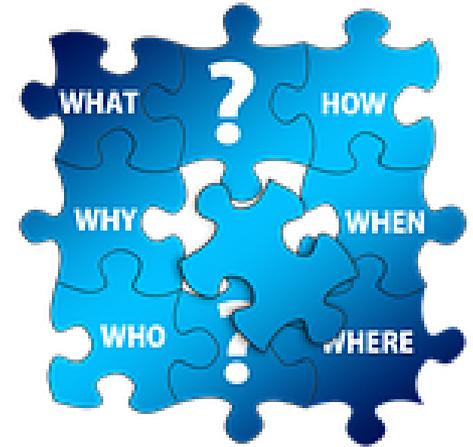


Quality management at Xamk



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WHY do universities need quality management?

1. All Finnish universities are **responsible for the quality and continuous development** of their education and other operations. (The Finnish UAS Act 932/2014, 14.11.2014 § 62)
 - Legislation also requires them to regularly perform external evaluations of their operations and quality systems and to publish the results of such evaluations.
2. The common framework for the quality assurance of universities is described in the ESG publication (Standards and Guidelines for Quality Assurance in the European Higher Education Area).
 - At the heart of all quality assurance activities are the twin purposes of **accountability** and **enhancement**. Taken together, these create trust in the higher education institution's performance
3. Xamk's quality system is linked to the **strategic steering, management and steering of operations** in accordance with the quality circle.
 - The quality system provides information on the results of the operations with the help of the evaluation and feedback system. The aim is continuous development of all activities.

WHAT? The quality policy...

- Quality is **valued** at Xamk
- High quality of the operations **ensures** the societal impact of the university and provides an important source of competitive advantage
- The aims, maintenance and improvement of quality base on Xamk strategy and they are **integrated** in the activities of the university and its various departments.
- The strategic and operations management base on information obtained from the **systematic** quality evaluation.
- Efficient and financial operation plans and methods, which also **motivate** the personnel and the students to improve the quality, are chosen for quality evaluation and development.
- The quality work includes the principles of **transparency, reliability** and **confidentiality**.

...the quality policy

- The development of quality is **included** in the actions of our personnel and students.
- In addition, members of the stakeholder groups **participate** in the evaluation and development of activities.
- All members of the Xamk community are **responsible** for the quality and development of their own activities.
- The **quality organization** consisting of the director of quality and services, quality specialist, quality team and the persons in charge of quality work in the departments has the responsibility for the functioning and development of the quality system.
- The quality system and the information produced by it are **documented** in the personnel's and the students' websites in accordance with the needs of the user groups.
- There is also lots of material in English on the websites.
- **Communication** of the information produced by the quality system is active.

The aims of the Xamk quality system are to

- systematically **produce** information to **support** the management and development of activities and so ensure the quality of the activities
- **ensure** that the information is used to support the development measures on all the levels of the organisation
- **clarify** and **harmonize** the responsibilities of all actors concerning quality management
- **standardize** the practices and to spread good practices
- **support** the participation of the members of the Xamk community – students, personnel and stake holders – in developing the activities
- **strengthen** the quality culture
- **maintain** and **strengthen** transparency, reliability and confidentiality.



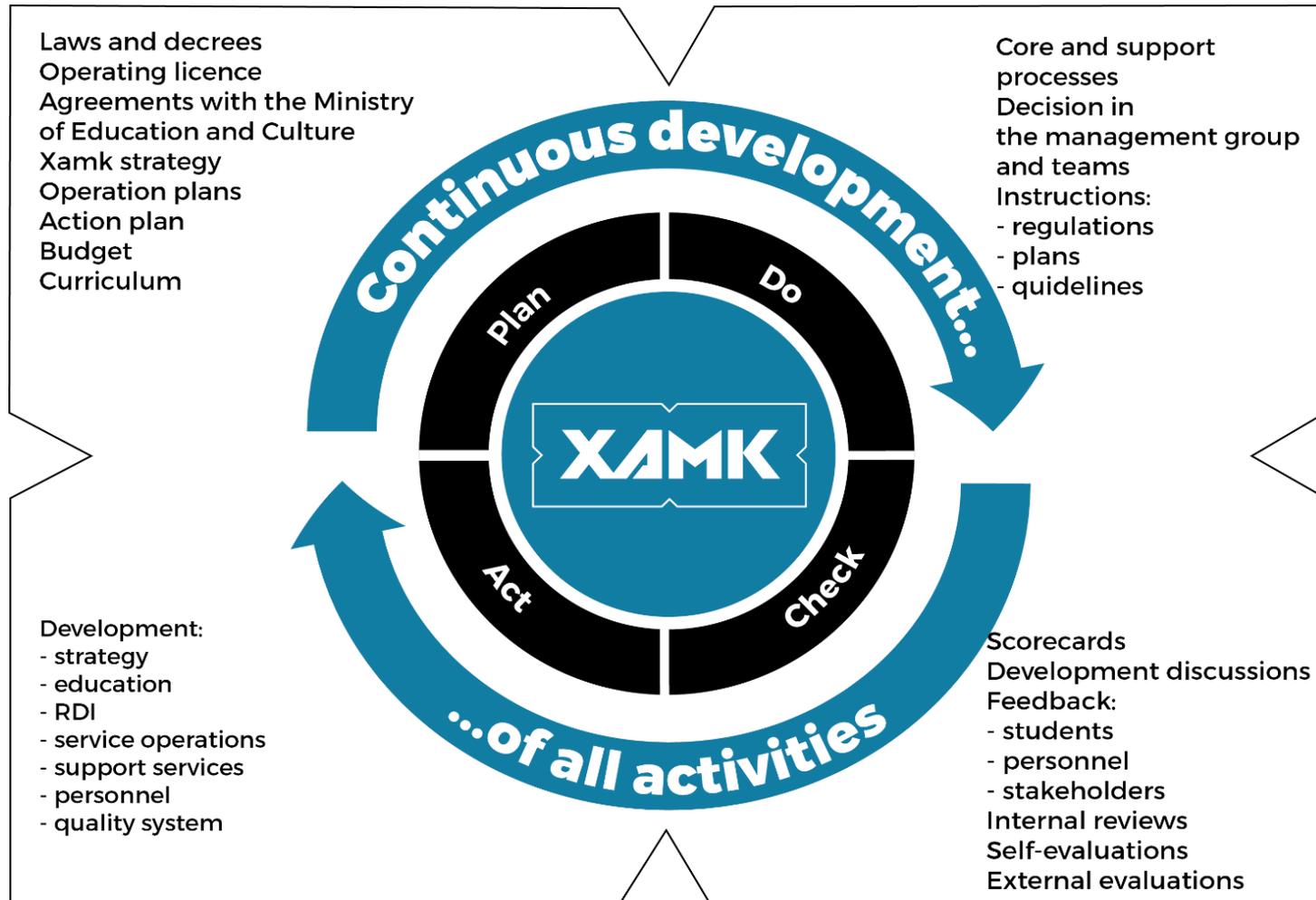
The quality system as a whole

- The cycle of continuous development is applied to the quality system and quality work:

PLAN – DO – CHECK – ACT.

- The quality system consists of
 - the description of the quality management,
 - the documents that steer the planning stage,
 - the core and support processes of the implementation stage with the related instructions,
 - the evaluation and feedback system plus
 - the documentation and communication concerning all the stages.

The quality system

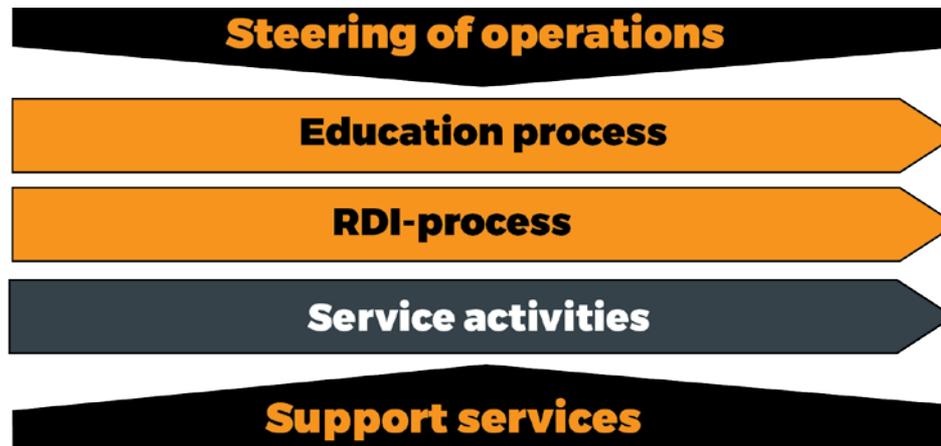


The planning stage

- The activities and the quality management of Xamk are directed by the strategy which enlists the strategic choices and goals.
- The strategy is made under supervision of the Xamk Board in interaction with Xamk's management, personnel, student body and stakeholder groups.
- The strategy is made at least every third year and it is updated, if needed, annually is based on the evaluation of the development operations.
- Strategic policy definitions are included annually in the action plans and budgets of Xamk and its departments.
- Operative planning is steered by e.g. description of the management system, action plan and budget, operation plans plus description of the quality system and the measurement plan.

The implementation stage

- In the implementation stage the operations are guided by the core and support processes together with the decisions of the board of directors and various guidelines and instructions, like regulations, plans and guidelines.
- The core processes are operations management, education and RDI processes.
- Xamk's process map is shown in the following figure:



The checking stage



- Feedback of the results and quality of Xamk's operations is collected by means of scorecards, development discussions, feedback enquiries, internal audits, self-evaluations and external evaluations.
- The information produced by the evaluation and feedback system is used in the strategic and operations management at all levels of the organization.
- The quality tools used in the evaluation stage are score cards, feedback from students, personnel and stakeholder groups, development discussions, internal reviews, self-evaluations and external evaluations.

HOW are the operations developed and what tools are used?

Quality tools used at Xamk	
Processes	Self-evaluations
Guidelines and instructions	External evaluations
Feedback enquiries	Score cards
Internal reviews	Development discussions
Measurement plan	



Processes

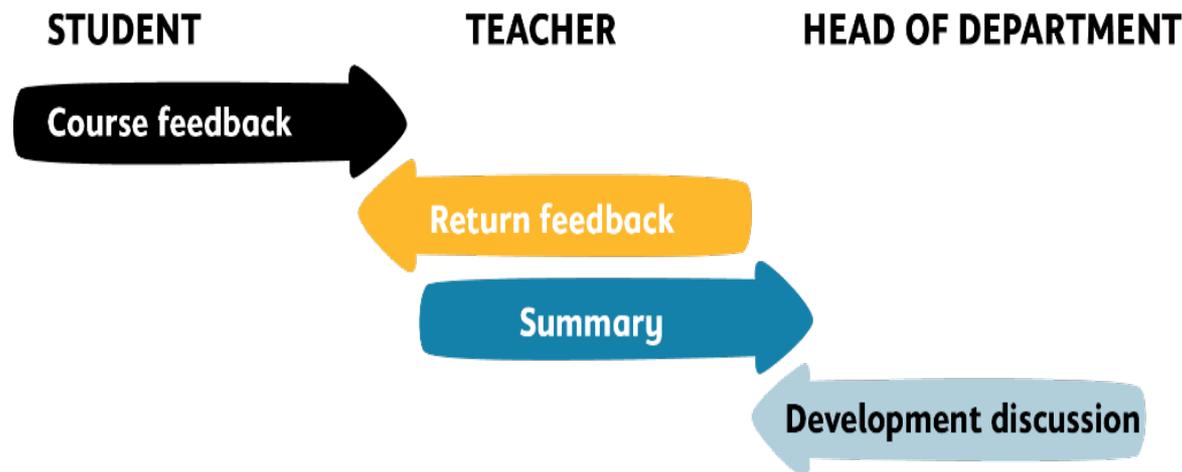
- The processes, guidelines and instructions are divided into three levels:
 1. core processes and support services
 2. statutory instructions which can be regulations, programmes, guidelines or instructions and
 3. other instructions.
- The core and support processes are described in the **IMS management solutions software** according to Xamk's process instructions.
- The three essential entities in the section "Processes" of the IMS software are the process map, process tree and the three-page technique each process description follows.
- Links to other content may be created in the process descriptions.
- Changing the process descriptions is simple; each process description includes a version history.

EVALUATION AAND FEEDBACK SYSTEM

Management/ department	Personnel	Students	Stakeholder groups
<p>Scorecards</p> <p>Internal reviews</p> <p>Self-evaluations</p> <p>External evaluations</p> 	<p>Development discussion</p> <p>Work community development enquiry</p> <p>Equality enquiry</p> <p>Customer service enquiries of support and business services</p>	<p>Course feedback</p> <p>Arrival enquiry</p> <p>Education development enquiry</p> <p>Equality enquiry</p> <p>Graduand feedback questionnaire</p> <p>Customer service enquiries of support and business services</p>	<p>Stakeholder feedback</p> <p>Alumni feedback</p> <p>Project evaluations</p> <p>Customer service enquiries of business services</p>

Course feedback

- Course feedback enquiries include the mid-course feedback and the final course feedback.
- The teachers collect course feedback on all the courses, and after compiling the feedback, they take the necessary development measures.
- The following picture describes the path of the course feedback:



Other student enquiries

- The **arrival enquiry** collects information about the orientation related to starting of studies, the atmosphere, student tutoring and the student satisfaction.
 - All degree students respond to the arrival enquiry during their first semester.
- The information gathered through the **education development enquiry** helps to further develop the education, study counselling and student's self-steering, the learning environment and the general working environment.
 - All degree students respond to the education development enquiry in the middle of their studies.
- The **graduand feedback questionnaire** (AVOP) is a national enquiry. It is divided into seven sections which are: background information, teaching and learning, internationality, multiculturalism and language studies, career services and connections with the working life, practical training, thesis and the general satisfaction.
 - The responses will be used in the development of the UAS operations.
 - The students respond to the enquiry approximately three weeks before graduation.

Other enquiries

- The work environment is developed with the help of the **work environment enquiry** that is filled in by the Xamk personnel. The enquiry collects feedback on the nature of work, flow of information in the work community, working conditions, modes of operation, management and the commitment of the personnel.
- **Stakeholder and alumni feedback** is collected on a yearly basis.
 - The alumni enquiry collects feedback concerning the employment and career experiences, the working life skills obtained during the studies and the information needs of the alumni.
 - The stakeholder questionnaire gathers information about the experiences that the stakeholder groups have had about co-operation with Xamk and the services provided by Xamk.
- In order to develop the support services, **customer enquiries** are carried out approximately every second year.

Internal reviews

- The top management carries out a **management review** of the departments every year.
 - The review seeks to evaluate the department's operations and to support and promote spontaneous development work.
 - The review concerns the operations, results and finances of the department.
 - Also the development operations agreed in the previous year are discussed, and new development goals are agreed based on the information received from the feedback system and the management review.
 - The representatives of the departments are the heads of departments and other key personnel and also student representatives.
- The management can also carry out other reviews that deal with specific themes, such as the curricula, quality management or RDI operations.

...internal reviews



- According to 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.
- They include the evaluation of:
 - The content of the programme in the light of the latest research in the given discipline thus ensuring that the programme is up to date;
 - The changing needs of society;
 - The students' workload, progression and completion;
 - The effectiveness of procedures for assessment of students;
 - The student expectations, needs and satisfaction in relation to the programme;
 - The learning environment and support services and their fitness for purpose for the programme.

Self-evaluations



- The **overall evaluation** of the university is carried out according to the CAF model every 3–5 years.
 - The evaluation results in identifying the university's strengths and development targets and leads to strategic development projects, for which separate funding is reserved.
 - The CAF evaluation is carried out with an electronic tool designed for this purpose.
 - The results are discussed in a meeting which decides the necessary development projects.
- A self-evaluation of the quality system is done every third year.
- The processes are systematically evaluated.

External evaluations

- Through the external evaluation Xamk obtains information on the present state of its operations and its development in relation to other universities and other operational environment.
- Among other things, Xamk participates in the evaluation projects of the Finnish Education Evaluation Centre.
- Also the performance-based indicators of the Ministry of Education and Culture, various benchmarking projects and accreditations together with the feedback data collected from the working life in order to support the development of the core processes.

WHO create quality at Xamk?

- Xamk's personnel and students as a **community** are committed to quality work.
- All members of the Xamk community are **responsible** for the quality and development of his/her own activities.
- Our **quality culture** rises from this atmosphere of individual and collective development.
 - The quality culture describes the environment and atmosphere of long-term development in which the **strengths** and the **areas in need of development** are actively and determinedly identified.
 - Based on these, **development measures** are launched, implemented and monitored.
 - The purpose is **continuous development** of quality together with maintaining the strengths.

Quality responsibilities...



Personnel	All members of the personnel are responsible for the quality and development of their own operations. They are committed to following joint rules, processes, instructions and agreed timetables. They also have the right to give constructive feedback to support the developing of operations.
Students	Students are responsible for their own learning and the progress of their studies. They have the right to give constructive feedback in order to develop education and other operations.
Student body Kaakko	The student body has the responsibility for student participation in Xamk's development work by naming representatives to the Xamk Board, various teams and development forums.
Development forums	The personnel and the students discuss the feedback on different feedback forums where they can agree on new actions and discuss the impact of earlier development measures. The feedback results are discussed in a responsible way.

...quality responsibilities...



Heads of departments	<p>Within the departments the heads of departments have responsibility for</p> <ul style="list-style-type: none"> ✓ the operational quality and results ✓ the functionality of the quality management ✓ the start-up of the feedback enquiries and the analysis and communications concerning them ✓ the documentation related to the quality management system at the department level ✓ the start-up, follow-up and evaluation of the development operations ✓ the quality consciousness of the personnel
Meetings on department level	<p>The personnel of the department discuss quality feedback in their management teams and personnel meetings. The feedback leads to development measures which are planned, implemented and monitored.</p>
Mentor teachers	<p>The mentor teachers are responsible for presenting the quality system to students.</p>
Planners	<p>Take part in discussing the given feedback according to the quality system e.g. on development forums. They are responsible for the further development of chosen themes.</p>

...quality responsibilities...

Director of quality and services	The director of quality and services has total responsibility for the realisation of the university's quality policy by means of the quality system.
Quality organization: Director of quality and services Quality specialist Quality team	The quality organization has the responsibility for <ul style="list-style-type: none">✓ the development of the quality system✓ the coordination and instructions of quality management to the departments✓ the internal and, when required, external communications related to quality management✓ starting the feedback enquiries and analyzing the results at the Xamk level✓ the starting, follow-up and evaluation of the development operations at the Xamk level✓ the documentation related to the quality management system at the Xamk level.



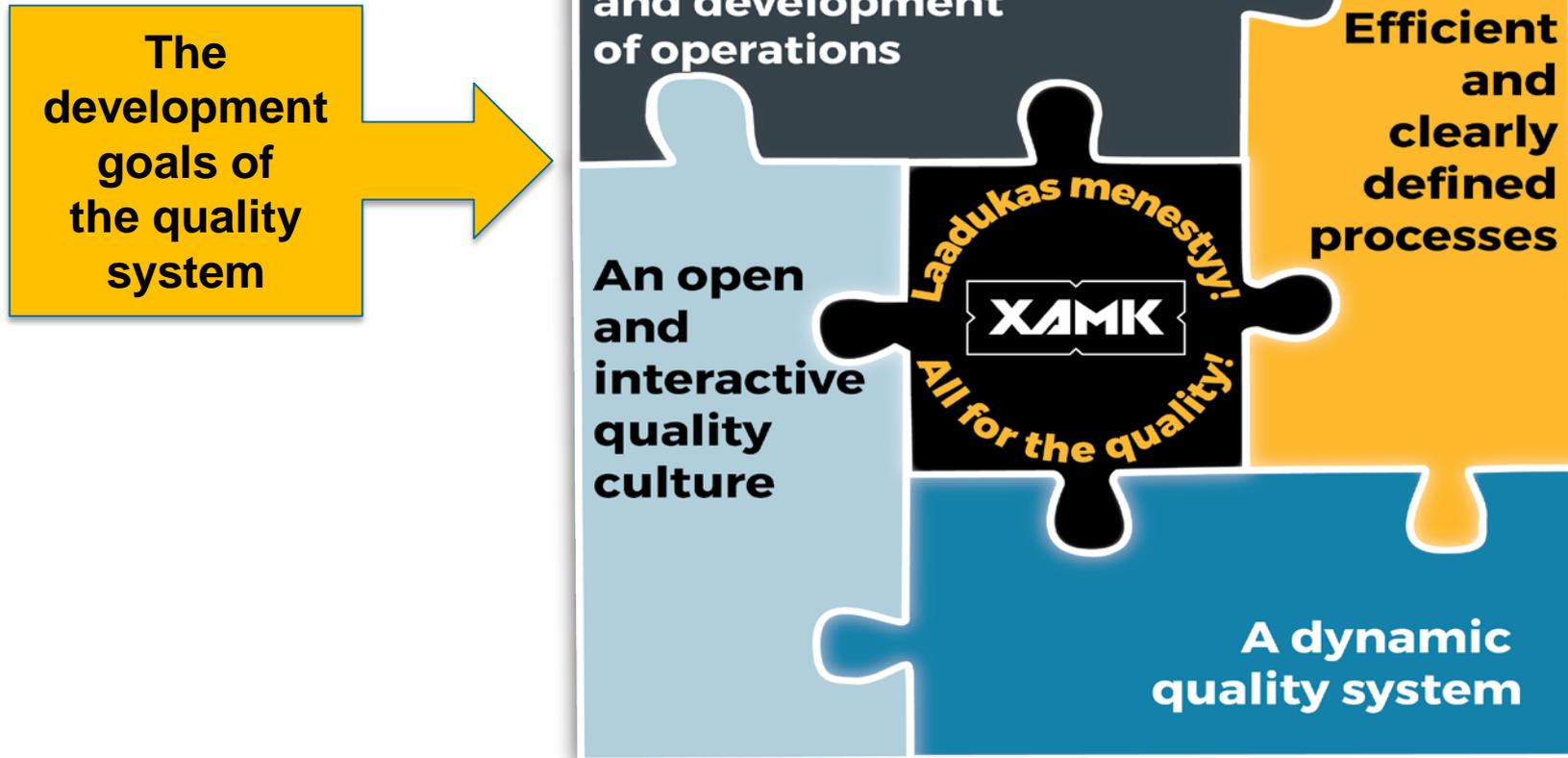
...quality responsibilities



President/ CEO	The president/CEO has the total responsibility for the successful leadership of the university's operations and the university's operational quality and results.
Other members of the board of directors	The other members of the board of directors are responsible for the quality and results of their own field of operation.
The board of directors	The board of directors acts as the strategic steering group for quality management.
Management review	The management review carried out by the top management in the departments seeks to evaluate the department's operations and to support and promote spontaneous development work. The review concerns the operations, results and finance of the department.
The Xamk board	The Xamk board monitors the fulfillment of the strategy and the goals set out for the university.
Stakeholders	The representatives of stakeholder groups take part in different ways in developing the university's education, RDI and services.

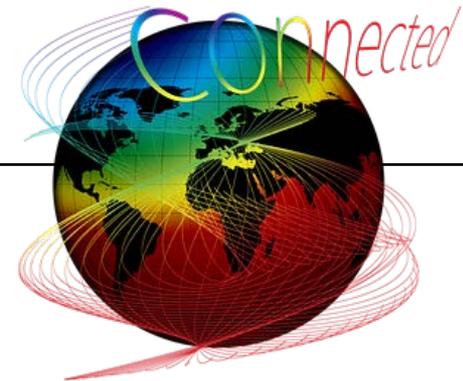


Where are we heading?



About quality management in English on the websites

Site	Contents
<p>Student Studies and support services – Useful information – Quality at Finnish universities & at Xamk</p>	<p>Quality organisation, quality responsibilities and development forums Evaluation and feedback system: student feedback system and feedback results</p>
<p>www.xamk.fi Xamk – Quality and evaluation</p>	<p>Quality policy and quality culture Quality system Evaluation and feedback Students and quality External evaluation</p>



Please, contact us if you want to find more about quality and evaluation!

Marjo Nykänen

Director of quality and services

firstname.lastname@xamk.fi

+358 40 521 1817

Mikkeli campus

Patteristonkatu 1H

P.O.Box 181 50101 Mikkeli

Finland

Susanna Voutila

Quality specialist

firstname.lastname@xamk.fi

+358 40 717 9998

Mikkeli campus

Patteristonkatu 1H

P.O.Box 181 50101 Mikkeli

Finland



Tunne huomisen - All for the future.