plan-do-check-act – highlighting the process.
- Education process - skill-based, student-centred, student viewpoint = highlighting the study path.
- Interfaces with the independent institutes and service centres are in order (e.g. teacher training in relation to other education)
- Units that give teaching: Use the degree programme samples of other audited universities to carry out benchmarking in your own unit! <http://karvi.fi/pubtype/auditointi/?order=DESC>



Checklist for teachers/managers, 2015–2016/2

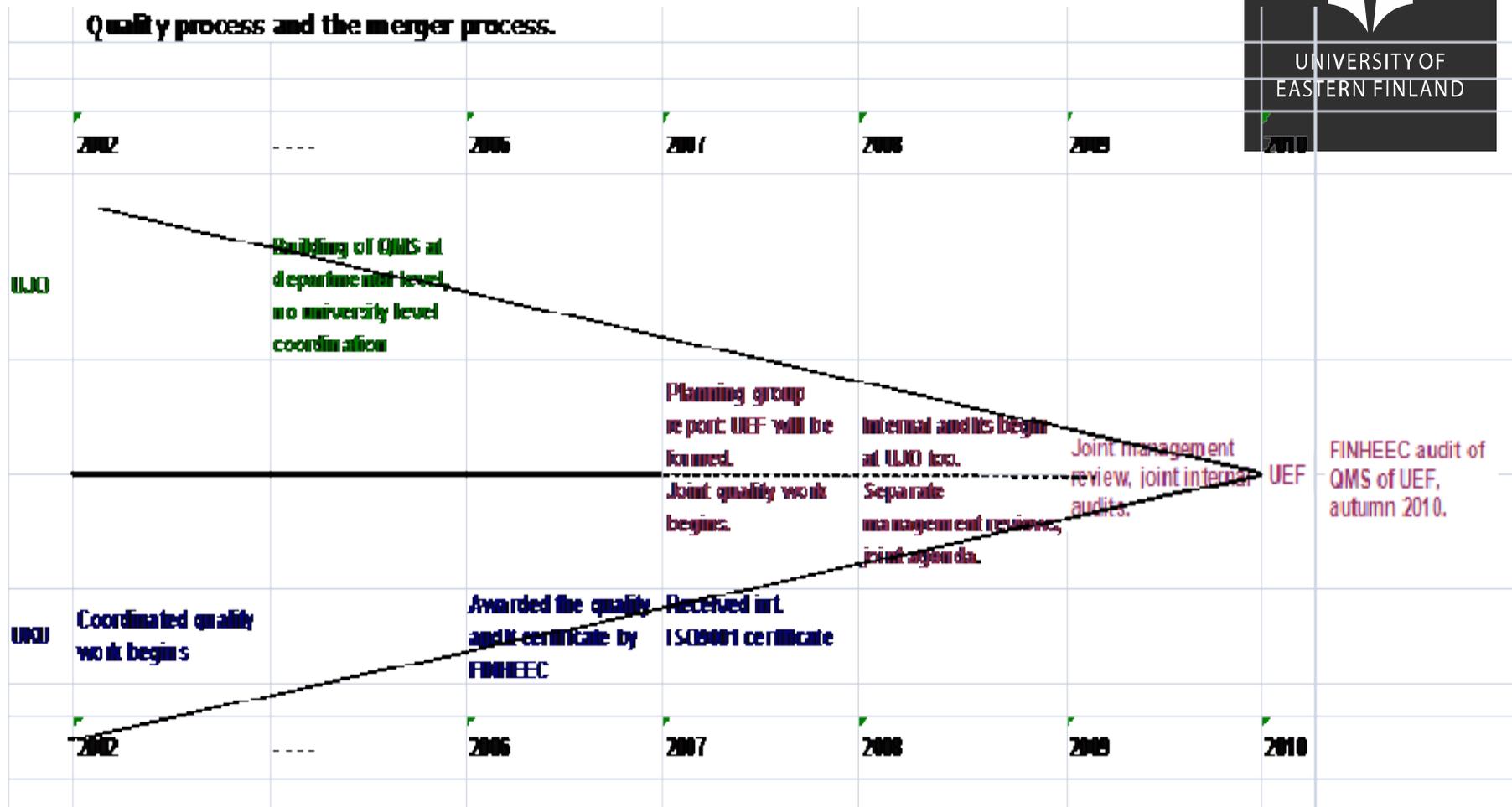
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Quality Management System of UEF

The 'History'



Quality Culture in the Beginning of the Merger Process

- The University of Kuopio (UKU) had been awarded the quality audit certificate of FINHEEC.
- The UKU had also been awarded the international ISO9001 certificate for the QMS of its teaching process.
- The University of Joensuu (UJO) had agreed to participate in the FINHEEC audit in 2009.

=> The UEF has been audited by FINHEEC in Dec. 2010.



The Goals of the QMS of the UEF

- The goals of the QMS of the UEF are set as follows:
 - to offer tools for the continuous development of the main processes of the university;
 - to offer tools for goal-setting and monitoring of the fulfilment of the strategy;
 - to help create joint practices and to clarify the management processes;
 - to disseminate good practices through quality manuals, audits and management reviews;
 - to help train the staff in new tasks and functions; and
 - to help the new faculties and departments to organize and to decide on their new practices.



Strategic management and quality management

The activities of the University of Eastern Finland are guided by the university's strategy for 2015–2020

Needs and expectations of UEF, students, staff members and the surrounding society

STRATEGIC LEADERSHIP,
PLANNING AND
DEVELOPMENT

CARRYING OUT OF RESEARCH,
EDUCATION AND SOCIAL INTERACTION,
AS WELL AS SUPPORTING SERVICES

THE QUALITY MANAGEMENT SYSTEM
SUPPORTS THE DEVELOPMENT OF
ACTIVITIES AND STRATEGIC LEADERSHIP

Fulfilling the needs and expectations of UEF, students, staff members and the surrounding society



3.2 Plan-do-check-act



Quality organization

- University Board
 - highest decision making body
- Leadership group of the University
 - highest planning body (strategic)
- Steering group of quality work – FINEEC-group
- The Research Council and The Council for Teaching and Guidance
 - Planning bodys
 - Chaired by academic rector



Quality organisation

- Quality Manager (in Kuopio)
 - full-time
 - coordinates and produces guidelines for the quality work of departments and their internal audits
 - Draws and maintains the Main Quality Manual
 - Plans and organises external audits and assessments
- Quality coordinator (in Joensuu)
- Quality Officers
 - all the departments have their own appointed part-time quality officers
 - Are working with the Quality Manager

Tools of Quality Work

- Quality Manuals loosely according to ISO 9001-standard
 - Gives guidance to quality work
 - Common language, common rules and guide lines
 - Main Quality Manual (university level)
 - other quality manuals (faculties, departments)



3.5 Tools of Quality Work

■ Management Reviews

- Leadership Group performs annually to ensure continuing suitability, adequacy and effectiveness of the University's QMS
- includes assessing opportunities for improvement and the need for changes
- results of audits and evaluations are part of the review

Tools of Quality Work

- Audits
 - internal - staff and students
 - external – FinEEC
- Evaluations
 - national
 - international
 - discipline specific
- Benchmarks and quality competitions
 - national
 - international



3.7 Tools of Quality Work

■ Training

- general quality training for staff
- audit training for auditors and students
- special training for quality officers, leaders and managers

- Basic Principles of QMS – course (1.0 ects)

- Purpose of the extensive training
 - the whole staff and all students know the basic principles of the quality management system



3.8 ISO 9001

- Customer focus
- Leadership
- Involvement of people (staff and students)
- Process approach
- Systematic approach to management
- Continual improvement
- Factual approach to decision making
- Mutually beneficial supplier relations



3.9 Demands of ISO9001

Description requirements:

1. Core processes
2. Control of documents
3. Control of records
4. Internal audits
5. Control of nonconforming products
6. Corrective action
7. Preventive action

ISO 9001 is quite flexible today - as far as there is objective evidence of continual improvement of the performance of processes



Content of Quality Manuals

1. Management, strategy, mission, vision, organisation

Quality work as part of strategic management

2. Resources

- Staff
- Working environment, equipment, safety
- Funding

3. Processes

- Core Processes
- Support Processes

4. Evaluation and Improvement

- Audits (external, internal)
- Evaluations (national, international)
- Analysis of the data and improvement of activities
- Management reviews



Thank you!

Thank you!

