

Summary of Tampere University's Quality management handbook

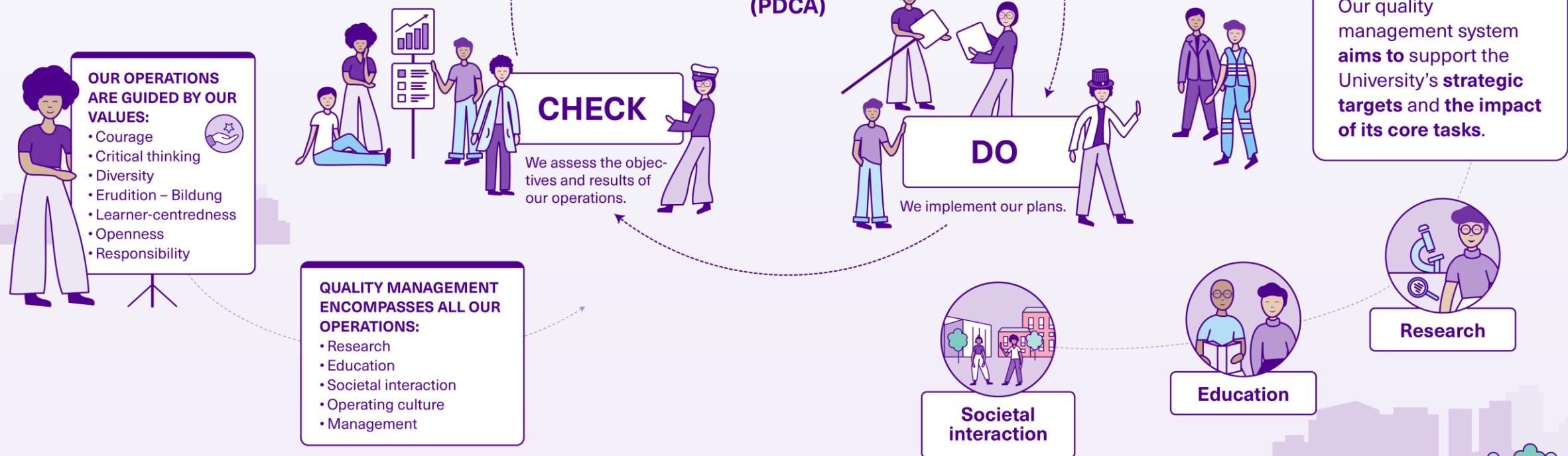
We work together to build a sustainable world

February 2023

Quality management is integrated into daily life across our community

Quality management refers to the systematic knowledge-based improvement of operations according to the quality circle.

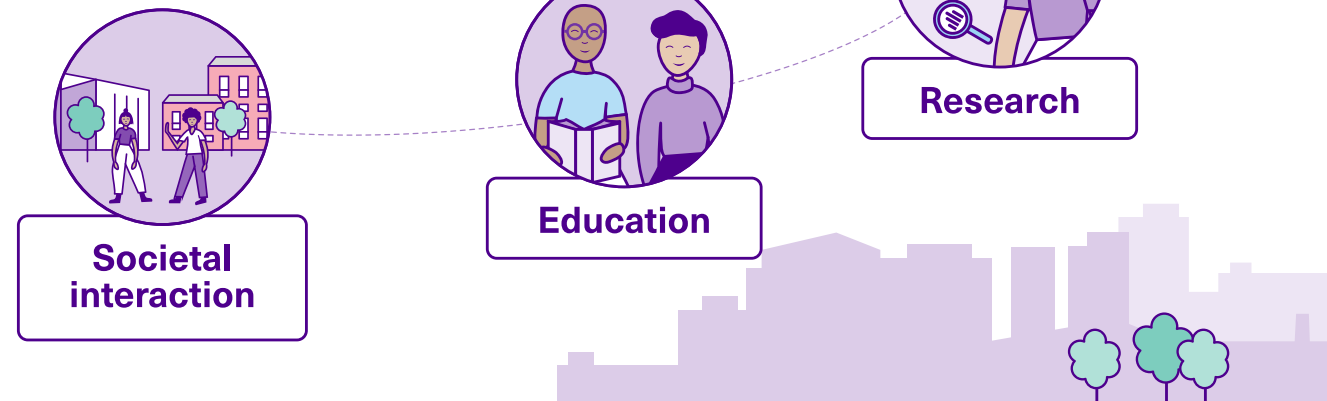
We are all responsible for the quality of operations and its development based on our individual roles.



Our quality management in brief

- Our quality management system consists of the methods, processes and systems we use to maintain, ensure and develop the quality of our operations.
- Our University's quality policy, quality system and quality management procedures are described in the Quality management handbook (link to the [website](#)). The key quality management processes have been defined for different functions in accordance with the quality cycle.
- We utilise internal and external assessments to improve the quality and impact of our operations.
- We are committed to national and international quality management principles.
- In practice, quality management means acting to achieve common tasks and goals, and the systematic, participatory and knowledge-based improvement of operations.

Our quality management system **aims to** support the University's **strategic targets and the impact of its core tasks.**



Strategic management of our operations



OUR STRATEGIC GOALS – IN 2030 WE WILL BE:

- A thriving university community
- An internationally esteemed research university
- An educator of world-changing experts
- A strong partner and an active societal influencer



PLAN

Our operations are guided by national legislation, agreements made with the Ministry of Education and Culture and our strategy that is updated by forecasting changes in the operational environment. The University Board annually approves a four-year operational and financial plan which is derived from the strategy.

DO

Long-term strategic planning is manifested in annual planning which comprises the planning of operations, finances and human resources. Annual plans describe the measures which faculties implement to promote research, education and societal impact. Service units plan their operations to support the faculties' objectives.

CHECK

Our reporting and forecasting practices produce information for the needs of managing, planning and developing the operations. The fulfilment of our strategy is monitored based on indicators which the faculties and service units use to assess their operations and outcomes as part of monitoring their annual plans.

ACT

The Board and executive management regularly assess the fulfilment of our strategy, outcomes and changes in the operating environment and agree on the necessary measures. As part of annual planning, the University's management, faculties and service units jointly agree on the goals of research, education, societal interaction and services, and on the development areas, measures, schedule and procedures.

Research creating a sustainable future



An internationally esteemed research university

- Our research is of high quality and impact, and we promote open science.
- We conduct both basic research and multidisciplinary research arising from it and address major societal challenges.
- We create attractive research environments and infrastructures for researchers.



PLAN

In research development, our goal is to support the implementation of our strategy and the utilisation of the results of the external research assessment. The development work is guided by the Research Development Programme.

DO

We strive to achieve the strategic objectives of research by creating, improving and steering the prerequisites of research. The quality and impact of our research are underpinned especially by research environments, interaction and collaboration, services for researchers, and the transparency, ethics and sustainability of research. We adhere to the guidelines on good scientific and study practices.

CHECK

The Academic Board, Science Council and the management of the University and faculties assess the quality and impact of research using jointly agreed indicators. The assessment of the quality and impact of our research is based on academic peer-review, national and international research indicators, and the principles of responsible assessment. In peer-review, researchers assess each others' research outlines, results and other scientific merits.

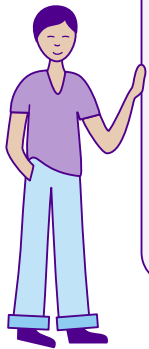
ACT

As part of annual planning, the University's management, faculties and service units jointly agree on the objectives, development areas, schedule and monitoring processes related to research and research services.

Education creating sustainable competence

An educator of world-changing experts

- We offer the widest range of study opportunities in the best city to study in Finland.
- We ensure the high quality of teaching and pedagogical solutions that support learning.
- International education and continuous learning are a significant part of our activities.



PLAN

The planning of our education and its content are guided by the Education and Learning Development Programme. Our learner-centred approach supports the active role of our students in learning, study planning and the development of academic expertise.

DO

We ensure the quality and impact of our education through pro-active education provision, competence- and research-based teaching, and services for teachers and students. Curriculum design is the most significant quality management process in education. Teachers are responsible for developing the content and pedagogy of their teaching and their competence. Students are responsible for drafting, implementing and updating their personal study plan and for giving feedback as part of teaching.

CHECK

The quality and impact of our education is assessed by the Academic Board, Education Council, faculty councils and the faculties' education steering groups. Degree programmes are assessed at regular intervals as part of curriculum design. Students participate in the development of education by giving feedback and through their representatives in administrative bodies.


ACT

We develop education based on the University's mission and strategy, and the competence needs of society and working life. As part of annual planning, the University's management, faculties and service units agree on the goals, development areas, schedules and monitoring methods related to education and teachers' and students' services. Teachers and students are involved in the development of operations.

Translating interaction into impact



A strong partner and an active societal influencer

- We are a trusted, respected, and visible societal actor.
 - We build and maintain strong partnerships with business life, and the public and third sectors.
 - We challenge and help the renewal of societal actors and structures.
- 

PLAN

Our strategic goals for impact are set out in the action plan prepared by the Societal Interaction Council and the faculties' operating plans. The objectives and modes of interaction are agreed with our partners.

DO

We promote the impact and social responsibility of our operations by actively engaging with our stakeholders. Societal interaction is an integral part of our research, education and student activities. Teaching, research and service staff develop and implement societal interaction activities in line with their tasks and expertise. Stakeholders contribute to improving our operations through evaluations, administrative bodies and advisory boards.

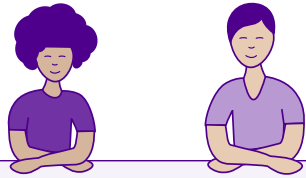
CHECK

The monitoring of our overall societal interaction is supported by the indicators developed for this purpose. The Academic Board and the Societal Interaction Council annually assess University-level societal interaction and the faculties their societal interaction as part of annual planning.

ACT

The Societal Interaction Council drafts plans and development actions to continuously improve operations based on its follow-up. As part of annual planning, the University's management, faculties and service units agree on the goals, development measures, schedules and monitoring processes related to the societal impact of faculties and service units.

Towards a joint operating culture



A thriving university community

- Our university is the best place to study and work, and we can be proud of our community.
- We ensure that everyday life runs smoothly and that community members are empowered.
- Our stable finances enable us to deliver high quality and create resilience in a changing environment.

PLAN

The development of our operating culture is guided by the Accessibility Policy, Equality and Non-Discrimination Policy, Work Community Development Plan and Tampere Universities' joint Students' Well-being Programme.

DO

Community spirit, equality, competence and well-being form the basis for our operations. There is a regular dialogue between the employer and employees and between the different bodies of the university and the student union. Our student-centred approach supports students' active involvement in the operations of the community.

CHECK

Regular surveys inform us about occupational well-being, supervisory work and management. We monitor well-being indicators and development measures at different levels of our organisation. The well-being of our students and their engagement in the university community is monitored in daily interactions, as part of study progress and with surveys.

ACT

We process the results of occupational well-being and feedback surveys at the University, faculty, unit and team levels. Based on indicators and development proposals, we draft plans to prioritise and schedule the practical measures to develop our operations. The Education Council and the Student Well-being Group of Tampere Universities monitor the realisation and impact of objectives and measures related to students' well-being.

We are all responsible for the quality of operations and its development

- **La Quality management is integrated into daily life across the university community.**

All staff and students have a responsibility to maintain and improve the quality of operations based on their individual roles.

- The high standard of our operations is based on functional structures, clearly defined responsibilities, and community members' opportunities to influence and participate in decision-making.
- Quality management responsibilities are aligned with the management system.



Member of university community

is responsible for the quality of his or her actions and their development.

Quality management contact person

is responsible for the coordination and organisation of quality management at the faculty or service unit.

Quality Manager

is responsible for the maintenance and development of university-level quality management.

Faculty Council

monitors and develops the impact and quality of the faculty's operations.

Deans, Directors of service units

are responsible for the outcomes, quality and continuous improvement of operations.

Academic Board

monitors the impact and quality of the University's research, education and societal interaction.

Provost

leads quality management activities at the university level supported by the Quality Team.

University's Management Group

acts as the steering group of the quality management system and annually reviews its functionality.

President

is responsible for the quality management system and its functionality.