

CROSS-EVALUATION 4 FINAL REPORT

FUAS Quality Policy



Sara Heikkilä, Mervi Friman, Jaana Ignatius & Marjo-Riitta Järvinen (editors)

HAMK University of Applied Sciences (HAMK) – Lahti University
of Applied Sciences (LUAS) – Laurea University of Applied
Sciences (Laurea)

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For the reader

HAMK, Lahti and Laurea Universities of Applied Sciences have been working together for 3 years to create an internationally acknowledged alliance that and inspires regional development and strengthens the competitiveness of the greater Helsinki metropolitan area. FUAS (Federation of Universities of Applied Sciences) can offer the higher education, research and regional development functions required by the metropolitan area's business and industry. Also FUAS co-operation can provide business and industry, students and the public sector with improved expertise and quality. FUAS is the largest alliance of universities of applied sciences in Finland with a total number of 21 000 students.

One form of collaboration and unifying the operations of the UASs has been the cross-evaluation processes. The cross-evaluation method of FUAS is a flexible way of finding best practices and developing operations. The cross-evaluation is also a part of the systematic preparation for the forthcoming FINHEEC (The Finnish Higher Education Evaluation Council) audit. The quality policy is the first audit target of the FINHEEC audits. The FINHEEC audit in 2016 will be implemented in each institution of FUAS.

Creating a shared quality assurance system is mentioned as a critical success factor in the FUAS Strategy 2011-2015. The FUAS Strategy 2011-2015 also points out that international quality assurance system will improve the quality and impact of education and that FUAS systematically makes use of the advantages generated by the critical mass, especially in the acquisition and use of systems and services and in personnel development. In practise this means utilising the advantage of shared services.

The outcomes of this cross-evaluation create a base for collaboratively built FUAS quality policy that originates from the best practises of the member UASs. The aim of the cross-evaluation was to further develop the FUAS quality policy; to define the aims of the FUAS Quality System, to define the contents of the system and to define the interfaces in comparison to the quality system of each member UAS, to improve the documentation and communications on FUAS-level and outline on the allocation of responsibilities.

The cross-evaluation process was carried out through three rounds of discussions and FUAS Quality Group rewrote the material after each time according to the conversation. The FUAS Quality Manual resulting from the quality policy and cross-evaluation will be created in the spring 2013. The FUAS Quality Manual will be published in FUAS webpages as it can be accessed by all members of FUAS (students and personnel) as well as the public. The FUAS Quality Manual will be printed later as the system is further developed.

We give thanks to everyone for sharing their opinions and being involved in the cross-evaluation process.

In Hämeenlinna, Lahti and Tikkurila 15 January 2013

Sara Heikkilä, Mervi Friman, Marjo-Riitta Järvinen & Jaana Ignatius
Editors of the Report

Abbreviations

DW	Development Workbook Kehittämisen työkirja
FINHEEC	The Finnish Higher Education Evaluation Council Korkeakoulujen arviointineuvosto
FUAS	Federation of Universities of Applied Sciences Hämeen amk:n, Lahden amk:n ja Laurea-amk:n muodostama liitto
HAMK	HAMK University of Applied Sciences Hämeen ammattikorkeakoulu
HEI	Higher Education Institution Korkeakoulu
LaaTi	Quality and Data Production Group Laatu- ja tietotuotantoryhmä
Laurea	Laurea University of Applied Sciences Laurea-ammattikorkeakoulu
LUAS	Lahti University of Applied Sciences Lahden ammattikorkeakoulu
LbD	Learning by Developing Kehittämispohjainen oppiminen
MD	Master's Degree Ylempi ammattikorkeakoulututkinto
MEC	Ministry of Education and Culture Opetus- ja kulttuuriministeriö
PDCA	Plan, Do, Check, Act method Plan, Do, Check, Act -toimintamalli

RDI	Research, Development and Innovation Tutkimus, kehitys ja innovaatio
UAS	University of Applied Sciences Ammattikorkeakoulu

I Introduction

FUAS implemented the fourth cross-evaluation on quality policy to find the shared view and language on quality assurance related matters. The aim of the cross-evaluation was to further develop the FUAS quality policy which was based on the three different practices of the member institutions. The cross-evaluation on quality policy supports the FUAS vision and mission and it was implemented with the FUAS Strategy 2011-2015 in mind.

The objectives of the cross-evaluation, regarding the FUAS quality system, were to determine the objectives and contents of the system and to define the interfaces in comparison to the quality system of each member UAS. Another aim was to commonly agree on the allocation of responsibilities. One of the aims was also to improve the documentation and communications at the FUAS level.

HAMK and Laurea have implemented the cross-evaluation together twice. The theme of the first cross-evaluation was the connection between the quality assurance system and management. The theme of the second cross-evaluation was the participation of the personnel, students and stakeholders in quality assurance. The third cross-evaluation was implemented in 2011-2012 and all of the current FUAS institutions took part in it. The theme was the international activities of FUAS and in addition to the final report one of the outcomes was the “Cross-evaluation of international activities of FUAS” maintenance manual (MM). This MM functions as a way of utilising the outcomes of the third cross-evaluation and developing the international activities of FUAS.

Cross-evaluation has become a continual procedure of evaluating the operations of FUAS and it is considered to be an equal and functioning method of developing the FUAS operations. There is a general opinion that cross-evaluation is a good method of giving the participants the knowledge, time and space for critical and constructive discussions and feedback. In addition, they can easily learn from each other and form shared perspectives. It is important that FUAS operates with a shared language and concepts. The cross-evaluation process has itself become an essential part of the quality assurance

of FUAS and therefore it was only natural to use this method when developing the shared quality policy.

The cross-evaluations have strengthened cooperation, unified operations, built a common understanding, further developed activities and also supported the FUAS vision and mission. The cross-evaluations have made the progress of FUAS visible and given clear evidence of the development of FUAS for the FINHEEC audits in 2016.

FUAS operates through three strategic management groups; Governance & Systems; RDI; and Education. These are managed by the Rectors Collegium and FUAS Governing Board. The strategic management group of Governance & Systems is responsible for steering the development of the shared quality system while the FUAS Governing Board makes the final decisions. The Quality and Data Production Group (LaaTi) is responsible for building the quality system and coordinating operations.

The cross-evaluation discussions were organised in autumn 2012 by the FUAS Quality Group. The Quality Group members acted as chairs at the discussions. This report is the collective outcome of the cross-evaluation process. This final report describes the themes of the FUAS Quality Policy and **states what** needs to be done in order to develop the quality system as agreed together. The newly shaped structure of the FUAS Quality Policy, the lessons learned and plans for the future are described in the final chapter.

2 Elaboration of the cross-evaluation

2.1 Aims of cross-evaluation of quality policy

The main aims of the cross-evaluation of the FUAS Quality Policy are to define the quality system's objectives, contents and interfaces in comparison to the quality systems of each member UAS and to specify the allocation of responsibilities in co-operation with the FUAS personnel. This process is also undergone in order to improve the documentation and communications concerning the quality system. Doing all this in a collective way will also help to develop the shared FUAS quality culture and bring the participants closer together and make FUAS operations more transparent. This cross-evaluation strengthens the operation of FUAS and it also shows to outsiders the commitment and shared vision of the members of FUAS.

The results of the cross-evaluation will create the basis for the FUAS Quality Manual. The FUAS Quality Manual will be written in spring 2013 and it will implement the FUAS Strategy 2011-2015. An open approach has been chosen and therefore the first FUAS Quality Manual will be published on the FUAS web pages so that it can be accessed by all members of FUAS (students and personnel) as well as the public. The FUAS Quality Group feels that it is important that the Quality Manual is easy to access and update. The FUAS Quality Manual will be printed later as the system is further developed.

2.2 Basis and scheduling of cross-evaluation

The preparations for the fourth cross-evaluation started in May 2012. The theme "Quality Policy" was approved by the FUAS rectors in autumn 2012 and they saw that it was beneficial to undergo the process at this stage of FUAS operations. The cross-evaluation of the quality policy was seen to be beneficial when visualising the quality policy the forthcoming FINHEEC audit. The quality policy of higher education institutions is the first audit target of FINHEEC's HEI audits. In this cross-evaluation process, FUAS describes and develops its own quality policy.

By August 2012, the theme of the cross-evaluation had been decided by the FUAS Quality Group. The description of the current situation was drafted and the more detailed plans for the project were made at the same time.

The cross-evaluation discussions were held in three rounds. In the first round, each member UAS consulted their own personnel (HAMK: selected expert group, 9 respondents; LUAS: assessment and quality group, 8 persons; and Laurea: quality systems development group, 13 persons). In the second round, the FUAS Strategic Steering Groups of Education and RDI held discussions concerning the quality policy on 17 September 2012. The actual cross-evaluation seminar for the FUAS Strategic Steering Group of Governance and Systems was held on 16 November 2012. The discussions in each round were based on pre-material sent to the participants in advance.

The Quality Group analysed the results and started writing the final report in November 2012 and the report was completed in January 2013. During the cross-evaluation process, the FUAS Quality and Data Production Group had meetings once a month.

2.3 Preparing cross-evaluation materials

Pre-material was sent to all the participants before each discussion as background information. The pre-material included a description of the aims of the cross-evaluation, the schedule, description of the current quality system and allocation of responsibilities. The pre-material was written by the FUAS Quality Group and updated after each round. The FUAS Quality Group worked on the material collectively, analysed the discussions thoroughly and created a shared view on the theme.

The pre-materials included questions for the participants to consider beforehand. In addition, the participants were also asked to think about questions and comments of their own. The translated versions of the pre-materials sent to the participants of the first and last rounds of the discussions are attached to this report (Appendix 1 and 2).

3 Cross-evaluation discussions

Due to the experience and feedback received after the third cross-evaluation, it was considered that it would be better to involve more FUAS personnel in smaller groups. At the beginning of the discussions, short presentations were held by the members of the Quality Group and the chairs tried to be equal and let everyone be heard. As mentioned before, the cross-evaluation discussions were held in three rounds. All together 45 people took part in the process.

3.1 First cross-evaluation discussions in September 2012

In the first round, the discussions were held separately in each UAS in early September 2012. Due to mismatching schedules, the hearing of the HAMK personnel was organised via e-mails. Pre-material (Appendix 1) that included questions relating the topic was sent to the participants to create a base knowledge of the cross-evaluation process. The participants of the first round included middle management personnel and other relevant stakeholders of each member institution.

In HAMK

A convenient time could not be found among the personnel and therefore the hearing was arranged via e-mails by Mervi Friman from the FUAS Quality Group. The material on quality policy was sent altogether to 45 persons. The participants were asked to comment the material within two weeks and within that time 11 persons replied.

In general, the development of the shared quality policy of FUAS was considered positive and none of the respondents described the general idea or the objectives as negative. The current quality system and quality management of HAMK was considered good and especially the dissemination of information concerning the HAMK quality policy got positive feedback. The respondents remarked that the new shared system should be built carefully and

it should not become too technical and hard to understand. The respondents hoped for an easily adaptable shared system that combines the best practices of all member UASs. It was stated that one must give up some activities in order to create a coherent shared system. The suggested allocation of responsibilities got positive feedback and it was considered fine.

The current quality policy of HAMK was considered open and equal and it was considered to be well adapted by the personnel. That is maybe why collaboration in building the forthcoming FUAS quality policy was considered important. Collaboration was seen as a factor that would deepen the commitment of the personnel. The importance of international point of view was also highlighted and one respondent reminded of the importance of the students as the real reason of all our activities.

A quality system based on the continuous improvement cycle was considered suitable though one of the respondents suggested considering more operation-oriented approach. This approach rises from defining the essential activities concerning quality. It was seen important that development is based on feedback and collaboration and that feedback actually improves quality and further development. One participant pointed out that this continuous improvement is the best feature of the current culture of HAMK.

The respondents stated that shared virtual data warehousing is important in a large coalition, but that the current FUAS extranet does not function well enough. It was said to be disorganised and difficult to use. Especially the need for an extra sign-up was considered useless. A shared, easily accessible FUAS-level documentation and data warehouse system was seen beneficial for all. One participant suggested warehousing the data in the UAS-level portals from where it would automatically update the FUAS-level systems. Concerning the documentation, the term Maintenance Manual was seen unfit and it was suggested to be changed.

FUAS-level information dissemination was seen important especially in external communication when communicating with the students and stakeholders. All in all, improving information dissemination (vertical and horizontal, external and internal communications) and documentation was seen as areas that should be improved in the future.

On the whole, FUAS cooperation was described mostly with positive adjectives, though it was noted that it is not yet visible enough in the everyday life of an average teacher and that there is still some resistance in the middle management.

Multifield networking, cooperation between experts, and support from colleagues of other member UASs were mentioned to be the best aspects in the FUAS cooperation. One participant mentioned daily contacts with colleagues in LUAS and Laurea. Cooperation was said to be perhaps too polite and conversational and maybe that is why the respondents wished for more concrete outcomes.

In LUAS

In LUAS, the discussions were held with the Assessment and Quality Group on 11 September 2012. Marjo-Riitta Järvinen from the FUAS Quality Group acted as chair and secretary at the hearing and the discussion went on freely in an open atmosphere.

The creation of the shared system was seen positive as LUAS is currently reassessing and defining the practises of its own quality policy. This is beneficial and helpful in the current situation. It was seen worthwhile to develop both levels and the participants were open for development. Even though retaining some of the UAS's own well-functioning practices was seen important, the importance of benchmarking the best practices of the others was seen worthwhile.

The shared practises in quality policy were seen beneficial (e.g. the surveys on quality) as the shared practises give comparable and more reliable knowledge. FUAS activities are not yet visible in the everyday life of the students and teachers, which is why it is seen as more management level activity. The participants felt that shared practices on the management level are good, but in the lower levels, a more flexible system would function better. Also in LUAS the term Maintenance Manual was seen unfit in the HEI environment.

In Laurea

In Laurea, the discussions were held in Tikkurila with a 13-person Quality Systems Development Group on 7 September 2012. The FUAS Quality Group was represented by Jaana Ignatius, who acted as a chair and secretary at the hearing. Overall, the direction of building a shared FUAS Quality Policy was considered fine and that the creation of the shared system would be easier after the cross-evaluation process.

During the hearing, the participants discussed what would be the best relation between the shared FUAS system and Laurea's own quality system. Some participants felt that the operations should be directed mostly by Laurea's own system and that the FUAS-level system should only be an additional one. The reality of building a common FUAS system was questioned as there are not that many shared processes in general and the UASs operate in different ways. It was noted that mutual systems should arise from mutual processes. And on the other hand, a shared system was seen essential, when verifying FUAS cooperation to the Ministry of Education and Culture. A shared system that still tolerates the individuality of each UAS was seen as a solution to the problem.

Even though the clash of different operational cultures was seen problematic, the sharing of best practices was seen important and beneficial for all. The Learning by Developing model (LbD) was seen as one of the key elements of operations that should be saved in Laurea. In addition, the importance of information dissemination and the actual benefit to the student were

also mentioned in the discussions. It was also mentioned that the feedback should be meaningful and concrete in order to improve the processes and services. Also, the participants wished for an explicit quality policy and more concrete actions.

3.2 Second cross-evaluation discussions on 17 September 2012

The second cross-evaluation discussion on the quality policy of FUAS was held with the FUAS Strategic Steering Groups of Education and RDI on 17 September 2012 in Laurea. There were 7 representatives from the Strategic Steering Groups of Education and RDI and 3 from the FUAS Quality Group.

The members of the groups pointed out that the student's viewpoint should be emphasised so that the quality assurance is understandable and that the feedback of the students is really taken into account. It was also pointed out that the concepts should be mutual and it was stated that a shared language and common understanding are important. It was also expressed that the forms of quality assurance should support the context and vice versa.

There were wishes that the future system would be coherent and that it should be built up together in a way so that relevant FUAS Groups would be heard. And that it would be easier to start building up the quality assurance system around the operations that have been agreed to be shared. Some participants reminded that the quality policy should not be too strict and that there should be room for innovations.

Participants expressed hopes for close links to everyday activities and the promotion of equality and fairness of the personnel and students. In addition, the challenges on information dissemination were pointed out. All in all, the participants wished for quick and effective ways of gaining information.

3.3 Third round, the actual cross-evaluation seminar on 16 November 2012

The actual cross-evaluation seminar was held on 16 November 2012 from 10.00 to 12.00. It was held in Laurea, Tikkurila Campus. The participants included the FUAS Strategic Steering Group of Governance & Systems, the FUAS Quality Group and the FUAS Project Planner. There were altogether 11 participants in the seminar.

From HAMK:

Janne Salminen, Vice President, RDI and System Development
Ari Kuusio, CIO (distance participant via Webex)

Marjatta Kariniemi, Risk Manager
Mervi Friman, Head of Development

From LUAS:

Risto Ilomäki, Project Director
Marjo-Riitta Järvinen, Head of Assessment and Quality

From Laurea:

Kimmo Hannonen, Director, Administration and Finance
Pauliina Nurkka, Development Manager
Jaana Ignatius, Quality Manager

From FUAS:

Eeva Lassila, Project Planner
Sara Heikkilä, Quality Assistant

Pre-material of the seminar was sent to the participants one week in advance and included the basic information on cross-evaluation and a basic description of the current quality system according to the PDCA model and current views on the allocation of responsibilities, documentation and information dissemination. It also included some preliminary thoughts on the forthcoming international audit and the current issues in the field of quality and data production in FUAS.

Discussions at cross-evaluation seminar

The seminar started with quality group's introduction to the theme. The discussions went on according to the structure of the pre-material that was supplemented by the FUAS Quality Group. The participants were asked to comment freely and the seminar had an open and constructive atmosphere.

The FUAS Quality Group suggested that the quality policy of FUAS would arise from the best practices of the member UASs and that it would be formed using the 80-20 rule, where 80% of the system would be shared and 20% of the quality management would be formed from each institution's own practices. It was seen that in this way sufficient unity would be gained, but the institutions would retain a certain level of individuality and freedom. The system would base on the PDCA cycle as it is used in each of the member UASs at the moment. The aim is to have the system fully up and running by the year 2016. The participants mostly followed this structure even though it was asked if other models than PDCA had been considered and if it was time to shaken up the system thoroughly. The quality group answered that

other models had been considered, but that the PDCA model was seen the most useful.

It was mentioned in the material, that the aims of the quality system would include promoting the equality and fairness of the personnel and students. The topic was discussed from the angles of employment and involvement of the personnel. Equality in employment was not seen realistic in the short run, though it was mentioned that the equality would slowly increase. In the end it was decided to remove this item from the aims at this stage.

The Plan stage of the continuous improvement cycle includes the FUAS Vision 2020, strategy, annual action plans and the alliance agreement. These were seen as the guidelines of operations and that the do-processes concerning the three main activities - Education, RDI and Governance & Systems - should be highlighted throughout process descriptions.

It was questioned whether it would be possible to draw up these process descriptions. But it was stated that it should be possible as otherwise the total existence of FUAS could be questioned. That is why defining the processes was seen absolutely important and it was seen as a task of the future process managers for each strategic steering group. The FUAS Strategic Steering Group of Governance & Systems promised to be the first group to work on the process description and a suitable model for describing the core processes was viewed.

It was seen that creating meaningful indicators for assessing the FUAS activities should be further developed. There are many indicators available at the moment but indicating the FUAS-level information and showing the benefits of FUAS cooperation was seen more problematic. Using the information received through different indicators is important when improving FUAS operations. Using indicators in the development work has also been mentioned by FINHEEC as an area of development in many UASs. Amending the selected FUAS indicators and creating a system where new meaningful indicators could be added later was seen important and reassessment was seen worthwhile.

International audits were seen expensive but a beneficial form of assessing the activities. But as the assessment should be systematic, it was suggested that international audits should have internal and national equivalents and only be used internationally once per each strategic period. International audits include Governance Review, Curriculum Review and Research Review. The international audits would secure the global level of operations but should be used only in a way that would bring added value to the assessment.

Acting according to the results of assessments was seen equally important. It was suggested that the Maintenance Manual is developed to become the Development Workbook (DW) that would be used in each FUAS Strategic Steering Group and in the Rectors Collegium. The areas that would need to be developed would be selected into the DW and for each defined area of development the timing, agreed objectives, responsibilities, ways of monitoring,

procedures and way of utilising the outcomes would be defined. The DW was seen as an illustrative and clarifying tool of FUAS development.

It was also mentioned that the on-going enterprise architecture project will soon create a tool which facilitates operations, assessment, unification of the data warehousing systems and production of information and governance. The shared enterprise architecture was suggested to be mentioned as a feature of the quality policy as well. FUAS is also recruiting an enterprise architect at the moment and it is intended that this person will assist in creating the shared quality policy and systems. On the whole, the Act stage was seen as the most important stage of continuous improvement and this is the area where FUAS can show the benefits of collaboration and verify its existence.

The presented allocation of responsibilities was considered fine but the some of the participants wished for more involvement of the Rectors Collegium. It was also noted that the allocation of responsibilities will become clearer as the processes are described more accurately.

The members of the FUAS Strategic Steering Group of Governance & Systems pointed out that the reshaping and unifying of the data warehousing systems will soon help in documentation. The new enterprise architecture will help in this sector and the problems with the current FUAS extranet and other shared systems will be solved in the future. Everybody agreed that this will help the daily lives of the personnel and improve the quality of operations.

Even though FINHEEC - and also FUAS at the moment - uses the terms quality policy, quality management and quality systems, the participants felt that enterprise resource planning could be a more descriptive term and easier to adapt in FUAS. However, it was pointed out that when applying for the operating licence from the Ministry of Education and Culture, the first set of terms should be used. New operating licences must be applied for in 2013 and quality systems are one topic that needs to be covered in the application. As the operating licences will be applied for separately, each UAS must present the UAS-level systems of quality systems.

Also, a little about the future FINHEEC audit in 2016 was discussed. The forthcoming audit will be executed partly together because strategic management, some areas of operations and development and the operations of the quality management are shared. The parts concerning degree education, RDI, societal impact and regional development work and the examples of degree programmes are executed more or less separately. The optional audit target will be chosen together. The execution of the audit will be modelled in more detail later in cooperation with the FINHEEC representatives.

4 Key results and future development

All in all, discussions were open and fruitful. By the end of the cross-evaluation process, the FUAS Quality Policy had been discussed at many levels of the federation and a shared view on the future had been reached.

4.1 FUAS Quality Policy

The aim of the FUAS Quality Policy is to support in attaining the FUAS strategic intent and to steer the development of FUAS operations. The FUAS quality policy will strengthen the quality of general and educational operations of FUAS and unify and emphasise the FUAS Quality Management. It is aimed to support the sharing of best practices inside FUAS, nationally and internationally and strengthen the involvement of the members of FUAS and their competence in the field of quality.

The aim is that FUAS will systematically produce information concerning the FUAS processes and services in order to develop operations and promote the development of its quality culture. The FUAS Quality System, based on the PDCA method, is described in the following picture.



Picture 1: FUAS Quality System, FUAS PDCA cycle

In more detail, the basis of operational planning are the strategic intent, FUAS Strategy 2011-2015, FUAS Alliance agreement, annual action plans and the agreement with the Ministry of Education and Culture. These plans are implemented through the strategy and management, education and RDI processes as well as the shared FUAS-coordinated services, quality and data production, data administration, virtual campus, global activities, governance and communications processes.

The follow-up and measurement of targets and FUAS-strategic indicators is performed annually. FUAS evaluates the strategic indicators and the Ministry of Education and Culture's agreement indicators and finances and also regularly implements the Governance Review, Curriculum Reviews, Research Reviews, Cross-evaluations and other self-assessments. An essential part of the FUAS Quality Policy is to undergo national themed audits by FINHEEC and to participate in international audits. International audits are to be implemented at least once in each strategic period.

FUAS will also collect feedback on the quality of education, student welfare, summer studies and apprenticeship education and shared services (as a part of the working group survey) and perform customer satisfaction surveys of

the libraries and ask the opinions of graduates (incl. MD graduates) via the OPALA feedback and career survey. At the moment, some of the follow-up and measurement procedures are not yet in operation but all the above mentioned monitoring and evaluation procedures are being further developed and placed in the annual cycle of quality management.

The operational development of FUAS is carried out with the help of development workbooks of Strategic Development (responsible: FUAS Rectors Collegium), Development of Education (FUAS Strategic Management Group of Education), Development of RDI Functions (FUAS Strategic Management Group of RDI) and Development of Shared Services (FUAS Strategic Management Group of Governance & Systems). In addition, development workbooks can be utilised in the project and working groups.

The FUAS Governing Board is responsible for promoting the strategic development of FUAS, it makes the decisions concerning the quality system and is responsible for the follow-up and evaluation of the implementation of the strategy. It operates through the Rectors Collegium that implements and fine-tunes the decisions.

The Strategic Management Groups of Education, RDI and Governance & Systems are responsible for the quality management on their own range of operations. In addition, the Strategic Management Groups of Governance & Systems steers the development of the shared FUAS Quality System.

The FUAS Quality and Data Production Group is responsible for the overall creation and development of the FUAS Quality Management and Systems and defines the FUAS- and UAS-specific quality functions. In other words, the group is responsible for modelling the quality functions of the shared operations and unifying the UAS-level operations rationally. The group will also visualise the UAS-specific practices and methods of operations for the other partners, produce FUAS-level information for follow-up and evaluation, support and coordinate the execution of FUAS-level audits and preserve and develop the documentation concerning the FUAS Quality Manual.

As in the third cross-evaluation, the discussions have been analysed and the most important areas of development have been defined. The following areas of development will be added to the Development Workbook of the FUAS Strategic Steering Group of Governance & Systems. The areas of development illustrate the current phase, in which there are many open questions. The areas of development have been listed according to the PDCA model.

Table 1: Development workbook, Plan

TIME AND FORUM OF DEFINING THE AREA OF DEVELOPMENT	DEFINED AREA OF DEVELOPMENT	DEDEFINED PROCEDURES OF DEVELOPMENT	RESPONSIBILITIES AND TIMING	MONITORING: INFLUENCE AND TIMING	FINAL OUTCOMES AND RESULTS
PLAN					
16.11.2012, Cross-evaluation discussion: The Strategic Management Group of Governance & Systems and FUAS Quality Group.	Allocation of responsibilities concerning the FUAS quality management.	Defining the responsibilities of FUAS quality management in relation to the changes in the organisation structure.	The FUAS Quality and Data Production Group in cooperation with the Executive Director, Strategic Management Group of Governance & Systems, Development Managers and UAS specific quality groups. In spring 2013.	FUAS strategy afternoon, February 2013. Self-evaluation of FUAS quality system in 2014.	
13.9.2012, FUAS Quality Group after UAS-specific discussions.	Unifying the UAS-specific quality systems rationally.	Creating the FUAS quality system on 80-20 principle: defining the shared and UAS-specific quality functions.	The FUAS Quality and Data Production Group, Strategic Management Group of Governance & Systems and UAS specific quality groups. In spring 2013.	FUAS strategy afternoon, February 2013. Self-evaluation of FUAS quality system in 2014.	
16.11.2012, Cross-evaluation discussions: The Strategic Management Group of Governance & Systems and FUAS Quality Group.	Documentation of the FUAS quality system.	Benchmarking the Enterprise Resource Planning of Karelia University of Applied Sciences. Creating the electronic FUAS quality manual.	The FUAS Quality and Data Production Group, Strategic Management Group of Governance & Systems and UAS specific quality groups. In spring 2013. Benchmarking 18.1.2012.	FUAS strategy afternoon, February 2013. Self-evaluation of FUAS quality system in 2014.	

Table 2: Development workbook: Do, Check, Act

TIME AND FORUM OF DEFINING THE AREA OF DEVELOPMENT	DEFINED AREA OF DEVELOPMENT	DEDEFINED PROCEDURES OF DEVELOPMENT	RESPONSIBILITIES AND TIMING	MONITORING: INFLUENCE AND TIMING	FINAL OUTCOMES AND RESULTS
DO					
16.11.2012, Cross-evaluation discussions: The Strategic Management Group of Governance & Systems and FUAS Quality Group.	FUAS quality system processes	Process descriptions for the FUAS Strategy and Governance, Education, RDI and shared services processes.	The FUAS Quality and Data Production Group in cooperation with the Development Managers and Project coordinators and UAS-specific quality groups. In spring 2013.	Processes described in the spring 2013. Self-evaluation of FUAS quality system in 2014.	
CHECK					
16.11.2012, Cross-evaluation discussions: The Strategic Management Group of Governance & Systems and FUAS Quality Group.	Defining, describing and timing the monitoring and evaluation functions of FUAS quality system	Defining the monitoring and evaluation functions of FUAS quality system in relation to the FUAS-level data access and UAS-specific data access. Adding the functions to the annual action plan of FUAS quality management.	The FUAS Quality and Data Production Group, Strategic Management Group of Governance & Systems and UAS specific quality groups. In spring 2013.	FUAS strategy afternoon, February 2013. Self-evaluation of FUAS quality system in 2014.	
ACT					
16.11.2012, Cross-evaluation discussions: The Strategic Management Group of Governance & Systems and FUAS Quality Group.	Utilising the FUAS monitoring and evaluation functions systematically.	Describing the implementation plan of FUAS Development Manual and introducing the DW for the Strategic Management Groups, Rectors Collegium and apposite FUAS working groups.	The FUAS Quality and Data Production Group and Strategic Management Group of Governance & Systems In spring 2013.	FUAS strategy afternoon, February 2013. Self-evaluation of FUAS quality system in 2014.	

The next step is starting the full implementation of the development workbooks and creating the shared system. The work on creating the shared quality system has already started and the FUAS Quality Group has preliminary plans for the quality manual.

4.2 Lessons learned and plans for the future

The implementation of the fourth cross-evaluation on quality policy strengthened the togetherness of the FUAS personnel and made operational planning more transparent and participatory. Cross-evaluation discussions were considered as valuable opportunities for sharing information, opinions and good practices. The FUAS Quality Group feels that it got valuable information and support for its daily work. The FUAS Quality Group shares the view that in addition to the top down planning, collaborate and co-operational working methods are essential in FUAS operations. The cross-evaluation process has brought the members of FUAS closer together and created shared functions and the quality system in the future seems promising. The FUAS Quality Group received support in creating a shared system that still

enables the individuality of each UAS. The quality system based on the 80-20 principle (80 per cent shared and 20 per cent UAS specific quality functions) is seen realistic.

A clear concern about the poorly functional FUAS extranet was mentioned in most of the discussions. The concerns have been forwarded to the Strategic Management Groups of Governance & Systems. FUAS is recruiting an enterprise architect at the moment and the improvement of the shared extranet services is seen as one role of the enterprise architecture.

Shared and international audits are an essential part of FUAS operations. At the moment, FUAS is receiving international support for creating its quality functions. FUAS is currently implementing a benchmarking project “International Benchmarking Project, Exercise on Quality and Education” together with its strategic partner KU Leuven Association (Belgium). FINHEEC funding for this project was confirmed in November 2012 and the benchmarking project will be executed in spring and autumn 2013. This project will help in the development of the FUAS Quality Systems. It will also make FUAS operations more transparent and visible for everybody.

A shared quality policy should support all members of FUAS in their daily work. It means participation in the development functions and involvement in reaching the strategic intent. At its best, quality system is not something separate and added to the daily work but it is embedded in the whole operation. The aim of the FUAS Quality System is to create extra value, not extra work, in a transparent and collaborate way.

So far, unifying the quality functions, especially in the Check stage (e.g. unified feedbacks and surveys) has been rather easy but now it is time to concentrate on unifying the processes in the Plan and Do stages, add more contexts to the operation and to verify the true benefit of FUAS operations.

With regard to quality, it is important that the added value of FUAS operations can be highlighted in the monitoring and evaluation functions and further utilised in the operational development. Creating the right indicators for monitoring and evaluating FUAS operation and truly developing the operation is vital. In the development of the FUAS Quality System, these aspects are recognised and further developed. Through a well-functioning quality system it is possible to ensure the full utilisation of the follow-up procedures, good practices and learning from each other.

According to the results of the fourth cross-evaluation, there is no doubt that a common quality system has been accepted by the members of FUAS. A shared quality culture is the glue that holds FUAS together and strengthens its connections and operations. To face the challenges of everyday operations, FUAS needs a thorough, transparent and functional quality system that does not rest but grows as operations develop. Creating the FUAS Quality System together is an essential way of verifying the true added value of FUAS.

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Appendix

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Appendix I Pre-material of the first round



CROSS-EVALUATION

1 (5)

25.9.2012

FUAS CROSS-EVALUATION 2012

Theme: The FUAS Quality Policy (FINHEEC audit target 1)

The aims regarding the FUAS quality system are to:

- define it's/the objectives,
- define it's contents and interfaces in comparison to the quality system of each UAS,
- specify the allocation of responsibilities,
- improve the documentation and communications,
- develop the FUAS quality culture as a whole.

Executing the cross-evaluation and the forthcoming results will create the basis the FUAS Quality Manual.

Execution /scheduling

Procedure	Scheduling	Responsible actors
Defining the theme and objectives of the cross-evaluation	May-August 2012	Mervi Friman, Jaana Ignatius, Marjo-Riitta Järvinen
Producing the cross-evaluation material: description of the current quality system of FUAS	August 2012	Mervi Friman, Jaana Ignatius, Marjo-Riitta Järvinen
1 st round of cross-evaluation discussions, executed separately in each UAS	HAMK: e-mail inquiry weeks 36 and 37 LAMK: 11.9.2012, quality and assessment team Laurea: 7.9.2012: the quality system development group	Mervi Friman, Jaana Ignatius, Marjo-Riitta Järvinen
Specifying the description of FUAS quality system according to the 1 st round of discussions	13.9.2012	Mervi Friman, Jaana Ignatius, Marjo-Riitta Järvinen
Executing the 2 nd cross-evaluation discussions with the FUAS Strategic Steering Groups of Education and RDI	17.9.2012	Mervi Friman, Jaana Ignatius, Marjo-Riitta Järvinen, Erja Katajamäki (Koso), Maarit Fränti (TKIso)
Specifying the description of FUAS quality system according to the 2 nd discussion	October 2012	Mervi Friman, Jaana Ignatius, Marjo-Riitta Järvinen
Executing the 3 rd cross-evaluation discussions with the FUAS Strategic Steering Group of Governance & Systems	16.11.2012	Mervi Friman, Jaana Ignatius, Marjo-Riitta Järvinen, Janne Salminen (OJso)
Specifying the description of FUAS quality system according to the 3 rd discussion	November-December 2012	Mervi Friman, Jaana Ignatius, Marjo-Riitta Järvinen
Creating the FUAS Quality Manual	Spring 2013	Mervi Friman, Jaana Ignatius, Marjo-Riitta Järvinen

CROSS-EVALUATION MATERIAL

FUAS quality system, autumn 2012

FAUS has one quality system which still allows UAS-specific functional means for developing different practices and methods of operation. UAS-specific practices and methods of operation are made visible to the partner institutions.

The objectives of FUAS quality system are to,

- support attaining of the FUAS strategic intent and to steer the development of FUAS operations
- strengthen the quality of general and educational operation of FUAS
- systematically produce information concerning the FUAS processes and services in order to develop operations
- support the sharing of best practices inside FUAS, nationally and internationally
- unify and emphasise the FUAS quality management
- strengthen the involvement of the actors and their competence on the field of quality
- promote the equality of the personnel and students
- promote the development of organization and quality cultures of FUAS



25.9.2012

Plan	FUAS Vision 2020 FUAS Strategy 2011-2015 FUAS Alliance agreement FUAS Action Plan 2010-2012 Ministry of Education and Culture agreement
Do	Strategy and management processes Education process RDI process Shared processes: FUAS-coordination, quality and data production, data administration, virtual campus, communications, global activities
Check 2012- 2016	Follow up and evaluation <ul style="list-style-type: none"> Follow up of FUAS Strategy 2011-2015 (evaluating the strategic indicators annually), May Evaluating the shared operating culture Evaluating the Ministry of Education and Culture agreement indicators, May Evaluating the finances, May Assessments and audits <ul style="list-style-type: none"> Governance Review 2013, follow up 2015 Curriculum Review, 2012, follow up 2014 Research Review 2013, follow up 2015 Cross-evaluation, expediently annually or every two years Self-assessment of FUAS Quality System in 2014 National themed audit /FINHEEC, expediently by execution schedule Audit of the quality system, 2016 Feedback <ul style="list-style-type: none"> Feedback on the quality of education 2012, 2014, 2016 Feedback on student welfare, 2013, 2015 Feedback on summer studies, annually Feedback of the graduates, UAS (OPALA-feedback) Feedback of the MD graduates, annually Feedback of the graduates (career survey) 2013, 2015 Feedback on shared services, 2014, 2016 (as a part of the working group survey) Customer satisfaction survey of the libraries 2013, 2016 Feedback on the apprenticeship education, expediently by execution schedule
Act	Maintenance manuals for development <ul style="list-style-type: none"> Strategic development, FUAS Rectors Collegium Development of education, FUAS Strategic Management Group of Education Development of RDI functions, FUAS Strategic Management Group of RDI Development of the shared services, FUAS Strategic Management Group of Governance and Systems

25.9.2012

Allocation of responsibilities concerning the quality system of FUAS

FUAS Governing Board

- makes the decisions concerning the Quality System
- promotes the strategic development
- is responsible for the follow up and evaluation of the implementation of the strategy

Rectors Collegium

- implements and fine-tunes the decisions of the FUAS Governing Board
- promotes and supports the communications concerning the FUAS Quality System

Strategic Steering Groups of Education, RDI and Governance & Systems

- are responsible for the quality management on their own range of operation

FUAS Quality and Data Production Group (LaaTi)

- the overall creation and development of the FUAS Quality Management Systems
- defining the FUAS and UAS-specific quality functions
 - o modelling of the shared operations
 - o unifying the UAS-level operations rationally
 - o visualising the UAS-specific practices and methods of operation for the others
- producing FUAS follow up and evaluation information
- supporting and coordinating the execution of FUAS level audits
- preserving and developing the documentation concerning the FUAS Quality Manual

The UAS-specific allocation of responsibilities when implementing and developing the FUAS Quality System

- HAMK, the Steering Group of Quality Management
- LAMK, the Steering Group of Quality and the Quality and Assessment Team
- Laurea, the Development Group of Quality System

Documentation and Communications of the FUAS Quality System (ideas for development)

- the electronic environments of each UAS: FUAS-pages/FUAS Quality Management
- FUAS extranet: memos, documentation of the quality management
- FUAS internet pages: FUAS Quality Manual / basic description
- FUAS Quality Manual: both electronic and printed
- FUAS intranet: the enterprise resource planning (incl. quality management)

25.9.2012

Organisation and Quality Culture of the FUAS-universities

- Quality management to be a part of everyday operation: e.g. the Maintenance Manuals to function as tools of development and making the different evaluations and audits more visible for the students and personnel

A list of activities concerning quality functions that are executed in FUAS-universities with varying practises

- gathering the course feedback
- assessing the curricula
- executing performance evaluations /executing the assessments of competence
- organising recreation days for personnel
- executing different reviews on RDI and education
- organizing personnel welfare surveys
- self-assessments of learning environments/instructions (e.g. the laboratories)
- (making purchaseing and leasing contracts)

Executed in addition in HAMK

- sustainable development
- inner monitoring, risk management

Executed in addition in Laurea

- inner audits
- inner benchmarking
- surveys concerning accessibility and security

Appendix 2 Material shown on 16.11.



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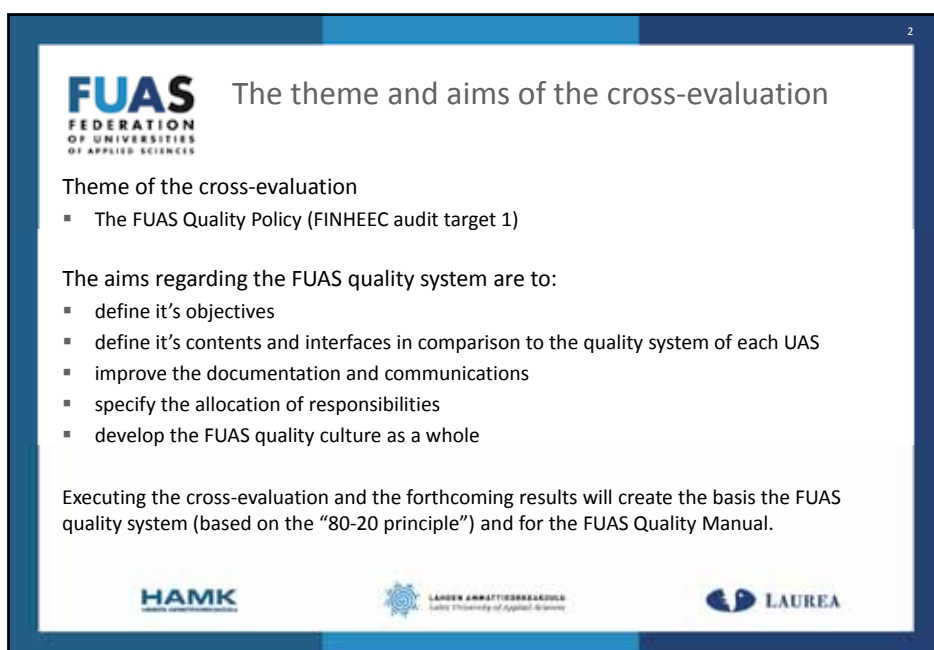
Developing the FUAS quality system

Cross-evaluation, fall 2012

The strategic steering group of Governance and Systems 16.11.2012

Mervi Friman, HMK
Sara Heikkilä, HMK
Jaana Ignatius, Laurea
Marjo-Riitta Järvinen, LAMK

HAMK LAUREA



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The theme and aims of the cross-evaluation

Theme of the cross-evaluation

- The FUAS Quality Policy (FINHEEC audit target 1)


The aims regarding the FUAS quality system are to:

- define its objectives
- define its contents and interfaces in comparison to the quality system of each UAS
- improve the documentation and communications
- specify the allocation of responsibilities
- develop the FUAS quality culture as a whole

Executing the cross-evaluation and the forthcoming results will create the basis for the FUAS quality system (based on the "80-20 principle") and for the FUAS Quality Manual.

HAMK LAUREA

3



The main phases on the cross-evaluation process




Cross evaluation discussions

1st of cross-evaluation discussions, separately in each UAS, September 2012

2nd round of cross-evaluation discussions, FUAS Strategic Steering Groups of Education and RDI, September 2012

3rd round of cross-evaluation discussions with the FUAS Strategic Steering Group of Governance & Systems, November 2012

- In between FUAS quality group has specified the description of the FUAS quality system on the base of the feedback
- In addition discussions on the process descriptions has been had in the other strategic steering groups
- The first version of FUAS quality manual in spring 2013



FUAS Quality System

In November 2012





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The objectives of FUAS Quality System are to:

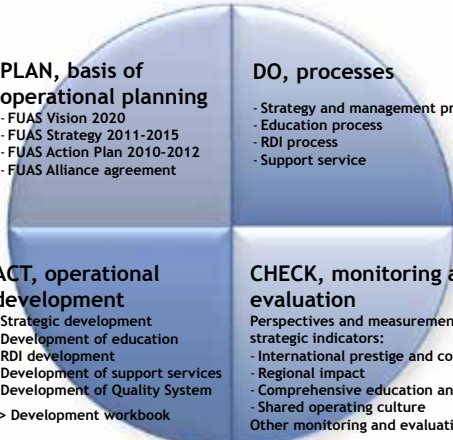
- support attaining of the FUAS strategic intent and to steer the development of FUAS operations
- strengthen the quality of general and educational operation of FUAS
- systematically produce information concerning the FUAS processes and services in order to develop the operation
- support the sharing of best practices inside FUAS, nationally and internationally
- unify and emphasise the FUAS quality management
- strengthen the involvement of the actors and their competence on the field of quality
- promote the equality of the personnel and students
- promote the development of quality culture of FUAS

HAMK  **LAUREA**  **LAUREA**



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FUAS Quality System



<p>PLAN, basis of operational planning</p> <ul style="list-style-type: none"> - FUAS Vision 2020 - FUAS Strategy 2011-2015 - FUAS Action Plan 2010-2012 - FUAS Alliance agreement 	<p>DO, processes</p> <ul style="list-style-type: none"> - Strategy and management process - Education process - RDI process - Support service
<p>ACT, operational development</p> <ul style="list-style-type: none"> - Strategic development - Development of education - RDI development - Development of support services - Development of Quality System -> Development workbook 	<p>CHECK, monitoring and evaluation</p> <p>Perspectives and measurement targets/FUAS-strategic indicators:</p> <ul style="list-style-type: none"> - International prestige and competitiveness - Regional impact - Comprehensive education and RDI services - Shared operating culture - Other monitoring and evaluation of information

HAMK  **LAUREA**  **LAUREA**

7






FUAS Quality System 1/4

PLAN, basis of operational planning


- Strategic intent
- Strategy 2011-2015
- FUAS Alliance agreement
- Action Plan 2010-2012
- Ministry of Education and Culture agreement

DO, processes

- Strategy and management processes
- Education process
- RDI process
- Shared processes: FUAS-coordination, quality and data production, data administration, virtual campus, communications, global activities

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FUAS Quality System 2/4

CHECK, monitoring and evaluation 1/2

Follow up and evaluation


- Follow up of FUAS Strategy 2011-2015 (evaluating the strategic indicators annually) (inc. Assessing the shared operation culture)
- Evaluating the Ministry of Education and Culture agreement indicators
- [Evaluating the finances](#)

Assessments and audits

- [Governance Review](#)
- Curriculum Review
- Research Review
- Cross-evaluation
- [Self-assessment of FUAS Quality System](#)
- National themed audit /FINHEEC, expediently by execution schedule
- International audit of the quality system

= In development stage
 NB. All monitoring and evaluation procedures are placed to the annual cycle of quality management.

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FUAS Quality System 3/4

CHECK, monitoring and evaluation 2/2


Feedback

- Feedback on the quality of education
- Feedback on student welfare
- Feedback on summer studies
- Feedback of the MD graduates
- Feedback on the apprenticeship education
- [Feedback on shares services \(as a part of the working group survey\)](#)
- Feedback of the graduates, UAS (OPALA-feedback)
- Feedback of the graduates (career survey)
- Customer satisfaction survey of the libraries

NB. All monitoring and evaluation procedures are placed to the annual cycle of quality management.

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FUAS Quality System 4/4


Act, operational development

Development workbooks

- Strategic development (FUAS Rectors Collegium)
- Development of the education (FUAS Strategic Management Group of Education)
- Development of RDI functions (FUAS Strategic Management Group of RDI)
- Development of the shared services (FUAS Strategic Management Group of governance and Systems)
- [In addition development workbooks are utilised in the project and working groups](#)

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Allocation of responsibilities concerning the quality system 1/2

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FUAS Governing Board




- makes the decisions concerning the Quality System
- promotes the strategic development in whole
- is responsible for the follow up and evaluation of the implementation of the strategy

Rectors Collegium


- implements and fine-tunes the decisions of the FUAS Governing Board
- promotes and supports the communications concerning the FUAS Quality System

Strategic Steering Groups of Education, RDI and Governance & Systems

- are responsible for the quality management on their own range of operation
- Strategic Steering Groups of Governance & Systems: steering the development of the shared FUAS Quality System

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Allocation of responsibilities concerning the quality system 2/2




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FUAS Quality and Data Production group (LaaTi)

- the overall creation and development of the FUAS Quality Management Systems
- defining the FUAS and UAS-specific quality functions
 - modelling of the shared operations
 - unifying the UAS-level operations rationally
 - visualising the UAS-specific practices and methods of operation for the others
- producing FUAS level information for follow up and evaluation
- supporting and coordinating the execution of FUAS level audits
- preserving and developing the documentation concerning the FUAS Quality Manual

The UAS-specific allocation of responsibilities when implementing and developing the FUAS Quality System

- HAMK, the Steering Group of Quality Management
- LAMK, the Steering Group of Quality and the Quality and Assessment Team
- Laurea, the Development Group of Quality System








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Documentation and Communications of the FUAS Quality System




- UAS specific electronic environments
 - FUAS page, inc. FUAS quality management
- FUAS extranet
 - memos, documentation of the quality management
- FUAS internet pages
 - FUAS Quality Manual / basic description
 - FUAS Quality Manual electronic (+printed)
- FUAS intranet: the enterprise resource planning (incl. quality management)


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The International audit of the FUAS Quality System 2016

Preliminary thoughts on the audit

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Audit

Based on a conversation between FUAS quality groups and FINHEEC Chief Planning Officer

- FUAS audit is executed with one larger audit team (9 experts instead of 5)
- The audit is executed at the same time in all FUAS UASs and the visit will last for the whole week (instead of 3 days)
- Some of the audit interviews (eg. Management) are carried on together, see. FUAS strategy
- But for example for the viewing of the degree programmes the audit team dismounts to groups of three and visit different campuses. This makes the operation of each FUAS UASs visible
- The execution of the audit is agreed at the latest in the audit agreement




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By the audit criteria





1. Quality policy of the HEI -> FUAS level
2. Strategic and operations management -> FUAS level
3. Development of the quality system -> FUAS level
4. Quality management of the HEI 's basic duties -> FUAS level and each institution
 - a) Degree education (inc. 1., 2. ja 3. cycle education)
 - b) Research, development and innovation activities as well as artistic activities
 - c) The societal impact and regional development work (inc. social responsibility, continuing education, as well as paid-services education)
 - d) Optional audit target-> chosen together v. FUAS strategy
5. Samples of degree education: degree programs-> FUAS level and each institution viewings
6. The quality system as a whole-> FUAS level



FUAS Quality and Data Production Group (LaaTi)




Current issues



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Current issues

- Working on the process descriptions ([process description tablet](#))
- Planning the implementation of the development workbook and dismounting it to the FUAS workgroups
- drawing up the annual cycle of activities for data production
- FUAS and KU Leuven Association - Application for FINHEEC financed benchmarking project – resolution in November 2012
- Writing a job description and recruiting a development manager for the FUAS Quality and Data Production Group






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Process descriptions

- Aims of the process
- Owners of the process
- Sub processes of the process
 - Functions of sub processes
 - Responsible of the sub processes functions
 - Timing of the sub processes (particularly)
- The follow up, assessment and development methods
- Interfaces to the UAS-specific functions (rationally)
- Process descriptions for strategy and management, education, RDI functions and shared operations

Appendix 3 Development workbook template

TIME AND FORUM OF DEFINING THE AREA OF DEVELOPMENT	DEFINED AREA OF DEVELOPMENT	DEDEFINED PROCEDURES OF DEVELOPMENT	RESPONSIBILITIES AND TIMING	MONITORING: INFLUENCE AND TIMING	FINAL OUTCOMES AND RESULTS
HEADLINE					

The FUAS institutions -HAMK, LUAS and Laurea- collaborate in core competence areas to better serve business and industry, students and the public sector of the greater Helsinki metropolitan area. Through collaboration FUAS is improving the expertise and quality of operations. Cross-evaluations are one form of FUAS development and finding best practices. This is the final report of the fourth cross-evaluation of the FUAS Quality Policy, implemented in autumn 2012.

The outcomes of this cross-evaluation create a base for the FUAS Quality Policy. The cross-evaluation process has defined the aims and contents of the FUAS Quality System and allocation of responsibilities. The FUAS Strategy 2011-2015 points out that the international quality assurance system will improve the quality and impact of education. This report describes the next steps on the road to achieving this target.

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