

4 February 2014

presented by: M.Murat Erguvan

TOWARDS IMPLEMENTING TOTAL QUALITY MANAGEMENT IN IBSU

Training Series

LaMANCHE (Leading and Managing Change in Higher Education)

530621-TEMPUS-BG-TEMPUS-JPGR - <http://lamanche-tempus.eu/>

Definition of Quality

Definition of Quality

TQM in Higher Education

Experience of Other Countries

Georgian Context

Actuality

Methods for data collection

Expected Results

- ▶ This definition is not far from Juran's idea that *quality is fitness for intended use*.
- ▶ The quest for quality in the services provided has taken up a new shape through total quality management (TQM) which shaped the way business is done especially after 1970s in the United States. It represents a revolutionary movement that has penetrated not only into business but also in many other disciplines nowadays.

TQM in Higher Education

Definition of Quality

TQM in Higher Education

Experience of Other Countries

Georgian Context

Actuality

Methods for data collection

Expected Results

- ▶ Chase and Aquilano believe TQM is a great scale innovation that can be compared to the factory system in the 18th century, and the assembly line in the 20th century. They hint that whoever do not follow the trend may find themselves behind their counterparts.
- ▶ It is worth mentioning 5 people who are known to be the *quality gurus*. Deming, Juran, Feigenbaum, Crosby, and Ishikawa pointed out to various sides of quality and quality systems.

Experience of Other Countries

Definition of Quality

TQM In Higher Education

Experience of Other Countries

Georgian Context

Actuality

Methods for data collection

Expected Results

- ▶ TQM started to appear more at higher education institutions, governmental level, and accreditation bodies towards the end of the last century. Currently, we have access to 'success stories' from many countries including Japan which has in fact marketed TQM to USA, European countries, and the Asian ones. Higher education institutions in Russian Federation are also implementing TQM.
- ▶ There is, however, a significant difference in the focus of TQM between the Japanese and US approaches. US approach focuses on the product and income, whereas the Japanese focus on the process.

Georgian Context

Definition of Quality

TQM in Higher Education

Experience of Other Countries

Georgian Context

Actuality

Methods for data collection

Expected Results

- ▶ Georgia has gone through many radical but essential changes for educational quality to meet the Bologna demands. Quality Assurance Offices were set up to handle the issues related to educational quality, and they have been gathering data as required by the Ministry in order to maintain a certain level of quality.
- ▶ Sharvashidze mentions about the process in his work on private HEIs in Georgia. There seems to be a consensus on that the dust of reforms will still need some time to settle down before tangible results become visible.

Georgian Context

Definition of Quality

TQM in Higher Education

Experience of Other Countries

Georgian Context

Actuality

Methods for data collection

Expected Results

- ▶ Searching through Emerald, ERIC, Google, Google Scholar, and JSTOR did not yield any significant results of work done on TQM in HEIs in Georgia, except for a couple of close-content articles.
- ▶ The only source for “quality in higher education” is EQE, and the Ministry of Science and Education, although the coverage of TQM is broader than the one of QA. Georgian presence on the net seems rather poor as well (eric-naric).
- ▶ There is a “Georgian Quality Foundation”, though, that could be found at gqf.ge; however, they do not seem to be active since April 2012, nor do they appear to be connected with any educational institutions.

Actuality

Definition of Quality

TQM In Higher Education

Experience of Other Countries

Georgian Context

Actuality

Methods for data collection

Expected Results

- ▶ International Black Sea University has taken a decision to go for *quality management certification*. Application of the TQM principles is the key towards earning the certificate. Therefore, it is of vital importance for IBSU to work on implementation of TQM principles at the institutional level.
- ▶ This work will analyze the current situation, gather relevant TQM models and tailor it to IBSU's needs for the best framework for implementation possible.

Methods for data collection

Definition of Quality

TQM In Higher Education

Experience of Other Countries

Georgian Context

Actuality

Methods for data collection

Expected Results

- ▶ Questionnaires
 - ▶ perception of quality (staff and students)
 - ▶ needs analysis for training for staff
 - ▶ needs analysis of students
 - ▶ Needs analysis of the Stakeholders
 - ▶ Student satisfaction
 - ▶ Setting up quality circles and finding out their efficiency through surveys
- ▶ SWOT analysis
- ▶ Observations
 - ▶ Workflows in action
 - ▶ Efficiency of meetings

Methods for data collection

Definition of Quality

TQM In Higher Education

Experience of Other Countries

Georgian Context

Actuality

Methods for data collection

Expected Results

- ▶ Interviews
 - ▶ talking to students and staff: identifying problems and solutions
- ▶ Document analysis
 - ▶ past documents
 - ▶ needs analysis new documents
 - ▶ faculty files

Expected Results / Changes / Findings

Definition of Quality

TQM in Higher Education

Experience of Other Countries

Georgian Context

Actuality

Methods for data collection

Expected Results

- ▶ Increased management efficiency (finding the most suitable leadership style for IBSU)
- ▶ Curriculum update, use of technology
- ▶ Strategic management
- ▶ Attitudinal change
- ▶ Organizational (defined workflows)
- ▶ Quality certification

Road Map

General outline for work ahead

- ▶ Initiation
- ▶ Assessment, Analysis
- ▶ Preparation, Application
- ▶ Acceptance

Further Reading

You may access the following pdf documents in IBSU's Drive (Folder: LaMANCHE_CM_documents)

- ▶ Sharing Leadership: co-creating change
- ▶ Managing Change in Higher Education
- ▶ Institutional Freedom and Academic Performance in European Universities
- ▶ Institutional Changes in the University of Thessaly, Greece
- ▶ Leading and Managing Change in Higher Education
- ▶ Organizations and Social Responsibility

Questions & Discussion

Thank you.
