

Preparing and receiving an AVA institutional visit

Paolo Carbone: Coordinator of the 'Quality Board' of the
University of Perugia - Italy

Summary
University of Perugia
AQ and PM
key issues
benefits and outcomes



UNIVERSITÀ DEGLI STUDI
DI PERUGIA



THE UNIVERSITY OF PERUGIA

Founded in 1308



16 Departments
84 Study Programmes

Students: 23,500
Professors and researchers: 1,100
Staff: 1,200



When it all started

Political decision by the Rector: June 2014

Audit date: week of Nov 27, 2014

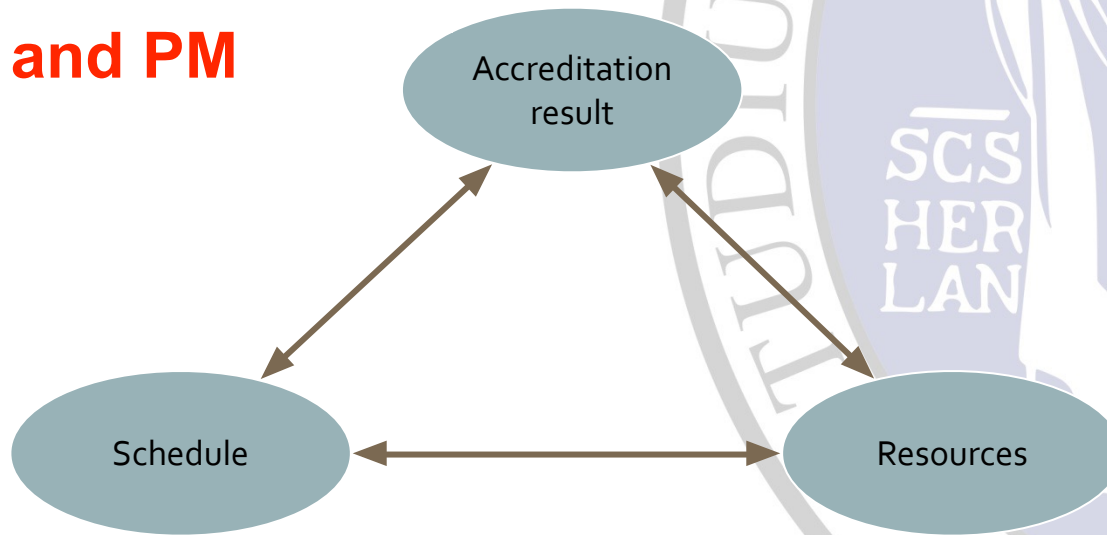
less than 6 months

Attitude/focus:

- *One-time endeavor to realize the QA system***
- *Aggressive project-based approach***



QA and PM



Scope: fixed=install QA system and obtain accreditation,

Schedule: fixed = within 6 months

Resources: some degrees of freedom

Context : initiating processes

Make a plan : planning processes

Actuate the plan : executing processes

The external audit



Context : initiating processes

UNIPG manages an ISO 9001:2008 QMS

→ many internal resources (both academics and staff) are knowledgeable about quality management issues

- UNIPG participated previous QM-oriented projects in Italy (Campus, Campuslike, Campusone, CAF, ...)
- Strong endorsement by University **top management** (**key factor**), *but*
- widespread perception of quality = bureaucracy + prejudices



Make a plan : planning processes

Whom to involve : as parts of the institution and as single persons

When : milestones (not too many ...)

What : deliverables (documents and activities)

Resources : which resources and with which experience

Risk management : identify and mitigate risks

Outcome : approved planning document



Risk management : planning processes

Large organization with different backgrounds:

risk: people will reject QA as an additional burden of work

mitigation: strong direct and indirect communication channels

risk: people will refuse to collaborate actively/spontaneously

mitigation: strong teaching activity both for staff and professors



Actuate the plan : executing processes (key issues I)

MBO

Strategy - policies - objectives - organization

→ **Strategic plans cover (Vice-Rectors involved):**

- *Teaching*
- *Research and technology transfer*
- *Improvement of student services*
- *Internationalization of initiatives*
- *University quality policy*
- *Documents identifying goals/responsibilities and targets to substantiate policy and strategies*



Actuate the plan : executing processes (key issues II)

Organization: University organizational chart and organizational chart for QM responsibilities

http://www.unipg.it/files/pagine/428/AQ_UNIPG.pdf

Organization for quality assurance:

- 7 governing members (Quality Board - Presidio Qualità)
 - 3 staff members
 - For each Department (16): **one quality representative**
 - For each Course/Study Program (84): **one quality representative**
- Roles could overlap



Actuate the plan : executing processes (key issues III)

- Produced several guidelines and forms all available on the University website
- Particular care in training activities and training material on QA and AVA for both staff and professors
- Great attention to communicating well to everyone
- Open attitude in serving as internal consultants
- Available to hear contrary opinions



Actuate the plan : executing processes (key issues IV)

- *Audit* is a sampling activity, 9 courses (5+4) were chosen
- AVA requires documented reviews (cyclic and periodic) + teaching and research plans (SUA-CDS, SUA-RD)
- All courses were asked to prepare these documents
- The Quality Board reviewed all material, suggested and verified the application of modifications (long and tedious work) - guidelines were produced
- the 9 chosen courses were **AUDITED internally** (1 day with release of audit report - ISO 19011 / CampusCRUI like)



Actuate the plan : executing processes (key issues IV)

- Take into account different backgrounds
- Have course presidents involve students in the committees (e.g. joint/equal partnership committee - commissione paritetica)
- Quantitative management ... (are data timely available to the right persons?)

→ *influential and authoritative attitude, timely actions and acceptance of criticisms and negotiation*



... **Finally the external audit:**

about 4 full days long, 10+ auditors



- intense work: Quality Board somewhat not involved too much during the visit
- Successful experience for all parties
- Initial report received and feedback provided by our University
- Good outcomes and work done by QA greatly appreciated



Conclusions

- The whole process was a team-building experience
- Overall improvement in the organization of the University: if you concentrate well enough results will certainly arrive
- Importance of managing the *post-audit* ...