

Quality Management at ULiege and how to involve stakeholders in the process

HRS4R Master Class

12/6/2019

1. Quality Management @Uliège
2. Stakeholders participation in different examples of focus groups and surveys

Quality Management @Uliège

Internal quality system at the University of Liège to solve 3 emerging problems :

- No long term strategy;
- Pressures on transparency and accountability;
- Increased number of faculties and geographic spread in 3 provinces.

Quality Management @Uliège

Structure SMAQ - in charge of

- Conducting internal evaluations of teaching / research / administrative units
- Supporting external reviews
- Supporting all quality related initiatives

Operational unit (2,5 FTE)

Advisory board (representatives of academic/scientific/administrative staff, representatives of students)

Quality Management @Uliège

Mission to promote, coordinate and disseminate within ULiège a quality CULTURE based on critical analysis and strategic planning

- Periodic assessments of all entities;
- Elaboration of strategic priorities;
- Action plans.

Quality Management @Uliège



Quality Management @Uliège

Research unit **self assessment**:

- A selfevaluation report written by a mixt committee (teachers/researchers, PHD students, external employers, funding providers,...)
- A guide to support reflexion of self evaluation (canvas with themes, questions)
- A reporting tool with statistics (publications, contracts, human resources, financial resources, doctoral studies...) => RADIUS
- A support from the SMAQ (preparation and follow-up of meetings, gathering of informations –interviews, focus groups, studies...)
- A selfevaluation report that synthetises discussions and analysis (SWOT) around four themes: organization and operation; Research activities; Attractiveness and visibility/reputation; Resources

Other tools involving stakeholders

Focus groups

- ✓ Doctoral studies and management

Online surveys

- ✓ Postmaster survey

Focus groups

Focus groups allow you

- To collect more in-depth customer feedback
- To breath sense of active participation of the community

BUT

- can be costly and more time consuming to run than surveys
- Do not allow precise quantitative results

Focus groups: third cycle

« Building a strategic plan for doctoral studies and PHD management »

1. Define objectives and set of questions / themes you want to be discussed
2. Define stakeholders in groups of max 10-15 people :
 - thesis supervisors
 - PHD students
 - Presidents of doctoral colleges
 - Members of support units
 - Representatives of research units

Focus groups: third cycle

- Conducting focus groups according to pre-defined questions/topics

Conduct the group

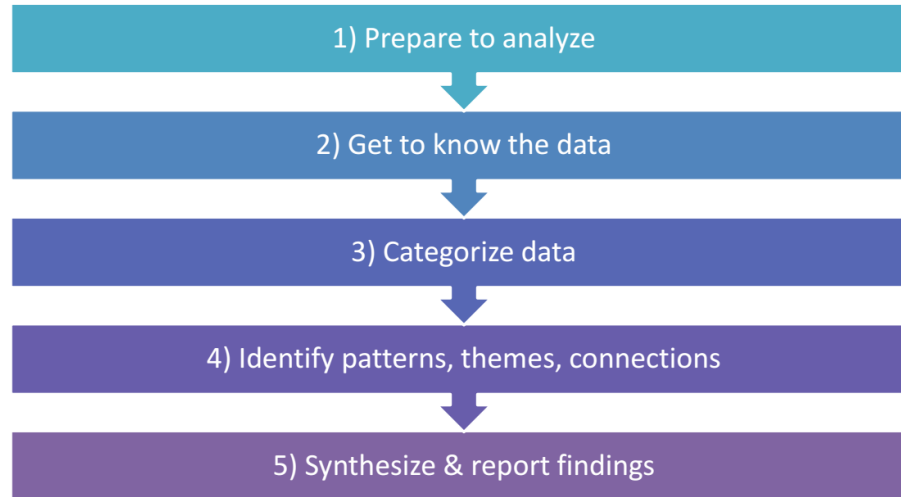
1. Thank people for coming.
2. Review the purpose of the group, and the goals of the meeting.
3. Go over the flow of the meeting -- how it will proceed, and how the members can contribute.
4. Set the tone.
5. Ask an opening question
6. Make sure that all opinions on that question get a chance to be heard.

Common techniques

1. Summarize what you think you have heard, and ask if the group agrees
2. Phrase the same question in a different way
3. Ask if anyone else has any comments on that question
4. Ask a follow-up question
5. Look around the room, and make brief eye contact, especially with those who may not have spoken

Focus groups: third cycle

- Analyze the results



Focus groups: third cycle

Synthèse des commentaires	Commentaires ou extraits
<p>Disparité trop importante entre facultés, départements, collèges de doctorat en termes :</p> <ul style="list-style-type: none">- d'accueil ;- de modalités d'organisation ;- d'exigences de publication ;- de disponibilité de l'information.	<p>Responsabilité de l'achat du PC pas toujours identique (parfois les doctorants, parfois l'unité de recherche).</p> <p>Mauvaise répartition de la charge de travail entre recherche et enseignement, surtout pour les doctorants ARC ou assistants.</p> <p>Réunions annuelles du comité de thèses parfois non organisées.</p> <p>Manque d'une information officielle et transparente sur ce qui est finançable par l'institution (achat de licence, matériel, participation à des conférences, etc.).</p> <p>Manque d'une information officielle et harmonisée sur la structure, les procédures relatives au doctorat et les exigences en termes de production scientifique : « <i>De nombreux transferts de doctorants sont observés entre le collège de médecine vétérinaire ou de médecine, d'une part, et certains collèges de la faculté des sciences, d'autre part, au vu d'exigences différentes en termes de production scientifique des doctorants. Cette concurrence interne ne peut pas durer</i> ».</p> <p>Bureaux et chaises pas toujours disponibles.</p> <p>Décalage trop important entre les règles FNRS et les règles internes pour ce qui concerne les charges d'encadrement.</p>

Online surveys

Surveys let you

- collect feedback from several stakeholders
- in a cost effective way
- Allowing quantitative measures

BUT

- Limits questions you include
- Can be tiring for the people who answer of frequency is too high
- Limits the validity of the data if answer rate is too low

Online surveys: postmaster survey

Description

- Annual survey submitted to former students
- Most advanced assessment tool in this field in French-speaking Belgium

Objectives - Implementing a generalized and systematic tool to follow-up graduated students aiming at provide institution with :

- useful information to improve the teaching programs dispensed at Uliege
- knowledge of support services and advice to future and graduated students in terms of both career paths and opportunities
- indicators requested as part of the rankings or external accreditation organizations

Online surveys: postmaster survey

Target audience

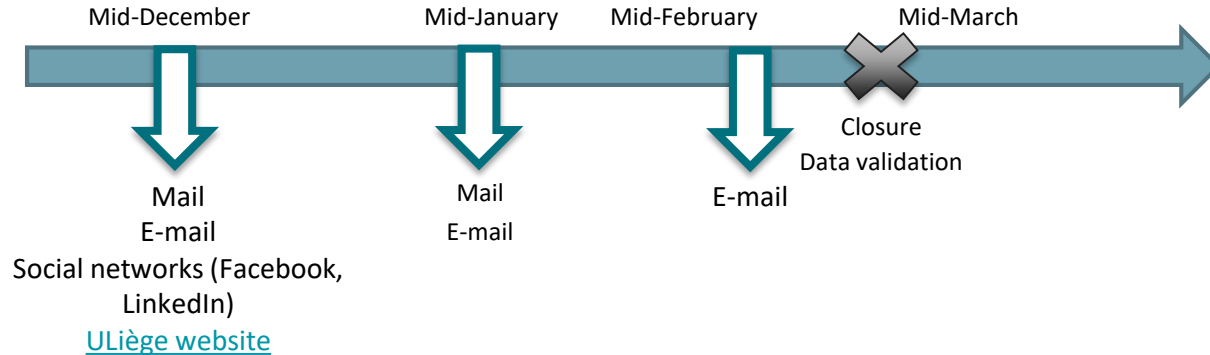
- Students with Master's degree , 1 year after graduation → 8 cohorts
- Students with Master's degree, 5 years after graduation → 6 cohorts
- Students with advanced Master's degree, 1 year after graduation → 6 cohorts

Tools

- Data collection through online tool - myULiege.be (anonymous and dynamic questionnaire)
- Data analysis through Business Object (automated and parametric report)

Online surveys: postmaster survey

Planning



Project launch

- RADIUS steering committee
- Dedicated working group to elaborate the survey (6 months – 5 meetings)
- Scientific warranty through CLEO (Centre Liégeois d'Etude de l'Opinion)

Online surveys: postmaster survey

Challenges

- Increasing answer rate

Answer rate PM 1 year

Cohort	Nb of graduated students	Nb of answers	Answer rate
20092010	1.380	257	18,62%
20102011	1.993	460	23,08%
20102011	2.164	558	25,79%
20112012	2.108	593	28,13%
20122013	2.157	559	25,92%
20132014	2.340	775	33,12%
20142015	2.462	813	33,02%
20152016	2.350	775	32,98%
Total	16.954	4.790	28,25 %

- Review and simplification of the questionnaire (PM 1 year, today : 173 incomplete vs 495 complete questionnaires)
- Appropriation of results by the stakeholders