Quality Culture

'Quality culture is a set of group values that guide how improvements are made to everyday working practices and consequent outputs'

…

- So lets start: is your culture one of a centralized or decentralized system? Or a balance of both?

Definition

- "A Quality culture is one in which everybody in the Institution, not just quality assurance staff, is responsible for quality"- Crosby 1986, cited in Harvey and Green 1993: 16)

- This also means that academics must engage with management schemes and procedures. The problem here is that sometimes academics find the schemes and procedures bureaucratic and demotivating.

- The solution is not to have a Quality culture only equated to the Institutional Quality assurance but also to have values and practices that are shared by the Institutional community.

Recipe of Quality Culture as a tool for reflection

- In order to develop an effective Quality Culture the following are a good recipe:

- Understand the Institutional Principles, aspects and environmental conditions that exist and are affecting each decision, action and interpretation.

- Therefore, a reflection on the past is a must if we want to enhance the future for a Quality culture that evolves.

How do you recognize a Good Culture from a bad one?

- Do you consider rigid internal controls as good culture?

- Or do you consider it as an obstruction and hindering progress?

- How do we examine our own quality culture?

Examining what?

- Examine the Policies and strategies

- 'The most effective strategies are those that can build on well developed management structures and which provide clear goals and responsibilities (Sursock 2011:50)

Building

Any strategy has to build on Institutional identities, not try to change them

All HEI staff and stakeholders need to know about the strategy and most of them involved too.

As cultures differ between academics, administrators, students and all the rest

These can also be affected by the relationship of external and internal requirements.

Values and Identity

Therefore, it is important to examine culture from whose point of view.

So the question is- are the Institutional identity and values mirrored in the strategic documents

How well does your Instutional culture deal with change (is there such a possibility in the strategy?)

Example

Students can be just data providers by filling in questionnaires

Or they can also involve themselves by contributing to learning outcomes and contribute in different committees- so which one is part of your culture?

Any other good practice?

EUA report 2005

Quality culture has to include

Autonomy

Effectiveness

Transparency

The Ideal

Quality Culture

Continuous improvement

Self Knowledge

European peer review

Openness to the world

In Review

- A cultural/psychological element of shared values, beliefs, expectations and commitment towards Quality (Team culture)

- A structural/managerial element with defined process that enhance quality and aim at co-ordinating individual efforts.

- Part of Culture could also be that a greater commercial orientation based on a selection of principles, models, techniques of control, audit and analysis which aim at minimization of the costs of the activities needed in the realization of the educational process (Miroiu and Bratianu 2000)