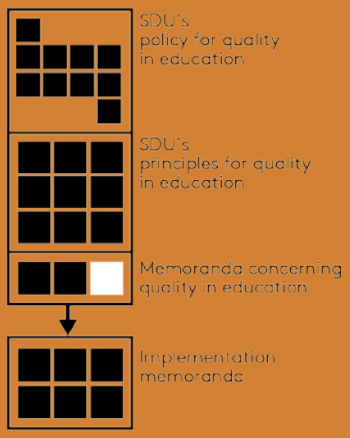
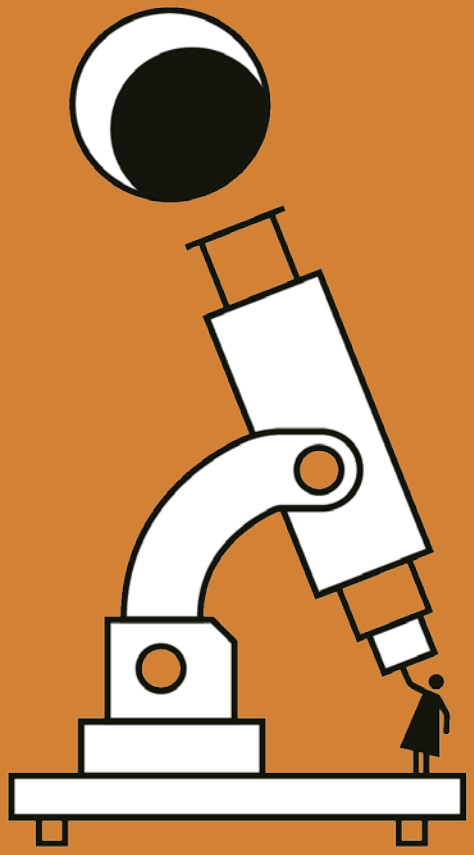
SDU Quality in education

Memorandum on SDU's programme report





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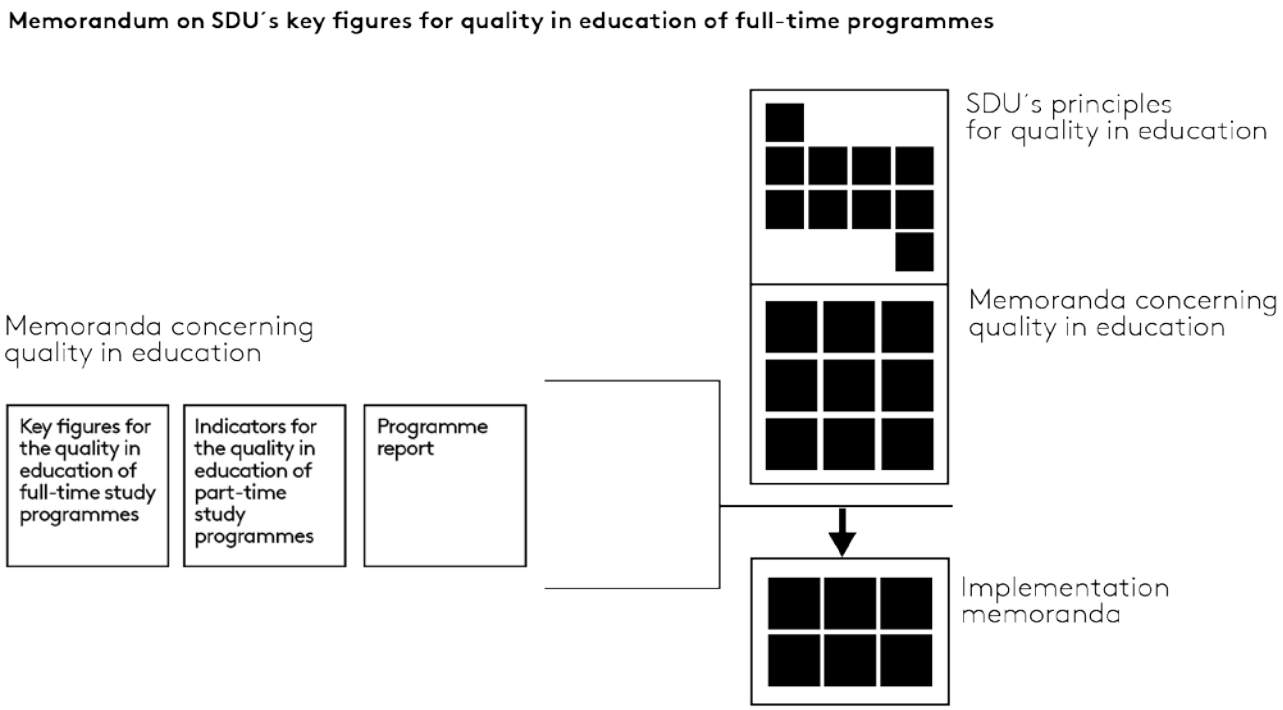

Memorandum on SDU's programme report

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Introduction

This memorandum deals with SDU's programme report, which is a key tool in SDU's quality system. The memorandum describes the purpose and general principles of the programme report, its contents and the process at the root of its preparation.
The memorandum describes the framework of the programme report. The individual faculty and the Central Administration shall describe the way these frameworks are implemented locally in the implementation memorandum.

Purpose of the programme report

The programme report is a key documentation and follow-up tool in SDU's quality assurance system. The purpose of the programme report is threefold:

- **The programme report is a formalised tool for following-up on SDU's quality policy**
  Responsibility for decentralised implementation and anchoring of the quality policy and the task hereof lies with the Deans and the University Director. The purpose of the programme report is to support this task and delegation of responsibility at the University, Central Administration, faculty and education level, as well as to serve as a formalised tool for monitoring and reporting the educational quality of the levels specified.

- **The programme report contributes to ensuring and developing the level of quality in education at SDU**
  The programme report consolidates the elements that are essential for the educational quality in one activity. Systematic status is carried out on quality work in terms of both maintaining established standards and acting on identified challenges by means of strategic focus, programme-specific follow-up on quality policy, focus on key figures and action plans.

- **The programme report focuses on the development-oriented dialogue between minimum educational and faculty management.**
  The programme report also serves to determine the on-going revision and development of the quality policy.

General principles for the programme report

The following principles apply to the preparation of the programme report:

- **The programme report includes all levels of SDU's organisation**

SDU's quality organisation is characterised by the fact that all levels of the organisation assume responsibility for the overall security of quality in education at SDU. Therefore, the programme report consists of five different types of programme report.

- The programme's programme report (responsible for preparation: Head of Studies). A comprehensive programme report is prepared for consecutive Bachelor and Master's degree programmes.
- Faculty programme reports (responsible for preparation: The Dean).
- The central administrative units' report on quality in education (responsible for preparation: Head of Division responsible for quality in education).
- The Central Administration report on quality in education (responsible for preparation: The Director).
- University programme report (responsible for preparation: Council for Education). Processed by the Executive Board.

The connection between the individual reports can be seen elsewhere in the memorandum.

- **Dialogue is crucial to the preparation of the education report**
  All programme reports prepared are the subject of and the basis for dialogue. A review meeting is therefore held where the programme report is discussed between study administration and faculty management, as well as the management for the central administrative units and the Central Administration. This is followed by meetings held between the chairman for the Council for Education and faculty management in connection with the preparation of the University programme report. In general, it should also be evident that all initiatives implemented based on the programme report must be disseminated appropriately and that the preparation of the University programme report is followed up with dialogue for the purpose of developing SDU's quality in education.

- **Responsibility for the preparation of the programme report is placed on the relevant units**
  The Dean is responsible for initiating the programme report to the study administration for all full and part-time study programmes prior to review meetings for at least every two years.
  In the Central Administration, the University Director is responsible for initiating the programme report to the Central Administration's Heads of Division responsible for quality policy.
  The programme reports are then aggregated in reports at faculty, Central Administration and university level respectively. The overall University programme report is processed by the Executive Board and submitted to the Board.

- **The Council for Education is responsible for initiating the overall preparation of the programme report**
  Prior to each programme report, the Council for Education approves an overall process plan for the preparation of the programme report based on this memorandum, which includes the deadline for submitting the faculty programme report and the Central Administration's programme report to the Council for Education. The Council for Education issues a process plan no later than one year prior to the deadlines.

Content of programme report

Content of programme report

The programme report is structured according to five sections at all levels.

Section	Help text
A. Follow-up of previous action plan	A brief follow-up and status of the action plan from the previous year.
B. Strategic analysis	A strategic analysis of the programme, the faculty's total programme portfolio, the central administrative unit, the Central Administration's total portfolio or the University's total programme portfolio and administrative support for quality in education. There is methodological freedom for how the strategic analysis is carried out, but it may, e.g. be carried out using a SWOT analysis, where strengths, weaknesses, opportunities and threats related to the unit in focus are reviewed. The section focuses on general aspects internally, in the outside world and in the (market-related) context. In answer to this point, both external and internal conditions may be included, as well as conditions regarding, e.g. research-based, resource allocation or finances may be addressed.
C. Status of sub-policies	The status shows how to work with the quality policy and how the sub-policies of the quality policy are fulfilled. Other indicators and additional knowledge may be freely included to provide support for this. Section C follows up on the follow-up of the implemented sub-policies. Therefore, it need not necessarily be reported in relation to the individual indicators, but it is sufficient with a follow-up to the overall work with the sub-policies. Section C provides status in relation to the indicators in the sub-policies, as the person completing the programme report is responsible for cf. the sub-policies, unless the local implementation of the faculties dictates otherwise.
D. Status of key figures	This section is only included in the programme, faculty and University programme reports. The section contains a summary of key figures for the quality in education of full-time study programmes or quality indicators for part-time study programmes. It describes how to act if the conditions are found to be unsatisfactory. A number of indicators in the quality policy indicate which actions the person responsible must perform. As a rule, unsatisfactory key ratios need to be analysed and explained, and decisions must be made on the possible initiation of actions to correct the conditions.
E. Forward-looking action plan	A summary of sections A-D in the form of a forward-looking action plan that will constitute section A in the forthcoming programme report.

	Section E is discussed at the review meeting but initially completed by the study administration.

Review meeting

A major part of programme report work is the review meeting, in which the programme report is discussed. It is held between study and faculty management and between the management of a central administrative unit and Central Administration management.

Review meeting for programmes

To put it rather imprecisely, the review meeting for programmes may be regarded as an "Educational development interview" - a meeting between faculty management and study management as a minimum, with focus on individual programmes, including internal and external challenges. The purpose is to clarify strategy, goals, key figures and action plans for the individual programme, as well as the conditions of the individual programme based on SDU's quality policy for education. The individual faculty determines how this is carried out in practice.

As a minimum, the faculty management and study management must participate in the review meeting, but it is the individual faculty that determines the relevant participants. Examples of possible participants are Head of Studies/Vice Head of Studies/Head of Subject, department heads, the Dean's office and relevant administrative faculty employees related to programmes, quality development, research and finances.

Review meeting for central administrative units

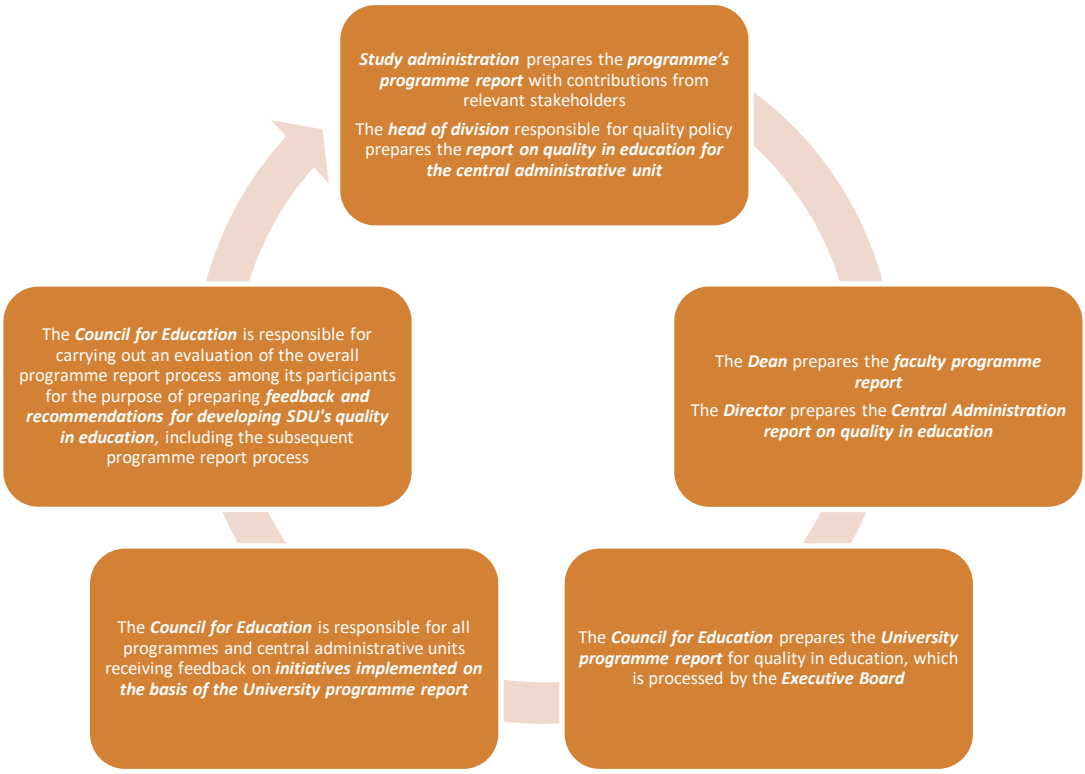
The review meeting between the management of a central Administrative unit and Central Administration management focuses on how the central administrative unit concerned works to support quality in education. The purpose is to clarify strategy, goals and action plans for the individual unit, as well as the conditions of the individual central administrative unit based on SDU's quality policy for education.

Examples of possible participants are head of division, employees that play a key role in the quality work and the University Director.

Preparation of programme report

Process for preparation of programme report

Preparation of the programme report generally consists of five sub-processes:



The above diagram is a general description of the overall programme report process. All sub-processes consist of several additional sub-processes that are described below.

Process	Content
The study administration prepares the programme's programme report with contributions from relevant stakeholders	Sections A-D of the programme report and the draft for section E are prepared by the study administration with support and input from the faculty administration and faculty management prior to the review meeting. Alternatively, for example, an employee can be appointed to coordinate, collect and summarise the content of the programme

The head of division responsible for quality policy prepares the report on quality in education for the central administrative unit	report. It can be an advantage if this is an employee of the faculty with knowledge of the concepts of quality work. The programme report is subsequently processed at the review meeting between faculty management and study administration, after which the study administration completes section E where appropriate. Sections A-D of the programme report and the draft for section E are prepared by the head of division responsible for quality policy and with input from Student Services and Central Administration management prior to the review meeting. The programme report is subsequently processed at the review meeting between the central administrative unit and Central Administration management.
The Dean prepares the faculty programme report **The Director prepares the Central Administration report on quality in education**	The Dean is responsible for preparing the faculty programme report based on the programme's programme reports. The Director is responsible for preparing the Central Administration's programme report based on the central administrative units' reports on quality in education. Student Services prepare a template based on the decision of the Council for Education, which is used to prepare the Central Administration's report on quality in education and the faculty programme reports.
The Council for Education prepares the University programme report for educational quality, which is processed by the Executive Board	The Council for Education's preparation of the University's programme report is made on the basis of the Council for Education's discussions concerning the faculty programme report and the Central Administration's report on educational quality, as well as separate meetings between the pro-vice-chancellor and faculty management where they discuss, i.a., which programmes should be recommended for the observation list. After the preparation, the Executive Board processes the University programme report, where, i.a., the programmes on the observation list are addressed. The report is submitted to the Board to be processed. The process follows the principles for the preparation of the University programme, as stated in Appendix 1.
The Council for Education is responsible for all programmes and central administrative units receiving feedback on initiatives implemented on the basis of the University programme report	General feedback on multidisciplinary initiatives and specific feedback for the programmes on the observation list are prepared based on the processing of the Executive Board, cf. Appendix 1. The Council for Education is responsible for disseminating this to the respective programmes and central administrative units. The faculty management/Director is responsible for initiatives implemented internally at a faculty/in the Central Administration being disseminated to the faculty programmes/central administrative divisions.
The Council for Education is responsible for carrying out an evaluation of the overall programme report process among its participants for preparing feedback and recommendations for developing	The Council for Education decides on a course of action for evaluating the programme report process. The programme management, faculty management, heads of division and Director then submit the evaluation of the process of the programme report to the Council for Education. This is then are processed, after which the Council for Education makes a decision regarding the development of SDU's

SDU's quality in education, including the subsequent programme report process	quality in education. The result of this is then disseminated to the parties involved in the evaluation.

A graphic illustration of the above sub-processes can be seen in Appendix 2, which also describes who is responsible for facilitating the sub-processes.

Dialogue between programmes/faculty management and the Central Administration

The preparation of the programme report is characterised by the fact that actors who have been assigned responsibilities or tasks through the quality policy and implementation memoranda can relate to them. However, the study administration and faculty management encounter issues that are the responsibility of the University Director. Faculty programme management meet with Central Administration management to discuss these issues, in order to ensure that they are followed up on. The result of the discussions is then incorporated in the Central Administration's report on quality in education before being forwarded to the Council for Education.

IT support of programme report

Work with the programme report is supported by the Digital Programme Report (DPR), which serves as independent documentation for the work with quality in education. However, the faculties have the freedom to use local solutions for the systematic work with the programme report.

Appendix 1: Principles and process for processing the University programme report

The aim of this memorandum is to clarify the principles and process for the processing of the programme report by the Council for Education and subsequently, the Executive Board and Board, at university level.

Principles for processing the University programme report

The Council for Education, who then recommends the programme report for approval by the Executive Board, initially processes the University programme report. After approval by the Executive Board, the vice-chancellor will recommend the programme report for approval by the Board.

Part of the process of the university's education report includes a general overview of the status of key figures for all of the university's full-time programmes, which are highlighted in green for satisfactory status, yellow for attention-demanding and red for unsatisfactory.

Furthermore, an overview of selected programmes considered to have critical key figures is included for the purpose of directing further focus on programmes with unsatisfactory key figures based on the following criteria:

- All programmes highlighted in red in 3 or more of 5 key figures
- All programmes highlighted in red in key figures for research-based
- All programmes where the same key figures have been highlighted in red in 2 throughputs of the programme report.

Action plans for the relevant programmes are included in the processing of programmes with critical key figures, as well as the faculty's statement of the status for key figures for the individual programme.

Process for the processing of the University programme report

Processing in the Council for Education

It is the responsibility of the Council for Education to review and discuss the following in connection with the Council for Education's processing of the programme report:

1. The qualitative content in the University programme report.
2. The general overview of the status of key figures for all full-time university programmes, including the reliability of the specific key figures in relation to any incorrect green or red highlighting. In this connection, the Council for Education specifically relates to the faculties' reflections on the key figures.

3. The selected programmes with critical key figures, including focus on action plans for the relevant programmes and comments made by the faculty responsible.

On the basis of the above review, the Council for Education may ask the faculties for a new or revised action plan for a programme with critical key figures if the Council for Education assesses that the current key figures do not address the challenges of the programme adequately. The Council for Education may also ask the faculty responsible for a new statement of the status for key figures.

The Council for Education's recommendation to the Executive Board

The recommendation to the Executive Board contains the following:

- A designation of the areas where specific points of attention for individual programmes, programme groups or areas are indicated in the University programme report, as well as a proposed action plan for this.
- A list of programmes with critical key figures.
- The Council for Education's recommendation for which programs should be on an observation list, including an accompanying proposal for a specific action plan. The observation list is associated with an assessment and recommendation to the Executive Board for the initiation of one of the following consequences for each programme with critical key figures:

    1. Suspension of programmes – the Board must approve this
    2. Suspension of admission to programmes – the Board must approve this
    3. Adjust admission to programmes – the Board must approve this
    4. Enhance supervision of programmes – The status of the action plan for the programmes is submitted to the Executive Board midway through the programme report period
    5. Simple supervision of programmes – The subsequent programme report for the programmes is submitted to the Council for Education.

Processing in the Executive Board

The processing of the University programme report in the Executive Board is based on the recommendation of the Council for Education.

Based on the Council for Education's recommendation the Executive Board decides:

- whether one of the above sanctions should be imposed on programmes with critical key figures.

Processing in the Board

The Board decides whether the University programme report should be approved and thus published based on the vice-chancellor's recommendation.

Programmes on the observation list

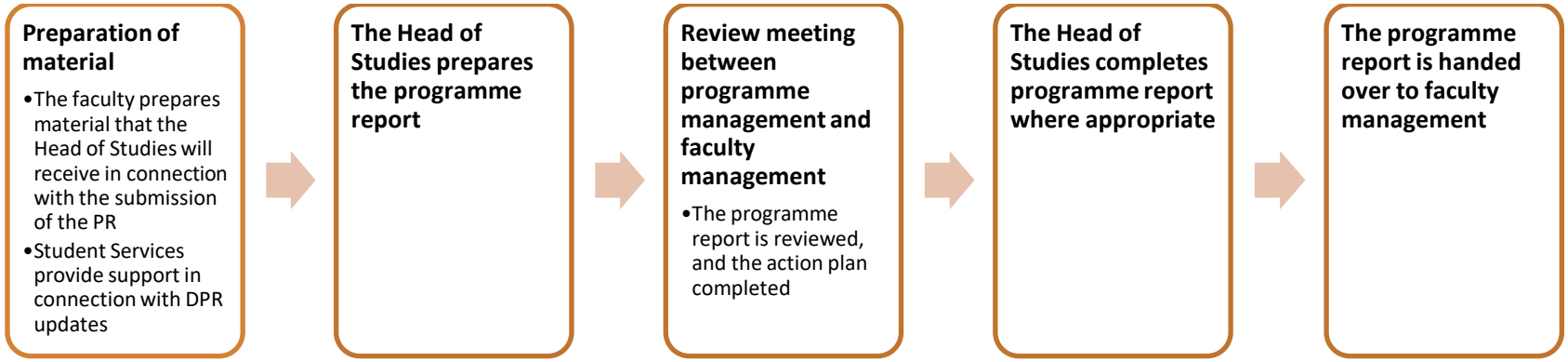
When the Council for Education places a programme on an observation list and adopts one of the above consequences, the result will always be:

- That the key figures of the programme and the implementation of the action plans for the programme midway through the programme report period are followed up on. This follow-up is implemented by the relevant faculty and submitted to the Council for Education for approval.
- That the faculty responsible undertakes to initiate actions that are realistically considered to be able to correct the critical circumstances within a suitable time frame.

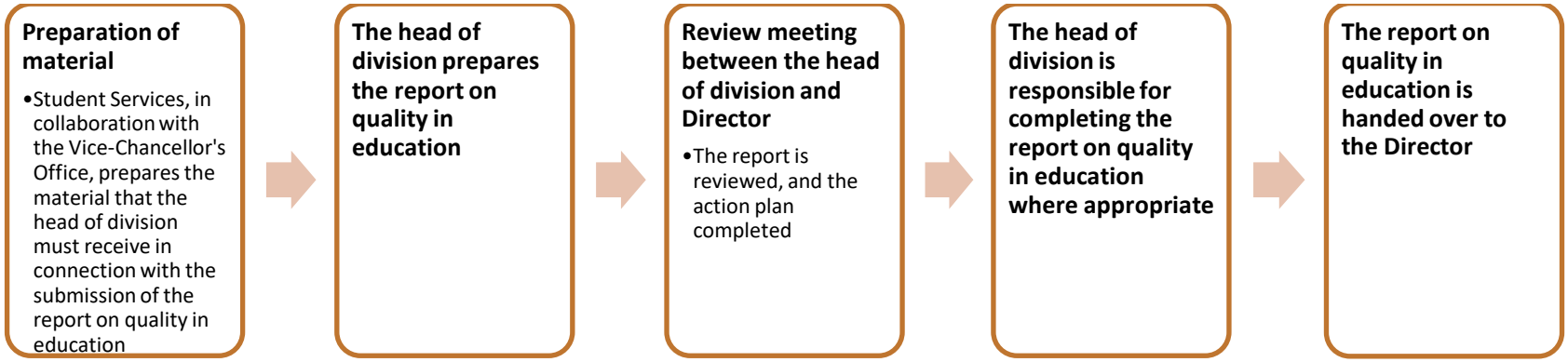
The study administration meets with faculty management at an interval of 3 and 9 months respectively after the programme has been placed on the observation list for reviewing the implementation of the action plan, as well as for preparing the midway processing of the programme in the Council for Education. The Council for Education processes a midway statement of the individual programmes at an extraordinary review meeting. If the Council for Education estimates that the programme's midway action plan does not sufficiently correspond to the quality challenges of the programme, the Council for Education will submit a recommendation with a statement and recommendation for action to the Executive Board.

Appendix 2: Sub-processes in the preparation of the programme report

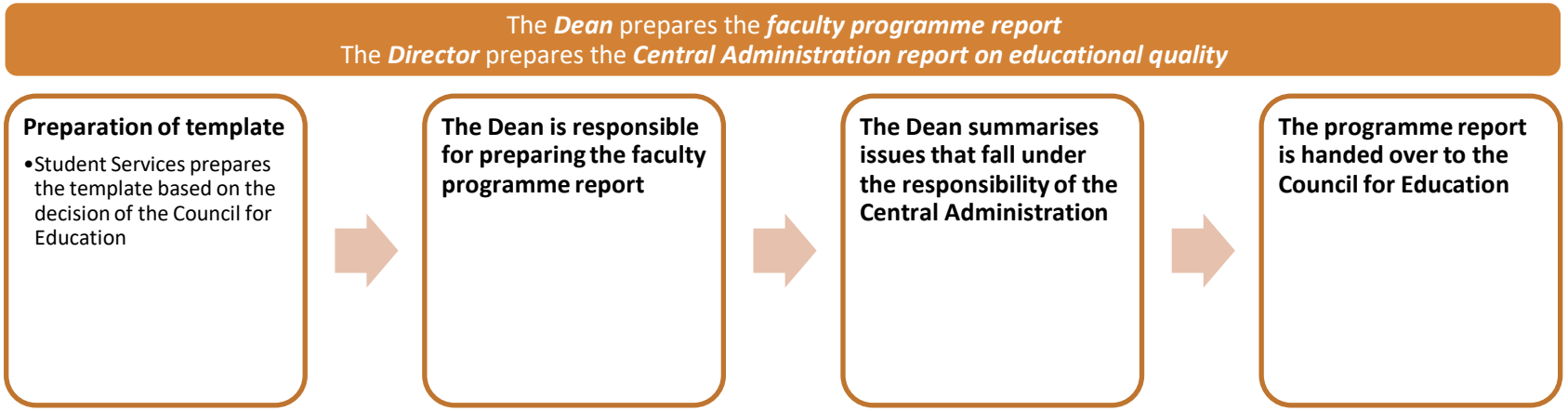
The ***study administration*** prepares the ***programme's programme report*** with contributions from relevant stakeholders
The ***head of division*** responsible for quality policy prepares the ***report on quality in education for the central administrative unit***



The faculties facilitate the process unless otherwise stated



The process is facilitated by Student Services in collaboration with the Vice-Chancellor's Office unless otherwise stated



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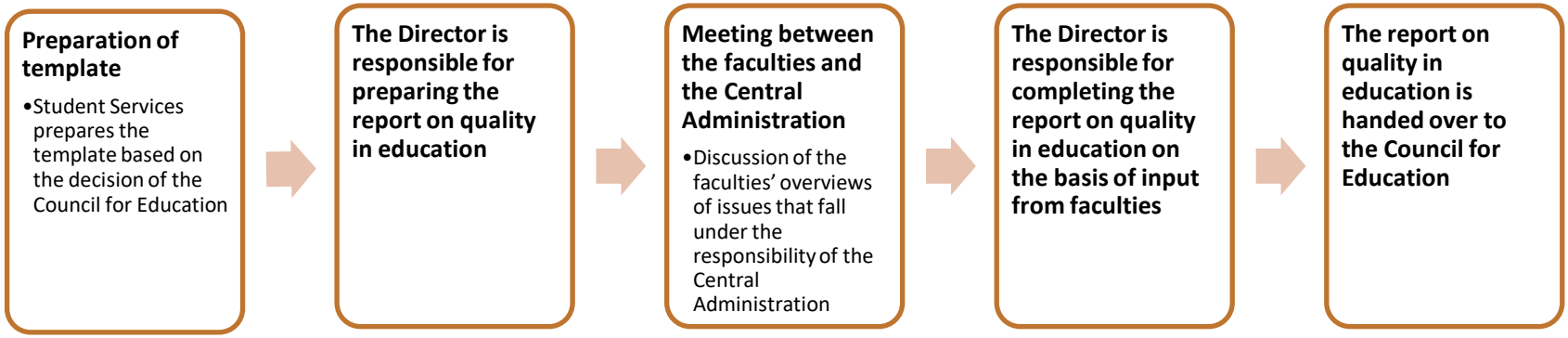

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The ***Council for Education*** prepares the University ***programme report*** for educational quality, which is processed by the ***Executive Board***

The Council for Education discusses faculty programme reports and the Central Administration's report on quality in education

Separate meetings between the pro-vice-chancellor and faculties

- Discussion of faculty programme reports, including which programmes should be placed on the observation list

The Council for Education prepares the University programme report and recommends which programmes should be placed on the observation list

The Executive Board processes the University programme report, including the assessment of programmes on the observation list

The Board processes the University programme report

The process is facilitated by Student Services

The ***Council for Education*** is responsible for all programmes and central administrative units receiving feedback on ***initiatives implemented on the basis of the University programme report***

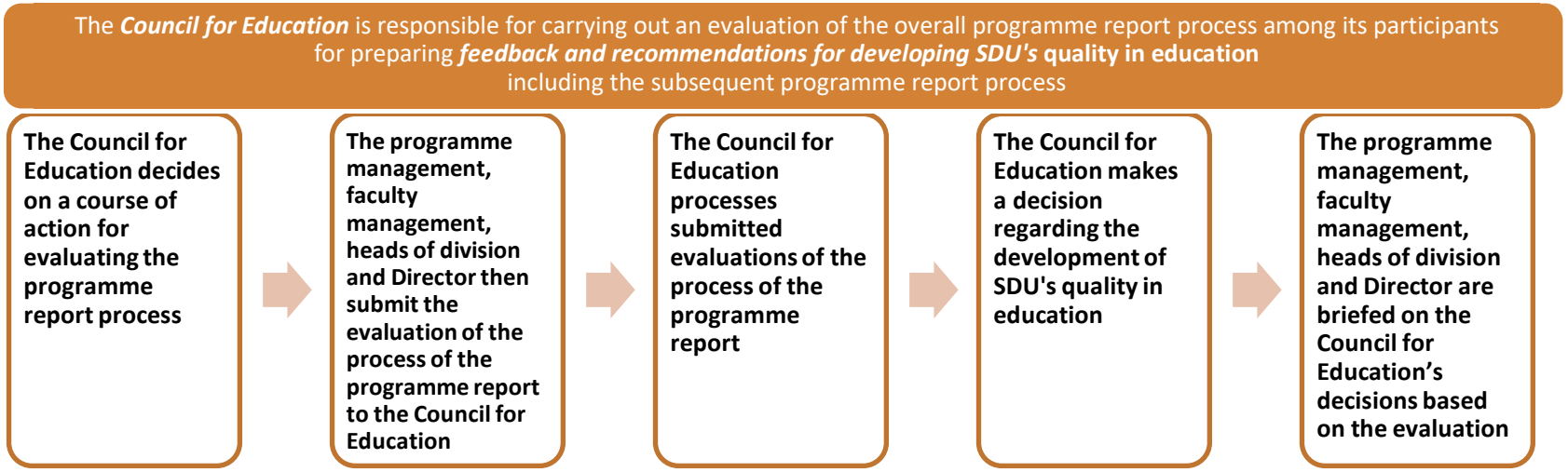
The Council for Education processes the decision of the Executive Board

- General feedback for multidisciplinary initiatives is prepared
- Feedback for programmes on the observation list is prepared

Dissemination of feedback to the faculties and the Central Administration

- The Council for Education is responsible for initiatives implemented on the basis of the University programme report being disseminated to the respective programmes and central administrative units
- The faculty management/Director is responsible for initiatives implemented internally at a faculty/in the Central Administration being disseminated to the faculty programmes/central administrative divisions

The process is facilitated by Student Services



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