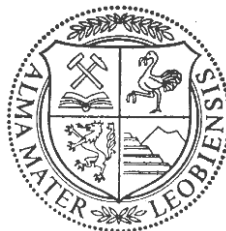




Montanuniversität Leoben

Quality Assurance Strategy

Leoben, 31.05.2023



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This document contains the translation of
"Qualitätssicherungsstrategie der Montanuniversität Leoben".
In case of doubt, the German original is to be applied..

Preamble

Montanuniversität views itself as an organization in the midst of societal quality requirements, the quality requirements of the Montanuniversität itself as an institution and of the quality requirements of its students and employees.

The quality assurance strategy of the Montanuniversität Leoben is based on a process-oriented quality management system, which is designed to support the members of the university in their actions in the performance processes of research, teaching, transfer and the cross-sectional processes and thus should enable the achievement of the quality objectives.

Quality at Montanuniversität Leoben is the result of the interconnected activities of its scientific employees, its students, its management and general employees. In order to take into account the different points of view of the various groups with regard to quality, a QM-Board was established by the Rectorate and charged with the development and rolling out of the present quality objectives as well as their continuous questioning and revision. Its members represent all key groups at the Montanuniversität.

The starting point for the development of the quality objectives were the performance areas of research, study and teaching, transfer - innovation - societal objectives as well as the cross-sectional area of organization - administration - personnel. Internationalization is integrated in each of these areas. Besides the quality perceptions of the relevant groups, the strategic orientation of Montanuniversität, as documented in the development plan, was and is essential for the development of the quality objectives.

For a uniform understanding of the term "quality" within the Montanuniversität, this term was discussed and the different dimensions describing quality were defined and operationalized by criteria. In accordance with the understanding of quality of the members of the Montanuniversität, the criteria of resource efficiency and the orientation towards excellence or maximum performance have a high priority.

The quality management system, structures and processes are designed in such a way that actions in the various areas of the Montanuniversität can be coordinated as coherently as possible, correlated with each other and continuously evaluated in order to identify potential for improvement and to both initiate and implement measures for improvement. In doing so, the Montanuniversität strives for an optimal relationship between ex-ante ("in advance" - e.g. through process design) and ex-post quality assurance ("after the fact" - e.g. through evaluations).

Understanding and objectives of quality at Montanuniversität

"It's not knowledge itself that make us happy, it's the quality of knowledge, the subjective character of knowledge. Complete knowledge is conviction and it is this what makes us happy and fulfilled." Novalis¹ (Fragments and aphorisms, 1798/99)

The term "quality" has a strong subjective character and varies depending on the observer and the respective object of observation. For a uniform understanding within an organization, it is therefore necessary to define this term in a suitable manner. It should be clear that such a complex term cannot be reduced to one factor. In an organization like the Montanuniversität, there are different dimensions that describe quality and that have to be operationalized by criteria.

The understanding of quality of the members of the QM-Board of the Montanuniversität is based on the fact that quality is an abstract term for required characteristics, which is to be operationalized differently depending on the situation. The concept of quality changes over time and can be shaped, for example, by a quality management system.

For the understanding of quality at the Montanuniversität, the continuous development of quality in all areas through the effective and efficient use of the available resources from public funds and through the orientation towards excellence and top performance is quite essential.

Strategic Objectives of the Montanuniversität

The following objectives were derived from and assigned to the performance areas from the development plan:

- **Research**

The Montanuniversität Leoben considers its distinct research profile, which is unique in Austria, to be an outstanding strength and it pursues the objective of consistently driving further development in the niche at the highest possible level. The main research areas are located along the value-added cycle and are focused on by several organizational units in order to have an optimal effect on critical masses and synergies in a competitive environment, to be highly visible internationally and to achieve a leading position in the respective scientific community.

- **Studies and teaching**

The Montanuniversität Leoben has set itself the objective of increasing the number of first-year students in the coming years, while maintaining or increasing the quality of teaching. Through the direct communication of research results and the passing on of the joy of scientific work, we

¹ Georg Philipp Friedrich Freiherr von Hardenberg (1772-1801), poet and one of the most important representatives of the early German Romantic period, attended the mining academy in Freiberg as the son of a salt works after completing law studies. His course there covered mining technology, mathematics and chemistry as well as practical mining work.

achieve the education of internationally sought-after graduates who think critically and act responsibly. A declared objective of the Montanuniversität is to increase the proportion of foreign students in regular studies. Moreover, we commit to the use of the didactic opportunities provided by new media in the teaching area, and the best possible integration of the potential of new forms of teaching in the teaching process.

- **Transfer – Innovation – Societal Objectives**

Montanuniversität Leoben pursues the objective of increased networking between university and industry on national and international level. In this way, the Montanuniversität makes a significant contribution to the realization of novel, advanced solutions to specific problems and to the introduction of new products or the application of new processes (innovations) based on new objects or ideas (inventions).

- **Organization – Administration – Personnel**

The Montanuniversität gives high priority to the orientation towards top performance, and offers a range of training options in the knowledge that excellently trained and committed employees and students, in accordance with the principle of equality (diversity), achieve outstanding performance. Employee development addresses the need for work-life balance - with special attention to the needs of women. A special focus is directed towards inspiring a higher number of women to pursue a scientific career and to promote them in their scientific careers.

Despite the increasing demands in the areas of administration and financial processing, the personnel resources in the management of the Montanuniversität are to be kept as lean as possible, while ensuring quality at the highest level.

Quality Objectives - Montanuniversität

In a continuous process the QM-Board has derived different dimensions describing quality (primary quality objectives) from the strategic objectives of the development plan for the quality-relevant performance areas of research, studies and teaching, transfer - innovation - societal objectives, and the cross-sectional area of organization - administration - personnel, and has defined criteria ("operative quality objectives") for their operationalization. Key figures and indicators were defined to measure the achievement of the objectives.

The members of the QM-Board promote the quality objectives through information and discussion in the relevant committees and interest groups of the Montanuniversität and make the quality objectives known throughout the university. The strategic and operational quality objectives of the various service and cross-sectional areas with their key figures and indicators are shown in figures 1 - 4.

Performance Area – Research

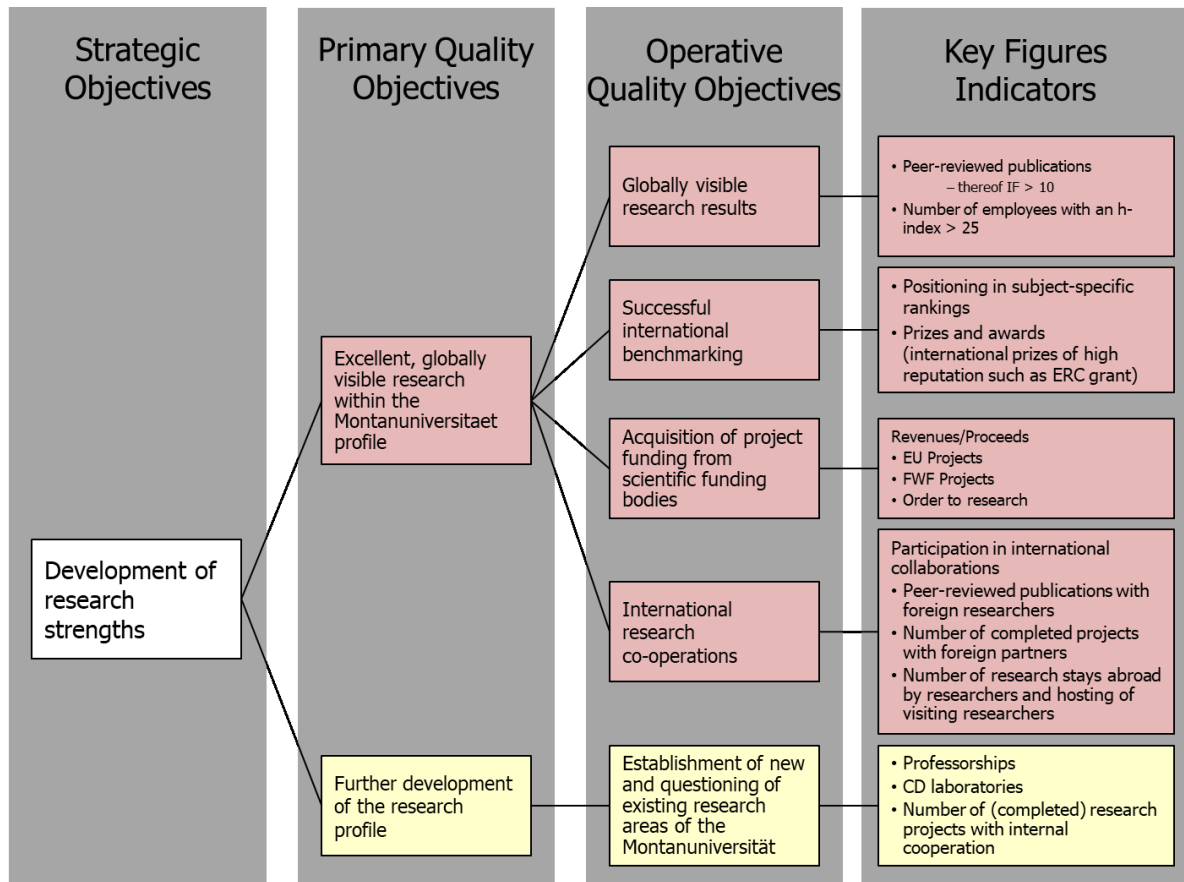


Figure 1: Quality Objectives - Research

In the area of research, two main quality objectives are pursued, which are based on the strategic objective of **expanding research strengths**.

On the one hand, this is excellent, globally visible research in the profile of the Montanuniversität, which is operationalized through

- globally visible research results, which is achieved on the one hand by the number of peer-reviewed publications (intellectual capital statement) and here especially with publications that have a higher impact factor, but also by researchers with a high h-index (h-factor). These data are obtained from the research documentation system PURE.
- successful international benchmarking is measured on the one hand by the positioning of the Montanuniversität in various rankings and on the other hand by the number of prizes and awards. For this purpose, a working group has been set up to examine how the university can successfully improve its position in the rankings and to provide a basis for deciding whether

further participation is not advisable. The receipt of prizes and awards is stored electronically by all employees (PURE) and can thus be retrieved centrally.

- the acquisition of project funding from scientific funding bodies, such as e.g. EU projects, FWF projects, FFG projects etc. The revenues generated by these projects (intellectual capital statement) are considered to measure the success of the Montanuniversität.
- international research collaborations are evidenced by publications in peer-reviewed journals that are written in collaboration with foreign researchers (co-authorship). These data are obtained from the research documentation system PURE (intellectual capital statement). The number of completed research projects with foreign partners is recorded by Controlling. The number of stays abroad and the number of guests is again determined from PURE.

The second quality objective in the area of research is the further development of the research profile, which is operationalized through

- the establishment of new and the questioning of existing research fields of the Montanuniversität. To measure the achievement of the objectives, the number of professorships, the number of CD laboratories set up and the number of projects carried out by internal cooperation are to be considered annually.

Performance Area – Studies and Teaching

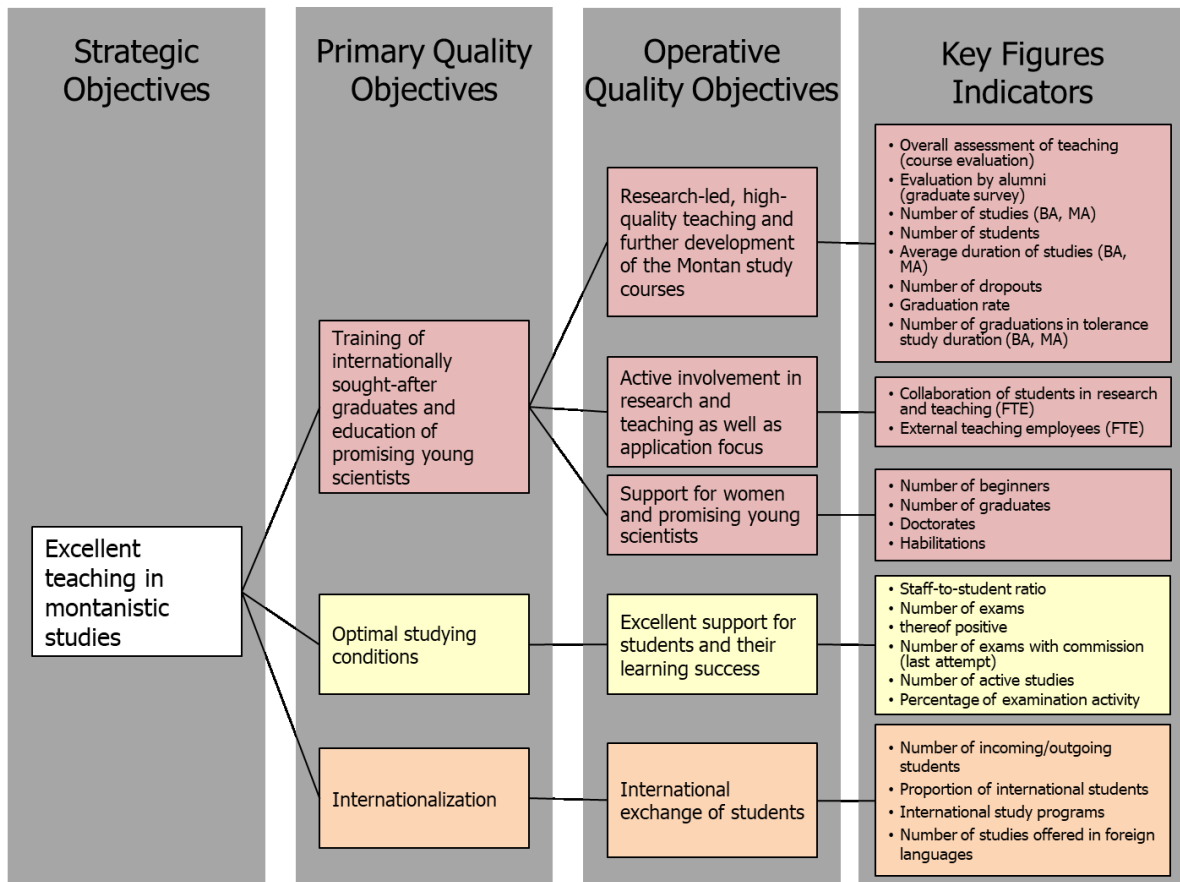


Figure 2: Quality Objectives - Studies and Teaching

In the performance area of studies and teaching, three quality objectives are pursued, which are based on the strategic objective of **excellent teaching in the montanistic studies**.

The education of internationally sought-after graduates and the training of young scientists is operationalized through

- research-led, quality teaching and further development of the montanistic studies. The achievement of this objective is measured by the overall student evaluation of teaching (course evaluation in MUonline). For the evaluation by graduates, there is a survey at the end of the study program. Another measuring instrument is the ratio between the number of study programs and the number of students. The average duration of a study program, the graduation rate and the number of graduates in tolerance study periods also play an important role in terms of studyability.

- the active integration of students in research and teaching is measured by the involvement of students, the application relevance as a supplement to research-guided teaching by the teaching activities of external lecturers.
- the promotion of women and young scientists as operative objective is measured by the number of female beginners and later graduates as well as the annual number of doctorates and postdoctoral degrees (data from MUonline, intellectual capital statement).

The quality objective optimal studying conditions is operationalized through

- excellent mentoring of students and their learning success. This is measured by the annual determination of the student to staff ratio (intellectual capital statement). Another indicator is the number of examinations, in particular the total number of examinations and the number of students who passed them. In this context, the number of final examinations (second committee examination) is also relevant. Along with this, the number of studies with active examinations and the percentage of studies with active examinations are also a measure of studyability (optimal studying conditions).

Internationalization in the area of studies and teaching is operationalized through

- the international exchange of students and lecturers. The measurement is based on the proportion of incoming and outgoing students (intellectual capital statement, MUonline, PURE and MIRO) as well as the proportion of international students (intellectual capital statement and MUonline), the number of international study programs (joint studies with international partner universities) and the number of studies offered entirely in a foreign language.

Performance Area – Transfer – Innovation – Societal Objectives

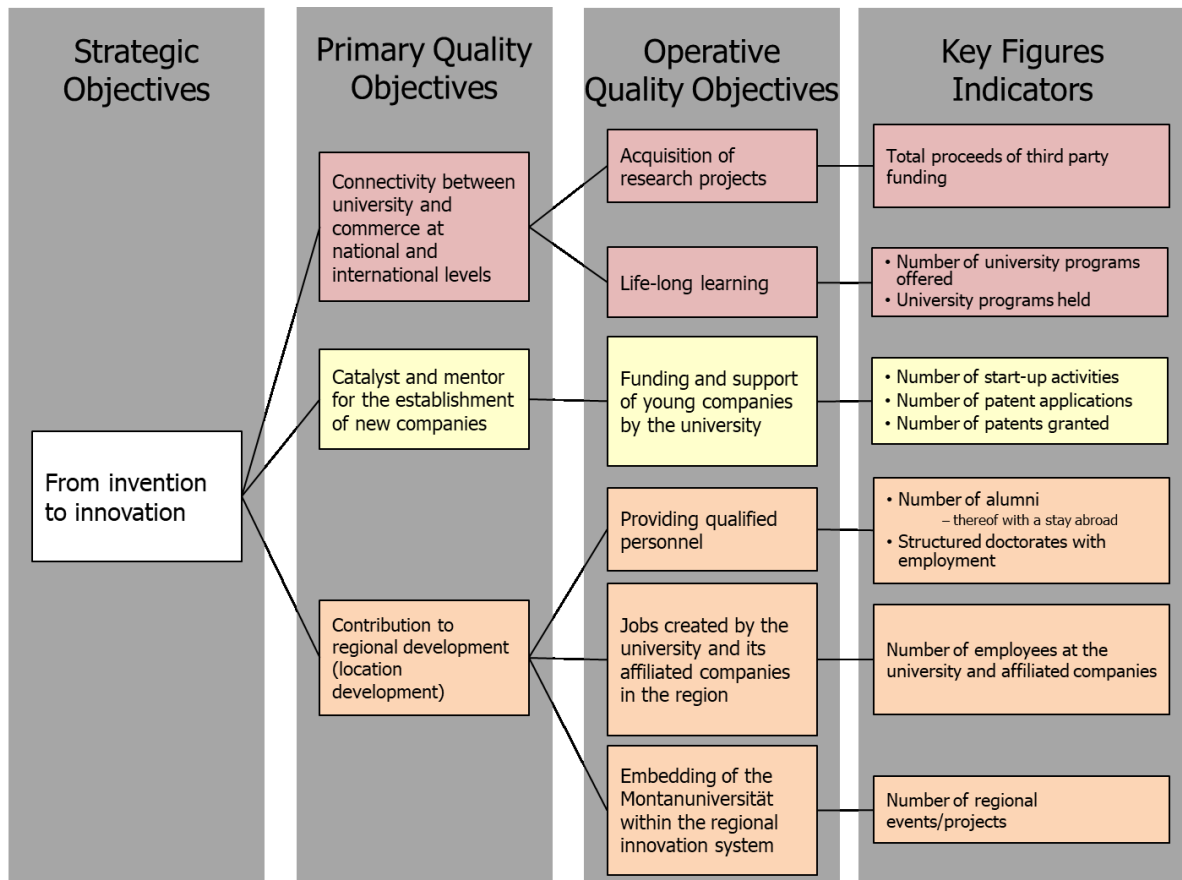


Figure 3: Quality Objectives - Transfer – Innovation – Society

In the performance area Transfer - Innovation - Societal Objectives, three primary quality objectives are pursued, which are based on the strategic objective **from invention to innovation**.

The interconnection of university and economy on a national and international level is operationalized through

- the acquisition of research projects. The achievement of this objective is measured by presenting the total revenues from externally funded projects (data from SAP).
- the offer of life-long learning in the form of university courses. In particular, the ratio of the number of university courses offered to the number of university courses held is a relevant indicator for the fulfilment of this objective (data from MUonline).

The effect of the Montanuniversität as a catalyst and mentoring for the establishment of new companies is operationalized through

- the university's promotion and support of entrepreneurs. One indicator of the achievement of this objective is the number of relevant start-up activities over a five-year period. The number of patent applications and patents granted by the university and its members is an indicator of the university's contribution to technological development.

The contribution of the Montanuniversität to regional development is operationalized through

- the provision of qualified personnel. The achievement of this objective is represented by the number of graduates per academic year (data from MUonline) and those with a stay abroad. Also of importance are the structured doctorates with employment at the university, which can continue research and teaching later by remaining at the university.
- job creation by the university and by affiliated companies in der region. Measurement of objective achievement occurs through a presentation of the number of persons employed by the university and by affiliated companies (intellectual capital statement and narrative part for affiliated companies).
- the embedding of Montanuniversität within the regional innovation system. The number of regional events and projects is to be determined as an indicator for this quality objective. For this purpose, the public relations department carries out a survey.

Performance Area – Organization – Administration – Personnel

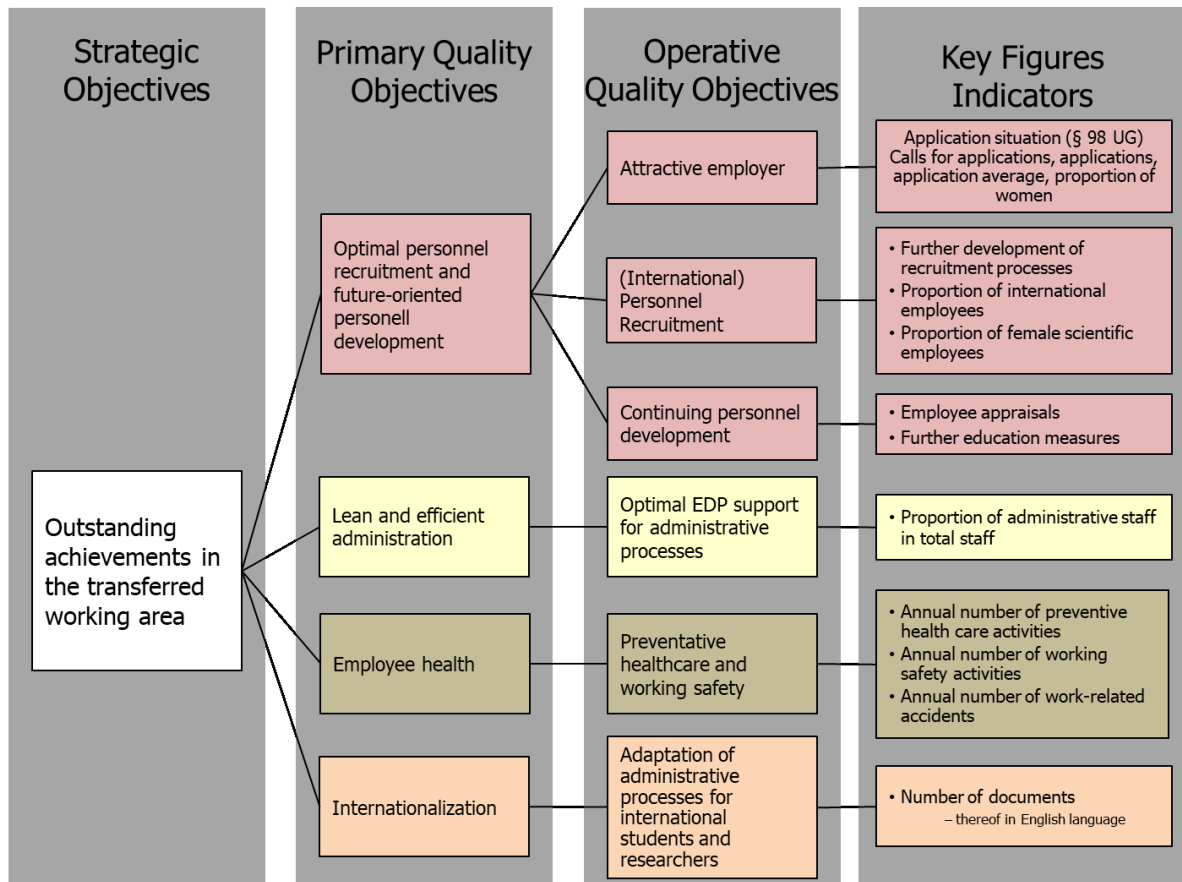


Figure 4: Quality Objective - Organization – Administration – Personnel

In the Organization - Administration - Personnel performance area, four quality objectives are pursued, based on the strategic objective of **outstanding performance in the assigned area of work**.

Optimal personnel recruitment and future-oriented personnel development are operationalized through

- the Montanuniversität as an attractive employer. The achievement of the objective is determined by the application situation per defined personnel category (professors UG §98). A personnel recruitment procedure according with international standards. Personnel recruitment processes are continually refined and the proportion of international employees (data from SAP) is also determined as an indicator for objective achievement, as is the proportion of female scientific employees (data knowledge balance).
- the (International) Recruitment. The processes for personnel recruitment are written down and continuously developed, and the proportion of international employees (data from SAP) is

determined as an indicator of target achievement, as is the proportion of female scientific employees (intellectual capital statement data).

- the further development of the personnel. The regular process monitoring and continuous further development of the "employee appraisal" process and the number of training measures offered for the entire personnel serve as indicators.

Lean and efficient administration is operationalized through

- the regular monitoring and continuous further development of administrative processes. The ratio of administrative staff to total staff (data from SAP) serves as an indicator.

Employee health is operationalized through

- preventive health care and occupational safety. Indicators for this are the number of preventive health care activities per year, the number of occupational safety activities per year, and the number of occupational accidents per year.

Internationalisation in the area of Organization – Administration – Personnel is operationalized through

- the adaptation of administrative processes for international students and researchers. The number of documents and the proportion of these available in English are used as indicators.

Quality Management System of the Montanuniversität

Quality management (see Figure 5) supports the rector's office in strategic planning and management and, thereby, spans all university performance areas, namely Research, Studies and Teaching, Transfer - Innovation - Societal Objectives as well as Organization - Administration - Personnel. Internationality is incorporated in all areas. With the introduction of a process-oriented quality management system, the Montanuniversität has decided to focus in particular on ex-ante quality assurance and thus to support the implementation of its strategic and quality objectives defined in the development plan.

The administrative processes used in research, studies and teaching, transfer as well as management are designed to be executed in accordance with defined standards, and thereby release the researchers from the necessary administrative activities and allow them to concentrate on research and teaching activities.

The Rector's office has the overall responsibility for the assurance and further development of the university's internal control processes. In order to ensure the participation of as many relevant groups of the university as possible, the rectorate established the QM-Board. In addition to the Rector as representative of the university management, it includes representatives from the professorship, the mid-level faculty, the students, the general personnel as well as the staff association and the quality management. Important tasks of the QM-Board are the continuous development of the quality management system and the preparation and follow-up of external audits as ex-post quality assurance. The members of the QM-Board prepare quality issues for decision by the university management, they are multipliers and contact persons for employees and students regarding quality.

The quality management system of the Montanuniversität is based on international standards such as e.g. the Standards and Guidelines for Quality Assurance in the European Higher Education Area and the European Charter for Researchers. Through its quality management system the university also fulfills legal requirements such as e.g. the University Act ("UG") 2002 and the Higher Education Institution Quality Assurance Act ("Hochschul-Qualitätssicherungsgesetz/HS-QSG"). The quality management system must be certified at seven year intervals by an external audit according to defined test areas to be carried out by an EQAR-registered quality assurance agency. The quality management system of the Montanuniversität Leoben has been certified since June 2015 and recertified since March 2022.

The Quality Management System Model of the Montanuniversität

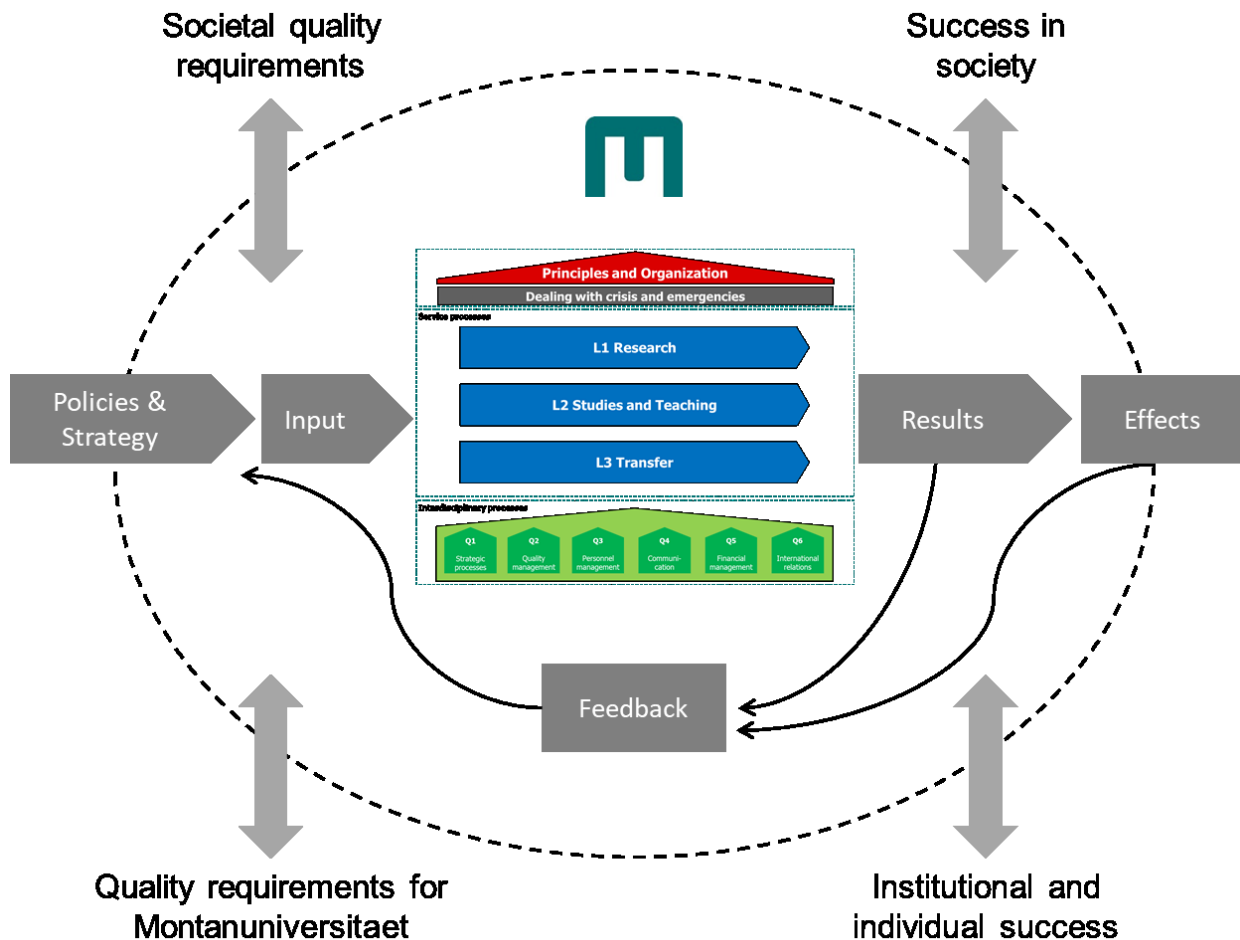


Figure 5: The Quality Management System Model of the Montanuniversität
(in the style of Sigrun Nickel, CHE Working Paper Nr. 163, May 2014)

Policies and Strategy: The policies pursued by Montanuniversität are embedded within the development plan. The development plan is the university's strategic planning instrument and provides an essential foundation for the performance agreement. The performance agreement is an agreement concluded under public law and serves the shared definition of the mutual obligations between Montanuniversität and the federal government. This defines priorities and projects with corresponding objectives.

Input: The most important input for research, studies and teaching, as well as transfer processes are the knowledge, engagement and enthusiasm of Montanuniversität students and employees. The plans and objectives defined within the performance agreement, and the resources provided to the university can also be viewed as input, as can the university-wide consolidated quality objectives developed by the QM-Board.

Process landscape: the research, studies and teaching, as well as transfer performance processes defined within the development plan and the management process constitute the interconnected activities of researchers, teaching staff and students, managers and administrative personnel.

Results: Montanuniversität provides an annual account of its results in the form of the intellectual capital statement including performance agreement-monitoring and the statement of accounts (see University Act UG 2002), which, following approval by the university council, is published in the University Gazette (German only).

Effects: Montanuniversität defines effects as the plans, objectives and data described in the intellectual capital statement and performance agreement-monitoring, with societal relevance, such as, for example, communicating the importance of science for the community, internationalization and location development.

Feedback: Reported results are analysed and improvement possibilities jointly ascertained in the course of biannual discussions accompanying the performance agreement concluded between Montanuniversität and the Ministry.

Quality Management System follows the control circuit principle (P–D–C–A–cycle)

The control circuit principle consist of planning (P – PLAN), execution (D – DO), results verification (C – CHECK) and identifying opportunities for improvement (A – ACT) (see Figure 6).

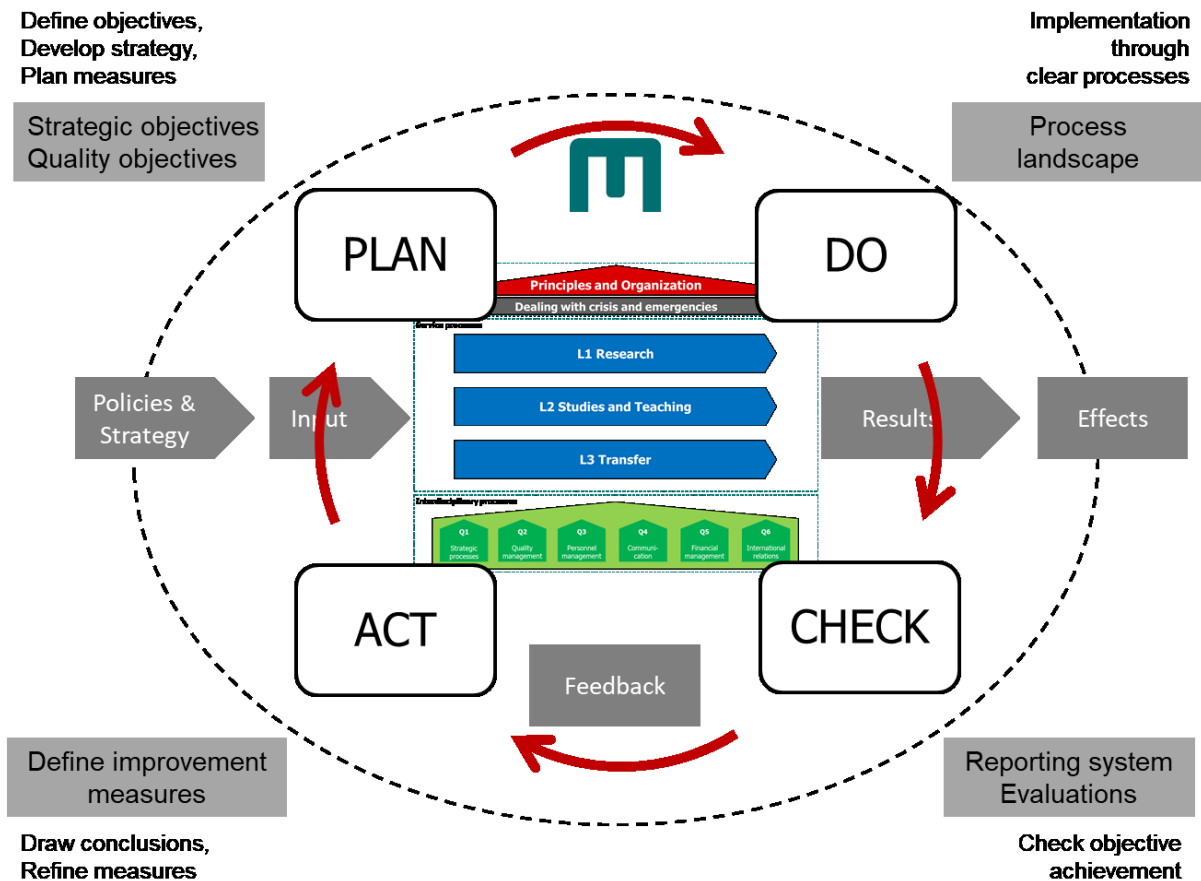


Figure 6: The QM-System follows the control circuit principle (P-D-C-A-cycle)

This control circuit is practiced within Montanuniversität at three levels, which are related to one another through the cascade [performance agreement – target-agreement meetings - employee appraisals](#).

The [performance agreement](#) enables a shared definition of the reciprocal obligations between Montanuniversität and the federal government. It governs, in each case for a three year period, which performances are to be delivered by Montanuniversität on behalf of the federal government, and the performances to be delivered by the federal government in return. The agreement is concluded with the federal ministry by the Rector of the Montanuniversität.

[Target-agreement meetings](#) are conducted every two to three years by the Rector with the heads of the scientific organization units. These provide an opportunity for a focused addressing of the university's quality objectives and of the plans and objectives set out in the performance agreement. Objectives based on the performance agreement and the quality objectives of Montanuniversität are defined for each organization unit. The heads of the chair, moreover, have the opportunity to provide the Rector with feedback.

Employee Appraisals are carried out annually and provide Montanuniversität managers and employees with an opportunity to deliberately address the objectives of their respective organization unit and to jointly agree targets for future working priorities. Employees, moreover, have the opportunity to provide their managers with feedback.

Description of the three levels of the control circuit

- **Societal level**

PLAN: in the **performance agreement**, which is concluded every three years between the Rector of Montanuniversität and the Federal Ministry for Education, Science and Research, plans and objectives are set for the university and resources placed at its disposal.

DO: Implementation involves the interconnected activities of the scientific staff members, students, managers and general employees. These activities are documented in the processes of Montanuniversität, which help all participants to achieve their objectives, taking into consideration statutory regulations and the demands placed on the university by society (see processes of the process landscape).

CHECK: the **intellectual capital statement** including **performance agreement-monitoring** published annually by Montanuniversität is a report concerning provided performances and the **statement of accounts** is a report describing the use of available resources.

ACT: during biannual discussions accompanying the performance agreement, reported results are analysed and, where necessary, shared improvement possibilities defined and measures put in place.

- **Institutional level**

PLAN: **Target-agreement meetings**, which are conducted every two to three years by the Rector with the heads of the scientific organization units, provide the opportunity for a focused addressing of the university's strategic and quality objectives and the objectives set out in the performance agreement. Objectives based on the performance agreement and the quality objectives of Montanuniversität are thereby defined for each organization unit.

DO: implementation of the measures defined within the **target-agreement meetings** involves the interconnected activities of the scientific staff members, their students, their managers and general employees at the chair. These activities are documented in the processes of Montanuniversität and help all participants to achieve their objectives, taking into consideration legal regulations.

CHECK: Montanuniversität Leoben uses multiple (ex-post) quality assurance instruments to verify the results generated by Montanuniversität, its organization units and its processes:

Key Figures and Indicators, which render the achievement of quality objectives measurable and which are determined annually by the staff unit for quality management and made available in an aggregated form to the Rector's office and to the organization unit heads.

Research Area Evaluations regarding the research (including transfer) as well as studies and teaching performance processes conducted by external peers are planned. The concept is being developed by the QM-Board and documented in the QM system. The objective is an evaluation of the specialist departments of Montanuniversität every ten years.

So-called annually **study program analysis** monitors the studying status (graduates, examination active studies, dropouts) of new enrollees for each academic year at yearly intervals.

Course Evaluation gathers feedback from students each semester and, amongst other things, evaluates the fulfilment of the defined objectives (Learning Outcomes) from the perspective of the students. The objectives for each course are on file in the information management system MUonline.

ACT: improvement opportunities are defined by the Rector in the next **target-agreement meeting** with the organization units heads, and, where applicable, objectives are adjusted.

An analysis of results generated by Montanuniversität (**Key Figures and Indicators, Individual Research Area Evaluations**) is prepared annually for the Rector's office by the staff unit for quality management with verification by the QM-Board. This is used by the Rector's office to identify improvement opportunities and to introduce measures. The QM-Board also reviews the existing quality assurance strategy and the associated quality objectives beforehand. This analysis is also evaluated by the Rector's office and, if required, an adjustment process is introduced.

The Dean of Studies and the curriculum committees determine possibilities for improvement that result from the **study program analysis** and implement them by introducing appropriate measures. Teaching improvement opportunities identified by **course evaluation**, are first and foremost implemented by the teaching staff. Success is tracked by the Dean of Studies, who, if necessary, suggests appropriate measures. Teaching that is assessed to be especially good is recognized with a letter from the Dean of Studies and announcement in an internal information format of the Rectorate (Rektor Aktuell). On Teaching Day, prizes are awarded by the students for especially successful teaching, partly based on evaluation results.

- **Individual level**

PLAN: introduction of compulsory employee appraisals guarantees that a structured exchange of ideas takes place between supervisors and employees once a year. As well as promotion of working relationships based on mutual regard and the agreement of objectives, the employee appraisal is intended to serve the achievement of a common understanding concerning work assignments and working conditions, promote identification with the values and objectives of the university, and help to recognize and deal with problem areas in the working relationship and in working procedures. Measureable success criteria and dates for the agreed objectives are arranged and documented.

DO: the implementation of the **employee appraisal** is realized through the activities of the employees at the chair and in the departments of the central services.

CHECK: performance and achievement of the agreed objectives of the previous year are reviewed

together in the [employee appraisal](#) of the following year.

ACT: opportunities for improvement in the cooperation, the framework conditions and the work situation are identified at the next [employee appraisal](#) and, if necessary, joint measures are taken (e.g. suitable further training).

The Process Landscape of the Montanuniversität

Quality management at Montanuniversität is very significantly shaped by a process landscape. Processes are defined in the development plan and represented graphically in the process landscape (see Figure 7). To enhance process transparency, knowledge concerning procedures and responsibilities is made available in description form.

The central element comprises the three performance processes of research, studies and teaching, and transfer (transfer services and further education), the results of which are relevant for the success of the Montanuniversität.

The object here with respect to the research process is, in particular, the regulation of the administrative framework, for example in the execution of grant-funded and contract research – ranging from calculation, to bidding and agreement drafting, through to research documentation. These are supplemented with the definition of good scientific practice in research and teaching.

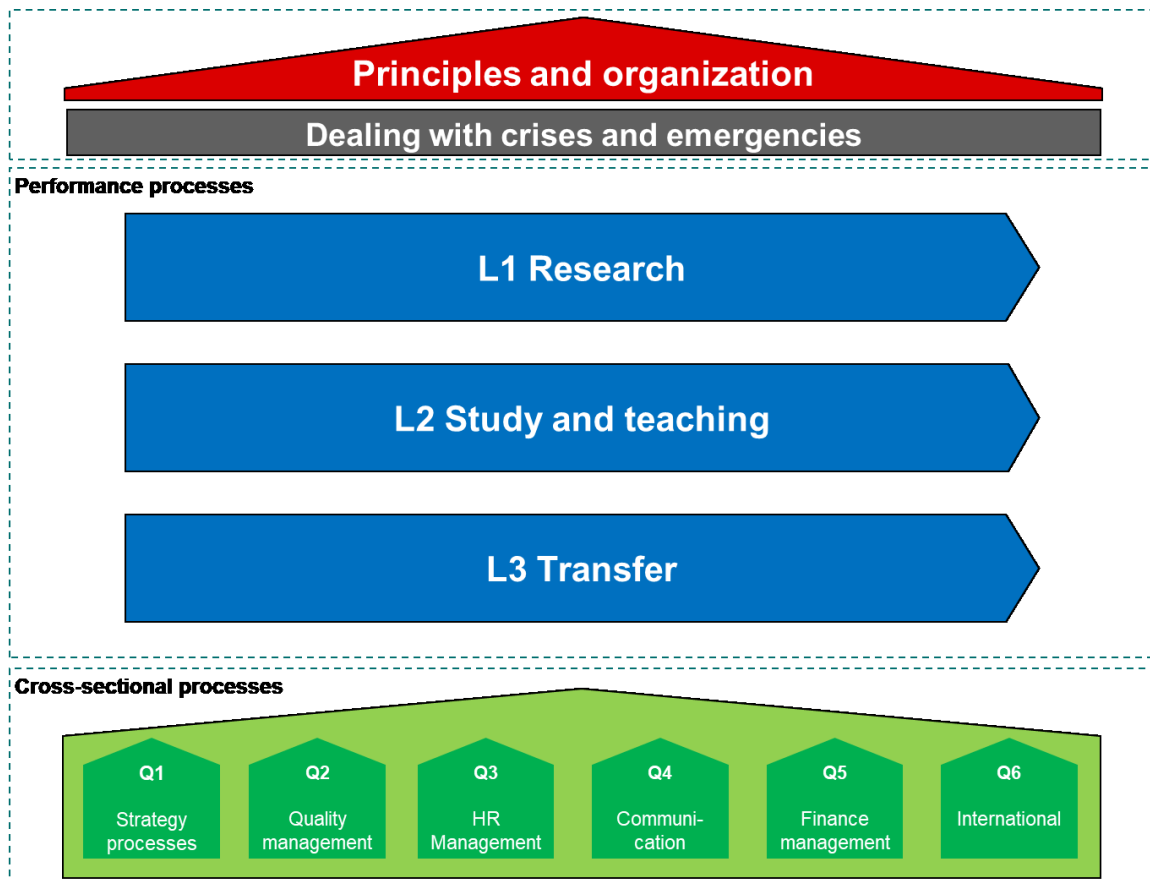


Figure 7: The Montanuniversität Leoben Process Landscape

In the area of study and teaching, standards are taught for the development of new curricula and the regular further development of existing curricula ('revision'), admission to studies, the identification of suitable lecturers, and the planning, description and implementation of courses. Information on performance reviews and the completion of studies, together with the standard for the evaluation of

courses and examination modalities, complete the process.

The classical transfer process regulates contacts between science and industry, such as e.g. management of Montanuniversität intellectual property, or the taking up of employment-related inventions. In the area of life-long learning, the establishment, implementation and evaluation of university courses complementary to teaching (L2.1) is addressed.

The management process is represented through its six interdisciplinary processes like strategic processes (e.g. appointment process), quality management (e.g. preparation and management of QM documents), personnel management (e.g. conducting of employee appraisals), communication (e.g. design and layout guidelines), financial management (e.g. annual financial statements, procurement, business trip processing) and international (e.g. exchange of students and staff with partner universities).

Montanuniversität Leoben defines the guiding principles of its quality management system using principles and organization.

When dealing with crises and emergencies, all processes which must be implemented in the crisis/emergency situations are described (e.g. crisis manual, emergency manual).

The processes are designed to coordinate the activities in the various departments of the Montanuniversität as consistently as possible and to relate them to one another – this is shown in the detailed representation of the performance processes (see Figure 8).

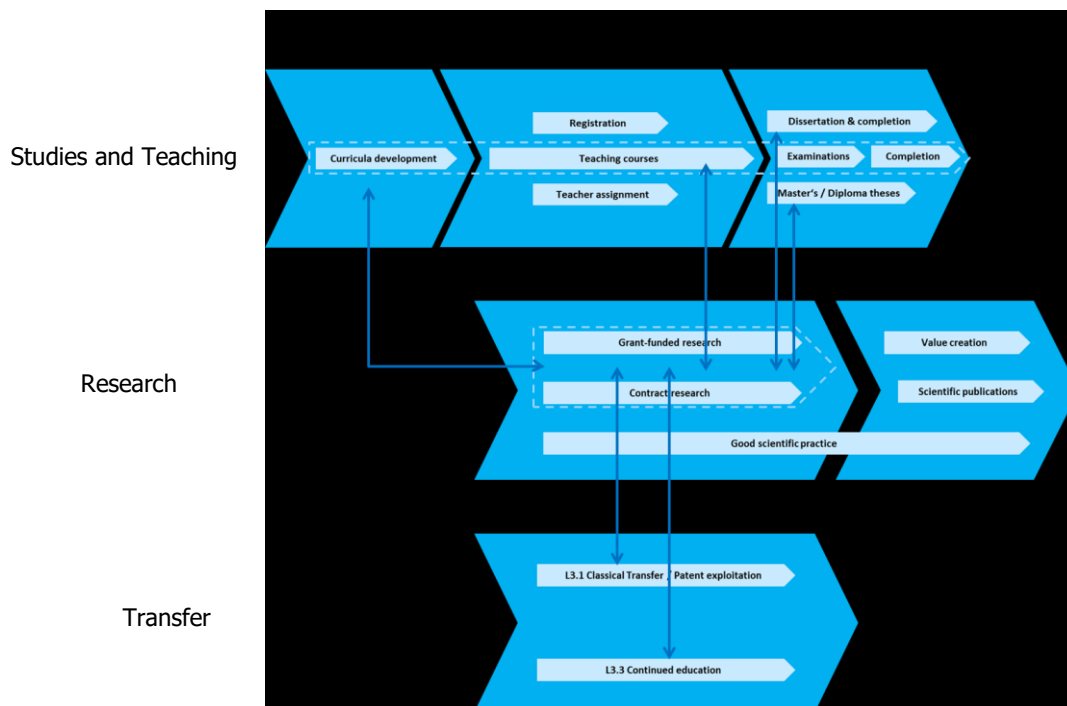


Figure 8: Relationships between the service processes

External Quality Assurance

For the longer-term assurance and sustainable further development of the quality management of the Montanuniversität, two instruments of external quality assurance are foreseen.

Quality Audit

Quality audit, which has to take place at the latest every seven years, make an important contribution to the further development of the strengths of Montanuniversität and its unique selling propositions in research, studies and teaching, transfer and organization. The objective of a quality audit as an (ex-post-) quality assurance instrument is verification that Montanuniversität is successfully meeting its institutional responsibility to securing and developing quality in its performance and interdisciplinary processes with a quality management system. In addition, a quality audit provides the framework for a reflection process that supports the management of the Montanuniversität in further developing the quality management system with the aim of ensuring excellent performance in research, studies and teaching, transfer and organization.

The Montanuniversität already sees the preparation of the respective self-evaluation report as an opportunity to deal intensively with quality management, taking into account the perspectives of the various key groups and organizational units and to discover potential for improvement. Joint reflection on a systematic and well-structured compilation of information for external parties plays an important role here, because the report forms the basis and starting point for the assessment by the external group of experts, who are consulted by the commissioned agency as evaluators. During the on-site visit, it is the basis for their discussions with the members of the university.

The Montanuniversität attaches particular importance to the selection of the expert group, which it regards as a group of peers in the narrower sense of the word and which, with their critical but constructive feedback, provide a significant contribution to the further development of the quality management system. The recommendations of the expert group thus additionally support and strengthen the reflection process.

Evaluation of research and studies

In the process of further developing the quality management system of the Montanuniversität an evaluation procedure for research and studies was developed as an instrument of (ex-post) quality assurance. This is carried out by external experts according to the specifications of the university in the various departments. One department has been selected as a pilot department to support its further development in a structured way and with the involvement of external expertise and will be modified with each further department. The specific aim is to evaluate the status and perspectives of the core

activities research (including promotion of young researchers and transfer) and studies of the respective department with reference to the quality objectives of the Montanuniversität Leoben. The recommendations obtained support the formation of objectives and strategies both at the level of the departments and at the university, and identify any weaknesses. The evaluation of the departments of the Montanuniversität is planned in a rhythm of ten years.

Glossary

Effectiveness

is a measure of efficacy, that describes the relationship between the achieved objective and the defined objective. It provides information about how closely an achieved result comes to the intended result. Effectiveness describes the degree to which objectives are achieved (efficacy, quality of objective achievement).

"Do the right things."

Efficiency

is a measure of economic efficiency (costs – usage relation), that describes the relationship between an obtained result and associated expenditure (input, costs).

"Do the things right."

Development plan

is, pursuant to § 13b. of the University Act 2002, the university's strategic planning instrument and an essential foundation for the performance agreement. The Rector's office shall prepare the development plan at the latest by December 31st of the second year of each performance agreement period by means of rolling planning for the following two performance agreement periods, and with its announcement in the University Gazette following referral to the Senate and approval by the university Council.

EQAR

The European Quality Assurance Register for Higher Education is a register of quality assurance agencies which contains a list of those agencies which have verified their conformity with the common guidelines for quality assurance in Europe (European Standards and Guidelines for Quality Assurance).

Ex ante

(lat. "from before") designates an assessment based on a past perspective. It omits later concluded procedures, which could not have been known at an earlier time.

Ex post

(lat. "from afterwards") designates an assessment based on a retrospective point of view. The observer in this case is also aware of procedures concluded later, which could not have been known at an earlier time.

Feedback

or response designates the returning of information by the recipient of a message to the sender of a message. This information signals the sender what the recipient has perceived or understood and enables the sender to react to the recipient's responses by means of possible behavioural correction.

HS-QSG

the Higher Education Institutions Quality Assurance Act ("Hochschul-Qualitätssicherungsgesetz/HS-QSG") regulates external quality assurance at higher educational post-secondary educational institutions such as universities, University for Continuing Education Krems, providers of technical college degree courses and private universities. According to this, external quality assurance for universities has to take place through certification of the quality management system.

Input

every type of resource (information, knowledge, material, budget) that flow into a process.

Performance agreement

is pursuant to § 13 University Act 2002 an agreement concluded under public law which enables a shared definition of the reciprocal obligations between Montanuniversität and the federal government. It governs, in each case for a period of three years, the performances that are to be fulfilled by Montanuniversität on behalf of the federal government and the performances to be fulfilled by the federal government in return.

Output (Result)

is the immediate result or the immediate results of a process.

Peer

(Engl. "of equal rank, on a par") a peer review process refers to an appraisal by colleagues.

Process

Processes are defined as differing activities conducted in a coordinated manner, which, by resources, lead to the creation of an output from an input. Every process has a starting point and an endpoint, measurable input as well as measurable output and is reproducible.

Quality management system

pursuant to § 14 University Act 2002, universities must establish their own quality management system to secure quality and performance. This is a management system for guiding and directing an organization with respect to quality. A management system is a system for setting policies and objectives and for achieving those objectives.

Quality assurance strategy

The quality assurance strategy defines an overall view for quality assurance at the level of the institution, which allows defining the different processes and setting the objectives for their development. The term quality assurance system refers to the set of procedures and measures used to document and improve the quality of the institution's activities. Such a system requires a complete, coherent and dynamic set of regulations, mechanisms and procedures that serve the following purposes: the realization of objectives and the implementation of strategies, the implementation of the resulting measures and their evaluation, the provision of any necessary corrective mechanisms and, finally, the continuous improvement of the university's activities and their adaptation to developments in their environment. The effort for the quality assurance system has to be in a reasonable relation to the intended objectives.

Intellectual capital statement

pursuant to § 13 Para. 6 University Act 2002, universities are obligated to submit an intellectual capital statement (see intellectual capital statement regulation as amended) covering the previous calendar year. This must present, in particular, the sphere of action, societal objectives, as well as self-defined objectives and strategies, intellectual capital and the performance processes defined in the performance agreement with their output dimensions and effects.

Target-agreement meeting

according to § 22 Para. 1 (6) UG 2002, the conclusion of target agreements with the heads of the organizational units is one of the tasks of the Rectorate.

QM-Board

as representatives of the key groups of the Montanuniversität Leoben, the members of the QM-Board act as multipliers for QM topics and as contact persons regarding quality for employees as well as for students. Important tasks of the QM-Board are the continuous development of the quality management system, the preparation and follow-up of external audits as well as the preparation of QM topics for decision-making by the university management.

We would like to express our sincere thanks to the members of the QM-Board, who were and are significantly involved in the development of the present quality objectives and their ongoing further development. As a result, a quality strategy is continuously in line with the development plan and the performance agreement.

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