Sakarya University Academic Evaluation and Quality Development Applications

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Abstract: In this study, to explain Sakarya University academic evaluation and quality development applications is the main purpose. Within the framework of this objective The Chronology of Sakarya University Quality Steps and Awards, Sakarya University Academic Evaluation and Quality Improvement Committee, Sakarya University Strategic Management, Sakarya University Business Process Management, Sakarya University Enterprise Risk Management are expressed.

Keywords: Quality, Strategic Management, Process Management, Enterprise Risk Management

Introduction

Sakarya University has the purpose of the "Give your future direction" principle from its establishment. Sakarya University is always progressive for social, cultural and sporting activities addition to scientific progress. For this characteristic, with the web page studies started in 1996, the quality work and policy were being set up. Now Sakarya University has TS-EN-ISO 9001:2000 certificate of quality in all administrative units.

SAU, inspired by EFQM Excellence Model, received "3 and 4 Star Competence in Excellence" award rewarded by KALDER in 2006 and 2008, respectively. All administrative units of SAU hold "ISO 9001-2000 Quality Management System Certificate". National Quality Award in Educational Services Category was given to SAU in 2010. Bachelor's Degree Programmes in Faculty of Engineering holds EUR-ACE (European Accreditation of Engineering Programmes) Label. SAU uses ECTS as a credit transfer system especially for the Student's Mobility Programmes.

Diploma Supplement, which includes courses and their ECTS credits, is being issued in English, and it is given automatically and free of charge to every student of SAU upon graduation since 2004. Prestigious awards of "Diploma Supplement Label" and "ECTS Label" were given to SAU by the European Commission in 2009 and 2010, respectively.

Within the framework of this development, Sakarya University created its quality policy. The main quality policy items are below:

- Increase motivation and raise performance in management by participatory and collaborative management approach,
- Provide faster service to staff and students by using IT technology, Perform the desired goals during the process with an effective and efficient use of time,
- Raise in fulfilment of the beneficiaries by measuring their satisfaction, Maintain the quality, comply with the terms of service and continue to improve in activities and services and be a leader in quality following the Quality Management System.

In this innovation of Sakarya University, the terms of quality, strategic management, process management, enterprise risk management come forward. Quality is defined differently for different purpose. According to Chowdhury(), quality is a characteristic for combining people power and process power. In an another definition by American Society for Quality, quality is a subjective term which can have two meanings in technical usage. When quality is described as "The characteristics of a product or service that bear on its ability to satisfy stated or implied needs" in one of the definition, another definition characterizes the quality is "A product or service free of deficiencies". Moreover quality is qualified as "value to some person" (Weinberg, 1991).

Institutions have different quality management techniques for provide quality. Strategic management, process management, enterprise risk management are some quality management techniques. In this study, these quality management techniques used by Sakarya University and development of this process is explained.

1. The Chronology of Sakarya University Quality Steps and Awards

Year	Quality Steps/Award
2001	At the level of General Secretary and Head Of Departments TS-EN-ISO 9002:1994 Quality Assurance Certificate
2003	Total Quality Management Works started from all academic and administrative units.
	At the level of General Secretary and Head Of Departments TS EN ISO 9001-2000 Quality Management System Certificate
2004	Institutional Self-Assessment and Strategic Plan studies; 2004,2005, 2007- 2011, 2009-2013
2005	Academic Evaluation and Quality Improvement in Higher Education (YÖDEK)'s works started.
2006	Extending the scope of the TS EN ISO 9001-2000 Quality Management System Certificate
	The cooperation with KALDER and participation to National Quality Movement Recognized for Excellence with 3*
2007	The integration of YÖDEK and Strategic Planning approach by reviewing the effectiveness
2008	Recognized for Excellence with 4*
2009	All administrative units TS EN ISO 9001-2008 Quality Management System Certificate
	Diploma Supplement (DS) Label
	SAÜ Foreign Languages Department 2009 European Language Label Award
	Association for Evaluation and Accreditation of Engineering Programs (MÜDEK) Accreditation Certificate
2010	EUR-ACE LABEL
	ECTS Label Excellence Award
	2010 EFQM National Excellence Award in Public Sector Organizations Education Category
2011	Awarded 3rd place in Informatics Service Award in the Category of Best Educational Web site

2. Sakarya University Academic Evaluation and Quality Improvement Committee

On March 2003 Sakarya University with all staff has decided to execute on a regular basis to Total Quality Management movement and for the conduct of these works Sakarya University Academic Evaluation and Quality Improvement Committee (SAUDEK) was established. To co-ordinate and carry out the work SAUDEK Executive Board was established and Quality Ambassadors were assigned to all faculties, colleges and vocational schools.

Nowadays within the SAUDEK Coordinatorship studies carried out under the following four commission;

1. Strategic Planning and Monitoring Commission,
2. Quality Improvement Committee,
3. Management Process Commission,
4. Survey Development and Evaluation Commission.

3. Sakarya University Strategic Management

Institutions, under various constraints in order to use resources efficiently in accordance with their objectives, need Strategic Management approach. Therefore, Strategic Management was the first application of the Total Quality Management works launched in March 2003. As an approach of Sakarya University Strategic Management Figure 1 is expressed as follows YÖDEK process.
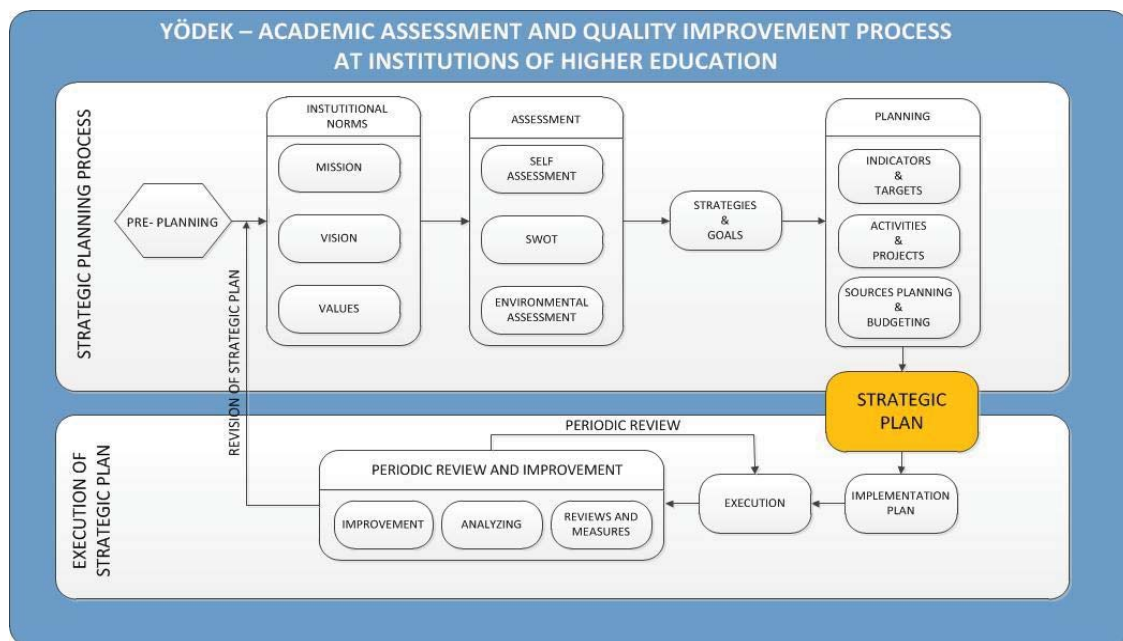
Figure 1. The Process of Academic Assessment and Quality Improvements at Institutions of Higher Education (YÖDEK, 2007)

This process firstly started by determining the organization's reason for being and the point of wants to reach, in order to get to this point which principles and policies organization will follow. For this purpose, Sakarya University's **Mission**, **Vision**, **Policies** and **Fundamental/Core Values** were determined with the participation of all employees. The **Mission** of Sakarya University is

"to create a participatory and a contemporary learning/teaching and academic environment equipped with aesthetic values which encourages lecturers to produce a universal knowledge and technology and to educate students to be competent professionals who respect social values."

The **Vision** of Sakarya University is to

- *be of the first rank in Turkey and the world in terms of the quality of the education offered and research activities conducted;*
- *have a participatory and a cooperative administrative board which encourage team work;*
- *try to solve the regional and national problems and play a leading role in the realization of collaboration of university, industry and community;*

- *extensively to carry out and provide service for the Internet based teaching at the associate degree, graduate and post graduate levels;*
- *create permanent, modern and unique works of arts while preserving the core of our traditional arts;*
- *respect national values, internalize the principles of Total Quality Management and improve its processes continuously.*

Core values of Sakarya University are

- to be committed to the principles of Ataturk,
- to obey universal laws and regulations,
- to believe in the universality of science,
- to encourage innovation and creativeness,
- to make no concessions to be honest and accurate,
- to pay importance to harmony and cooperation in the university,
- to strive to achieve excellence,
- to value the time,
- to do unique research,
- to love our job.

Sakarya University has set policies in the following areas;

1. Quality Policy,
2. Education and Research Policy,
3. Human Resources Policy,
4. Environmental Policy,
5. Promotion Policy,
6. Community Oriented Policy,

It is also within the scope of the Strategic Management university identified and prioritized stakeholders as follows;

- Students
- Private Sector Organizations
- Civil Society Organizations
- Graduates
- Academic and Administrative staff
- Council of Higher Education
- Interuniversity Council
- The national and international universities to be agreed
- National and International Universities
- Governor's office and other public institutions in the region
- National Official Institutions (DPT, Ministry of Finance, MEB, Development Agency, TÜBİTAK and so on)
- Member of the current domestic and international organizations
- National and International Other Education and Research Institutions

The next stage of self-assessment work to be done within the scope of Strategic Management was firstly built in Sakarya University in 2004 and is repeated every year. **Self-assessment** works, is repeated every year for the YÖDEK directory represented by Figure 2.

Figure 2. YÖDEK Self-Assessment Model.

Thus, with the approach applied in this Strategic Management targets are set and performance is monitored from Institutional Basis to individual (Figure 3).
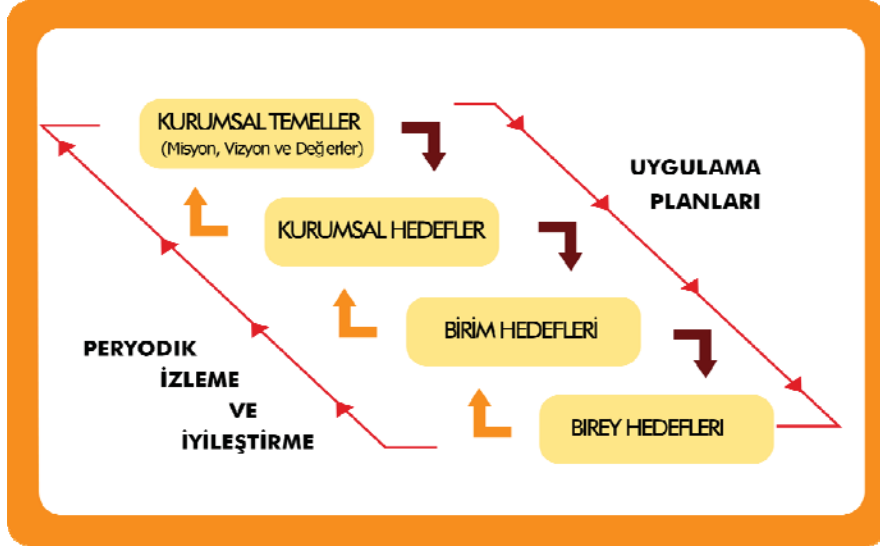

Figure 3. YÖDEK Strategic Planning Approach.

At the end of all these studies, Sakarya University, was prepared the first Strategic Plan in 2004. The latest Sakarya University's Strategic Plan, in accordance with the regulations and related guidance of YÖDEK published by the Council of Higher Education will be revised and has been published as 2007-2013 Strategic Plan. This strategic plan consists the university's 10 pieces strategy, , 61 pieces objectives and 107 sub-target for setting in order to realize these strategies. These targets are monitored by 180 pieces performance indicators. However, the scope of the strategic plan for achieving strategies there are 236 units planned activity.

At Sakarya University, in order to provide the spread and participation of the Strategic Management activities to units, in 2009 Strategic Management Information System (Figure 4) has been developed. Strategic Management Information System consists 10 main themes (Strategies, Objectives, Sub-Objectives and Performance Indicators, Activity-Projects) in accordance with the model of YÖDEK. Performance of the units and the university is monitored by Red Area Charts (Figure 5) produced by this system. By units, performances are evaluated with the performance reports to the Senate at the end of the year.
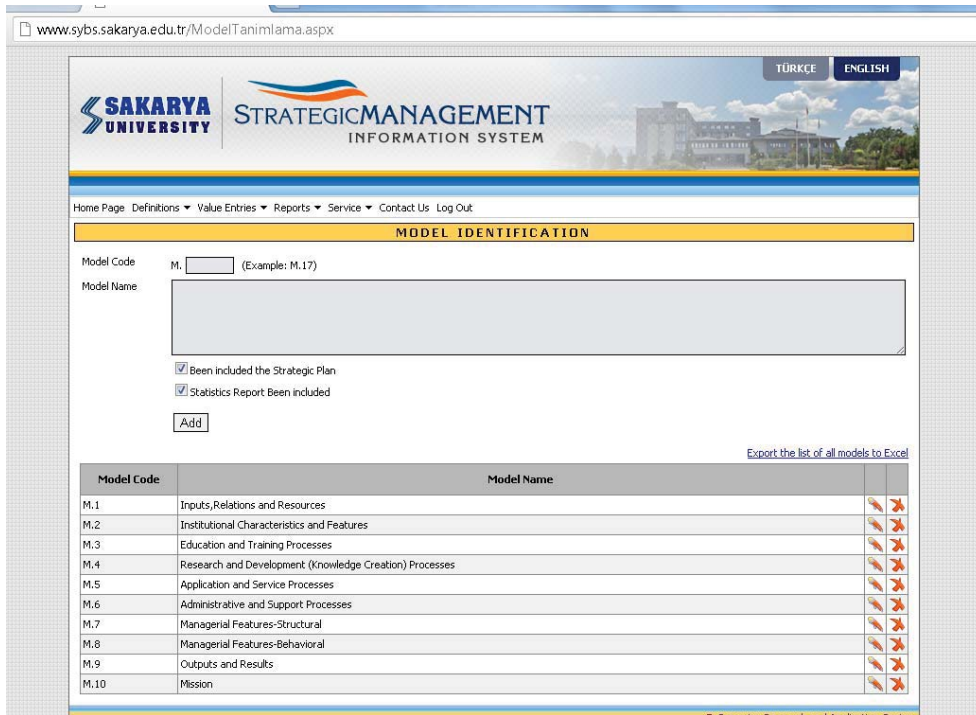
Figure 4. Sakarya University Strategic Management Information System.
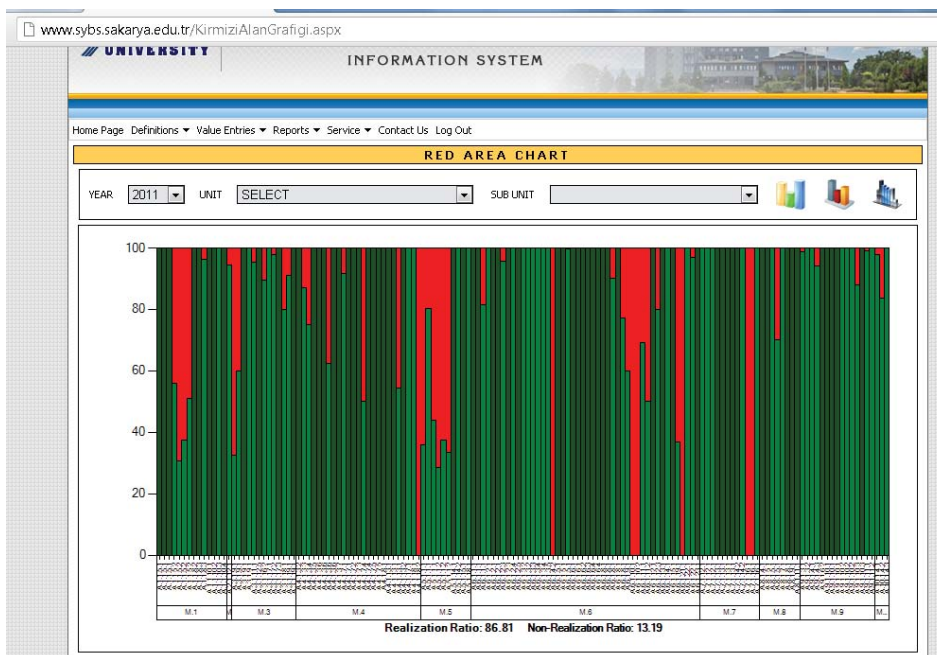
Figure 5. Red Area Chart.

In 2006, in collaboration with KALDER, Sakarya University, participating in the national quality movement, was passed to External Assessment according to the EFQM Excellence Model in 2006 and 2008 by KALDER. After these assessments respectively 3 * and 4 * were taken for Excellence. Self-assessment studies within the scope of the strategic management process are integrated with the results of EFQM External Assessment for 2006 and 2008 and the results of EFQM Self-Assessment for 2010. At the end of progress made with a view to Continuous Improvement, in 2010, Sakarya University has been awarded the National Quality Award in the category of public.

4. Sakarya University Business Process Management

In order to successfully implement the Strategic Management, Sakarya University Stratejik Yönetimi başarılı şekilde uygulayabilmek amacıyla adopted management approach with processes. For this purpose, all the processes described in 2004 and the first handbook of Process Management has published. Later in parallel with improvements in processes, includes university's 5 Main Process and 38 sub-process.

Sakarya University, 5 Main Process is;

- Education and Training,
- Research and Development,
- Applications and Services,
- Administrative and Support,
- Managerial.

In accordance with this approach, the principals also is designed on the basis of each major process units (Figure 6).
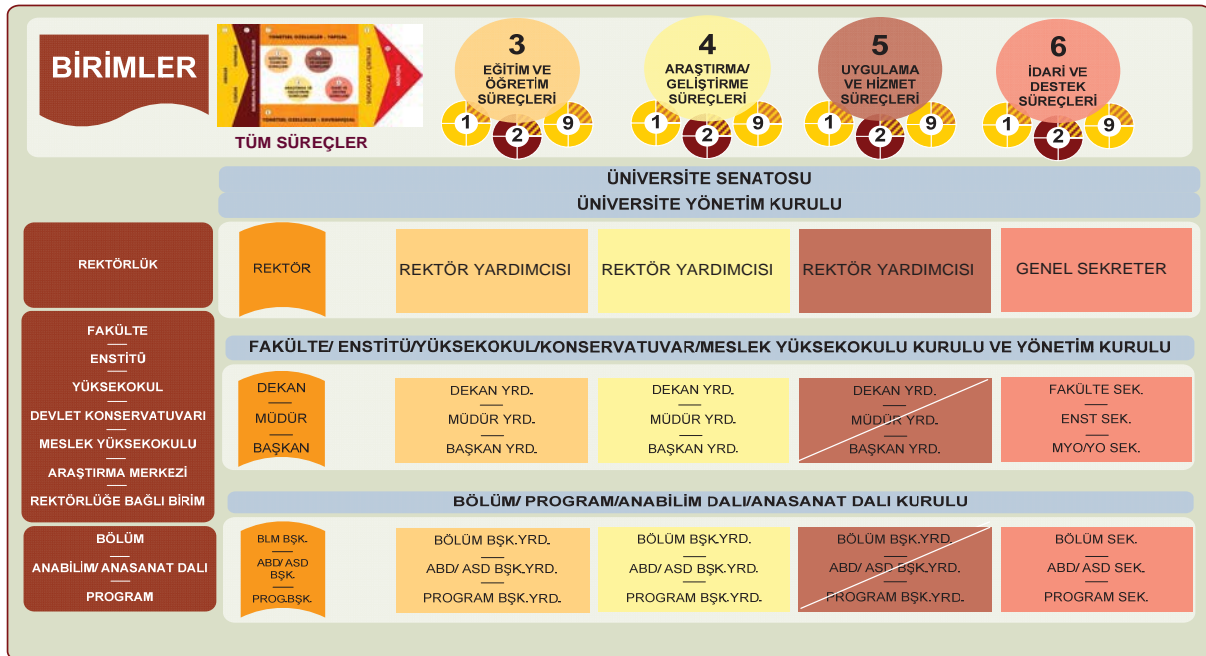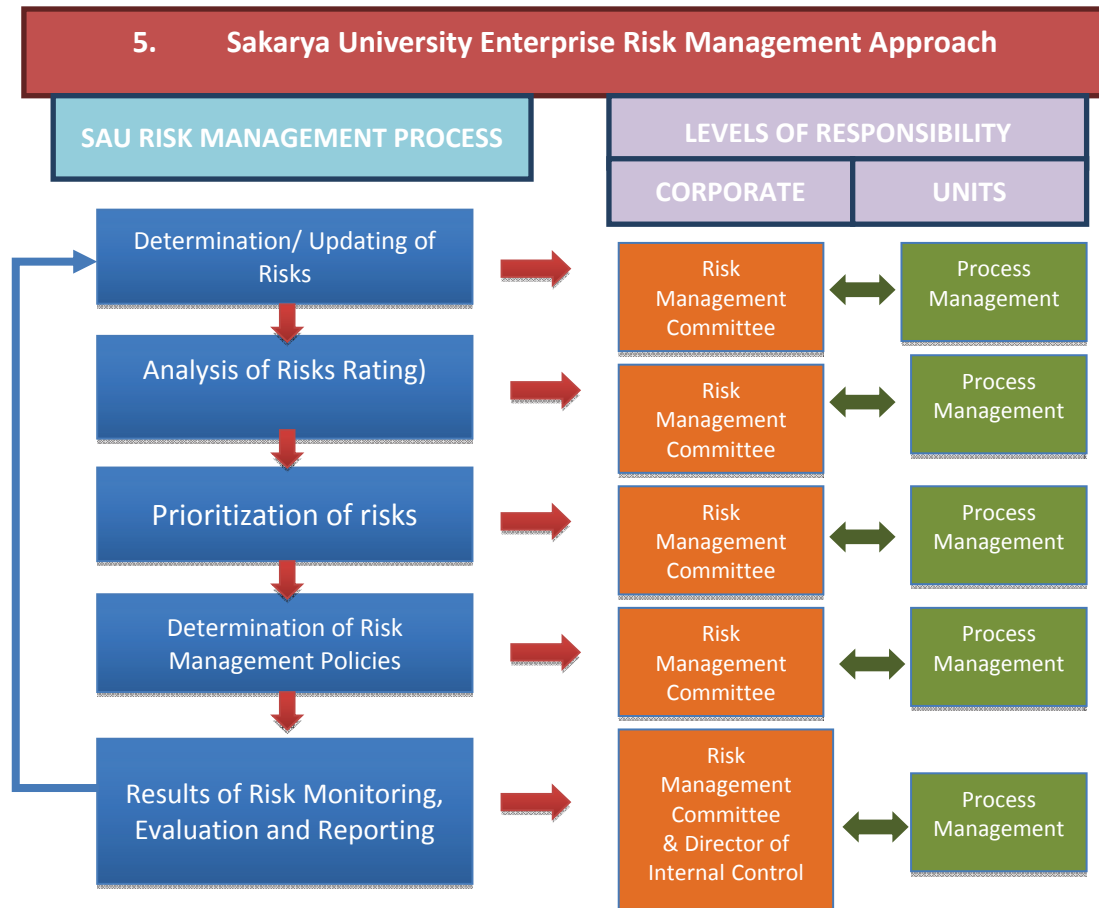

Figure 6. Sakarya University Management with Processes Approach.

All these processes at Sakarya University are measured and monitored in relation to the objectives in the strategic plan.

5. Sakarya University Enterprise Risk Management

Sakarya University implements Enterprise Risk Management in order to, to identify, analyze and manage risks, faced or may face in the future periods of the university's day to day activities, to prevent realizing its goals or to create opportunities in order to ensure to minimize the negative effects of risks. Enterprise Risk Management process is summarized in the figure below applies Sakarya University.

Figure 7. Sakarya University Enterprise Risk Management Approach.

Within the scope of Enterprise Risk Management, Sakarya University, identified the risks under the following main headings;

    a.   Corporate risks,
    b.   Risks related to education and to teaching,
    c.   Risks associated with research and development,
    d.   Risks associated with the application and the service,
    e.   Risks associated with administrative and support.

Conclusion

Quality is increasingly important term for institutions. Sakarya University has been aware of this since 1996 with the study of web page. Since that time, Sakarya University developed itself and founded quality management services and give quality awards. This study aims to give the information of this innovation, development and progress of process and revealed them.

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