

LINKING QUALITY MANAGEMENT WITH MISSION AND STRATEGY

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Analysis of two HE institutions :

- State vs. private
- Old vs. new;
- Medium size vs. small size;
- Strongly believing in own excellence,
vs. a culture that needs to prove
itself
- Most popular vs. one of the many;

- Collegial vs. managerial;
- “Hertz” vs. “AVIS” (tries harder!) phenomena;

- Both have instruction in English;
- Both have similar academic departments and faculties;
- Both are campus universities.

Accomplishments:

ABET (1998):

All six engineering departments were involved.

Second round was based on Criteria 2000 which incorporates feedback and improvement steps as major elements of a closed cycle.

CRE Institutional Evaluation experience (1999):

“We recommend that more attention should be given to structured quality assurance mechanisms, especially to stimulate innovations of teaching and learning methods and curriculum development”

Quality Culture Project of EUA (2003):

...network coordinator for research management in the first round of the project...

But :

Momentary success; fading away of interest
Follow up did not materialize,
recommendations were forgotten,
action plan never implemented,
...oral culture dominant...

Why?

Sustainability problems:

no institutional ownership

weak academic identity

....

traditional academic self-regulation

complacency, strong collegial character

diffusion difficulties

Weak external drives:

political polarization

quality assurance agency?

Competition is keen, but ...

Next opportunity to try...

Işık University

...not research intensive, not comprehensive, not cheap (free), not technology transfer or community services intensive, not identified with the region...

...the top management renewed to undertake radical improvements...

...130 yrs of educational tradition of the foundation (FMV) requires a non-profit, non-risky, academically sound approach.

▶ A niche could be – and should be – quality management and strategic management.

First priority was given to setting up the strategic objectives ...

Annual plans,
Quality handbook for teaching

The foundation (private) model seems to be better suited to create a sustainable environment of quality since the management model is conducive to maintain a **stable** system.