

Meeting of the Registrars and Kanzler of the Welsh and Baden-Wuerttemberg Universities

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Ort: Universität Konstanz

Referent/in: Dr. Anke Rigbers

Titel/Thema: **„Quality management in higher
education institutions in Baden-
Wuerttemberg“**

Quality management in higher education institutions in Baden-Wuerttemberg

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Structure

- Background - why quality assurance and quality management?
- evalag and its mission
- Activities of evalag
- Experiences and questions

Background

- Old topic: quality and quality assurance in teaching and research
- „Culture of mistrust“ - since the end of the 1980s special focus on higher education institutions and their achievements in teaching, research and so on
 - Development of new instruments and procedures of quality assurance – assessment of lectures, evaluation, teaching reports
 - Quality management: since 2000 – focus on systematic and comprehensive enhancement and assurance of quality

Why quality assurance and management?

- Universities as institution / organisation – increasing autonomy und organisational development
- National / international competition of universities
- Excellence initiative – requirements of the promotion of research and structures for research
- System accreditation – new regulations in teaching and learning
- Solidarpakt II (2007-2014) – commitment (by contract) to develop instruments of quality assurance
- ZHFRUG – legal requirement to establish a quality management system

evalag and its history

- 2000: established as a foundation under public law
- 2001-2006: comparative evaluation of subjects in higher education institutions in Baden-Wuerttemberg
- 2006-2007: re-orientation towards new activity fields
- Since 2008: evaluation, consultancy and support activities, development of approaches of institutional quality assurance

evalag – centre of excellence for quality enhancement and assurance

Mission of the foundation:

- Evaluations commissioned by HEI, research institutes or the ministry of science, research and the arts
- Development of approaches of quality assurance and its implementation
- Consultancy in the field of quality enhancement and assurance
- Other activities which serve the promotion of science and research

evalag – activities at higher education institutions

higher education institution	system-accred.	establish. QM	audit	stocktaking of QA / QM	others
Tuebingen (U)	X	X			Consultancy, organisational development (moderation)
Universities of Education (6)				X	Consultancy, moderation of workshops,
Freiburg (U)	X	X	X		
Heidelberg (U)	X	X		X	
Hohenheim (U)	(X)	X	X		
U.of A.S. HdMedien	(X)	X	X		
Ulm (U)		X		X	Consultancy
Stuttgart (U)		X		X	
Furtwangen (UoAS)	(X)	X	X		

Audit – steps of the procedure

- Clarification of aims and purpose(s)
- Design of procedure and time-schedule
- Guideline of questions as a basis for the self report
- Audit panel of international experienced experts
- Two site visits
- Audit report with recommendations
- Follow up

Range of objectives of the audit

- Stocktaking of existing elements of quality assurance and quality management
- Assessment of concepts of quality management with regard to the goals of the university
- Assessment with regard to the requirements of the system accreditation
- Basis for an action plan for the implementation or further development of a quality management system

Procedure of the audit

1. Elaboration of the self-report



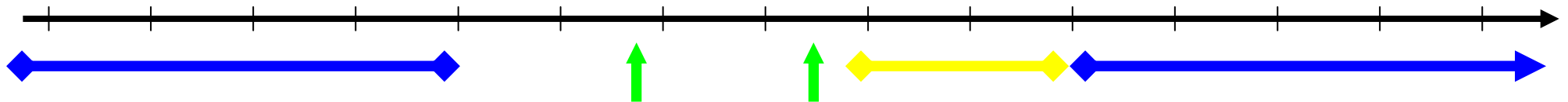
2. Two site visits



3. Elaboration of the audit report



4. Follow-up



Content of the self-report

1. Context of the audit
2. Aims and quality concept
3. Quality assurance and management
 - 3.1. Structure and governance
 - 3.2. Teaching and learning
 - 3.3. Research
4. Information, communication und publicity
5. Self-assessment of the university
 - 5.1. Effectiveness of quality management
 - 5.2. Further development

Site visits

- First site visit (about 1 ½ days):
Overview of the university
- Between the site visits: further information
- Second site visit (about 2 ½ days):
Appraisal of the issues of the audit in detail

Follow-up

Auditreport as a basis for the elaboration of a plan of development (establishment of a system of quality management)

- Agreement on quality aims - stipulation of quality culture
- Determination of functions (teaching, research, governance ...)
- Specification of instruments and procedures which have to be developed
- Accord on of steering / management principles and procedures

evalag and its overall experiences

- Universities slowly recognize the „size“ of this new orientation – challenge.
- There is up to now no best way how to involve members in an adequate way – „institutional culture“
- Requirements are
 - unequivocal and active commitment of the leadership
 - intensive internal communication
 - involvement and commitment of university members
- Pay attention to the interplay with other initiatives (i.e. excellence initiative, organisational restructuring)

Audit – first experiences

- There is no (coherent) quality management
- Existing quality assurance is a puzzle of initiatives – no coherent system, nearly no concepts
- Necessity of clarification of objectives and purposes
 - Determination of frames of reference
- Procedure of the audit is time-consuming
 - Questionnaire as useful and necessary guideline
 - Preparation of self-report (internal division of labour, participation of university members)
 - Two site visits with adequate time interval
 - Development of adequate assessment criteria

Audit – first experiences

- Follow up
 - It needs several starting points:
 - Quality aims
 - Concept of quality management with guidelines and strategy
 - Identification, examination and further development of existing qa-procedures and instruments
 - It needs a clear vision allowing broad participation
- Audit – more consultancy in the initial phase than assessment.

Towards quality assurance / quality management

- Establishment of quality management is a long-term project and goal!
- It needs a leadership with a vision, some precise and accepted quality aims and a unequivocal communication practice!
- Start with / incorporate existing instruments, procedures and the expertise of HEI members!
- Don't exhaust the capacity of the institution!
- Combine the technical, cultural and political perspectives!

Open Questions

- Audit as procedure of appraisal or as starting point of quality assurance/management activities?
- Plan or action – commitment / participation / action?
- Balance between formalisation/ bureaucratization and quality culture?