Developing a Quality Culture to become a World Class University

Quality a reality difficult to grasp

Rankings

Accreditations
Going towards excellence means

• Create and operate a rigorous Quality Assurance system

• But above all develop a Quality Culture

Established Quality Culture

« When everyone in the Institution, recognises the coherence and relevance of the quality processes and becomes actively involved in their realisation. »

Lanares 2006
The need to develop a Quality Culture

• Standards do not guarantee excellence

• QA does not always improve quality

• Negative reactions towards QA

The Concept of Quality Culture

• Refers to an organisational culture

• Based on shared values

• Includes managerial element with defined processes
Values are in the heart of organizational culture

Organisational Culture

Academic Freedom

Equality

Sub-culture Quality

Participation

Reflexivity

Respect
Different sets of values create different Quality Cultures

Control <-> Development
Ownership by Experts <-> Ownership by the majority
Conformity <-> Adaptation

Culture A
Culture B

To increase creativity and innovation

- Raising responsibility - Empowerment
- Reflective processes
- Participation - cooperation
- Communication
- System thinking
- Balance between stability & Flexibility
  Top-Down & Bottom Up
  risk-taking & Conformity
The main goal is real change not a bureaucracy
Role of Leadership is assuring coherence at all levels and concretisation

1. Values
2. Quality Concept & Practical Modalities
3. Individual & collective Practices

Founded in 1537
7 Faculties
874 Faculty staff
1’370 Teaching/Research assist.
12’000 Students
Nouvelle law en 2005
• Autonomy HR
• Autonomy Finance
• Autonomy Programmes
• Autonomie Organisation
Quality Culture

- Fitness for Purpose
- Responsibility
- Participation
- Reflexivity
- Balance between Autonomy and Accountability

1. Values
2. Quality Concept & Practical Modalities
3. Individual & collective Practices

Implementation axis
**Fitness for Purpose**

- Self Evaluation Methodology (4 Basic questions)
- Follow up of Action plans
- Links with University strategic plan

**Reflexivity**

- Self Evaluation Canvas
- Requirements for individual reports
- Utilisation of results
To Encourage Participation

- A participative Committee rules the process
- Participative Faculty’s Committees for self-evaluations

Development of the Quality Culture

1. Adhesion Axis
   + people « adhere »

2. Deepening Axis
   + domains, + details

1 + 2 = Quality Culture Development
<table>
<thead>
<tr>
<th>Individual Level</th>
<th>What People say</th>
<th>What people do</th>
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<tbody>
<tr>
<td>Leadership</td>
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<td>Staff</td>
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<td>Collective Level</td>
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- **What People say**
  - Answers to external Experts
  - Discussions in specific committees
  - Answers of Professors in a survey about Evaluation of Teaching

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- **What People do**
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<tr>
<th>Level</th>
<th>What People say</th>
<th>What people do</th>
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<tbody>
<tr>
<td>Individual</td>
<td>• How students answer teaching evaluation questionnaires</td>
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<td>• How Teachers fill their reports spontaneously</td>
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<td>• Level of individual involvement in faculties’ self evaluation</td>
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<td>Collective</td>
<td>• Quality concept of University of Lausanne</td>
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<td>• Evolution of regulations in line with values</td>
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<td>• Appointment of a VR / VP for Quality</td>
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<td>What People say</td>
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<td>Individuals</td>
<td>“Rules of the game” of Quality processes in line with values</td>
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<td>Utilisation of quality processes in daily governance</td>
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<td>Communication about self evaluations</td>
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Examples of observed effects

- Increase in Students satisfaction
- Innovative Pedagogical projects
- Increase in research funds
In conclusion:

- To promote excellence and become WCU, HEIs must develop a QC
- Key issue is making values explicit and infuse concepts and operations
- Critical to be able to observe the Development of the QC

Thank you for your attention

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