



# The CORE-concept for Quality Enhancement

## A case study of FH Münster

4th Eurasian Forum on Quality Assurance:  
Internal quality assurance systems of higher education institutions  
in a changing world

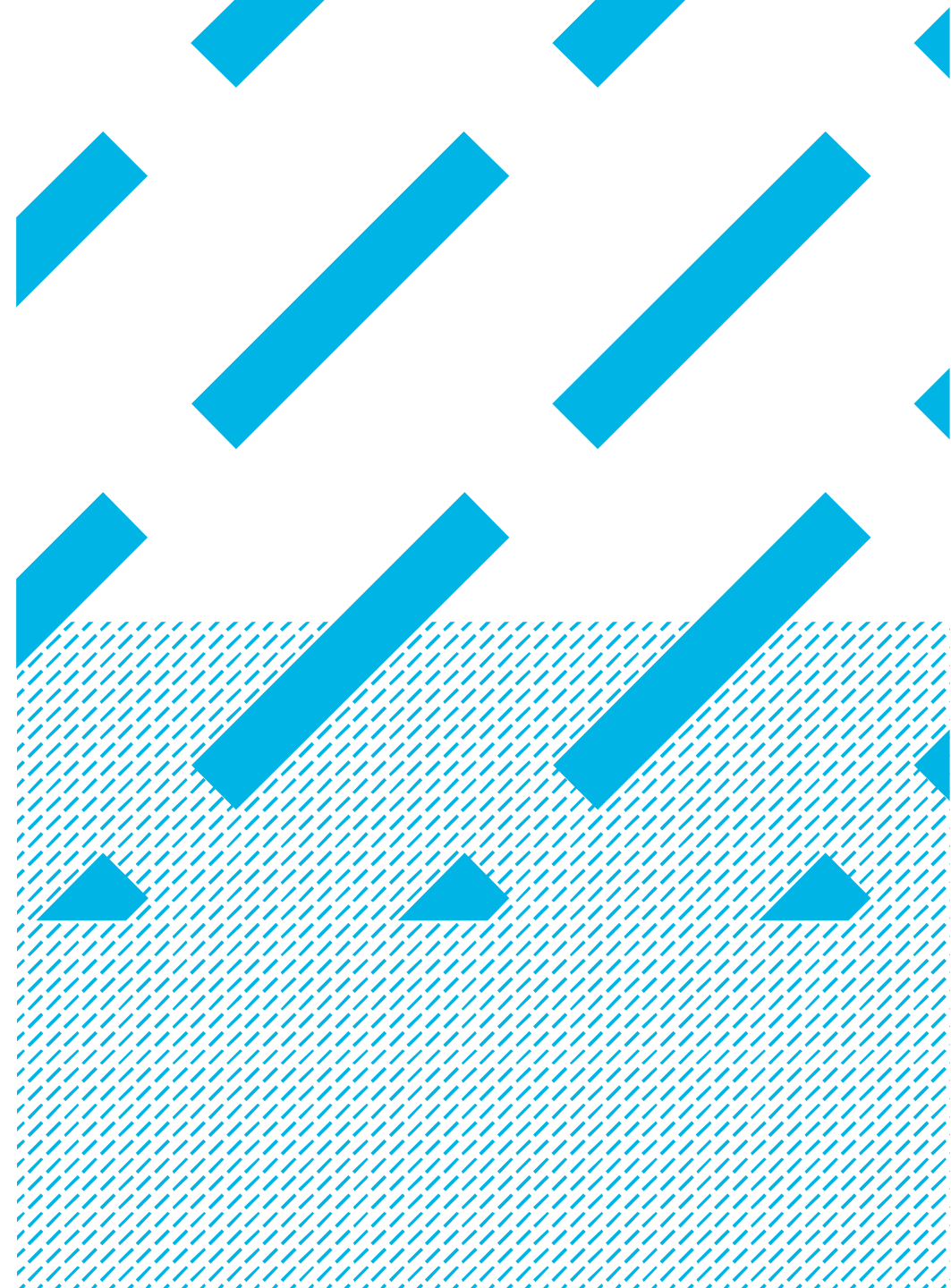
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# Agenda

What can you expect?

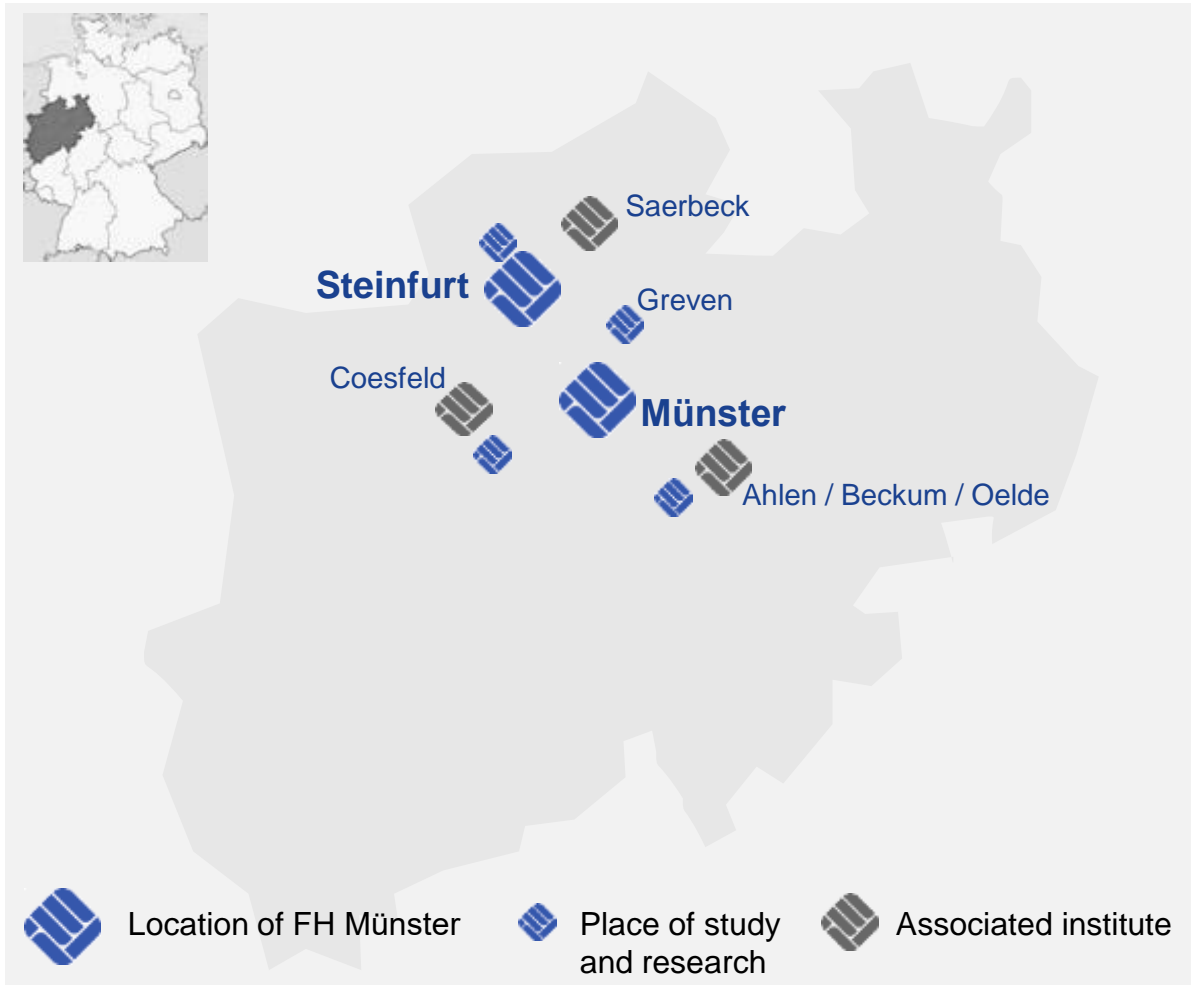
1. Who we are: FH Münster and the Wandelwerk
2. The CORE-concept for quality development
3. Lessons learned



# Who we are

## FH Münster and the Wandelwerk







# Münster

10 universities with 60,000 students



FH MÜNSTER  
University of Applied Sciences



# FH Münster in figures

Students and staff (Winter Semester 2019/20)

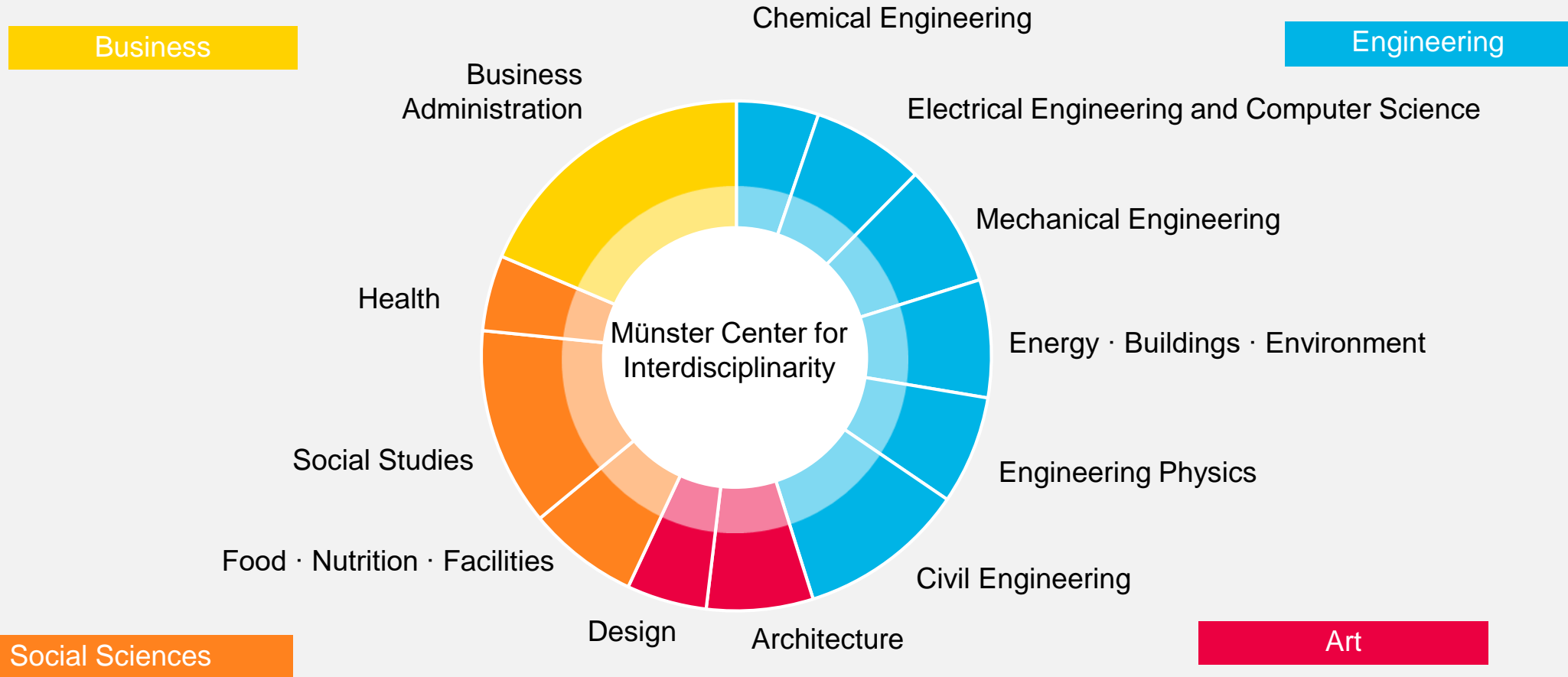
<b>Students (enroled)</b>	<b>15 206</b>
<i>Bachelor</i>	11 942
<i>Master</i>	3 264
Graduates	2 867
Departments	13
Degree programs	100
 <b>Staff</b>	 <b>1 206</b>
Professors	300
Lecturers with special duties	50
Administrative and technical staff	809
Apprentices	47





# Structure of Faculties

Focus on Business, Engineering, Social Sciences and Art







# Actors in Quality Assurance

Across FH Münster

Presidential Board

Wandelwerk. Centre for Quality Assurance  
and Enhancement

Department for  
Academic Affairs

Quality Representatives of Faculties

# Actors in Quality Assurance

Wandelwerk. Centre for Quality Assurance and Enhancement

Wandelwerk. Centre for Quality Assurance and Enhancement

## Project Learning Culture 4.0

Higher Education Didactics  
Curriculum Development  
Digital Learning

Process Management  
Document Management  
Project Management

Evaluation  
System accreditation  
Surveys  
Rankings

## Training and Consultancy

National Programme  
HEM Programme by Wandelwerk

# The CORE-concept\* for quality enhancement

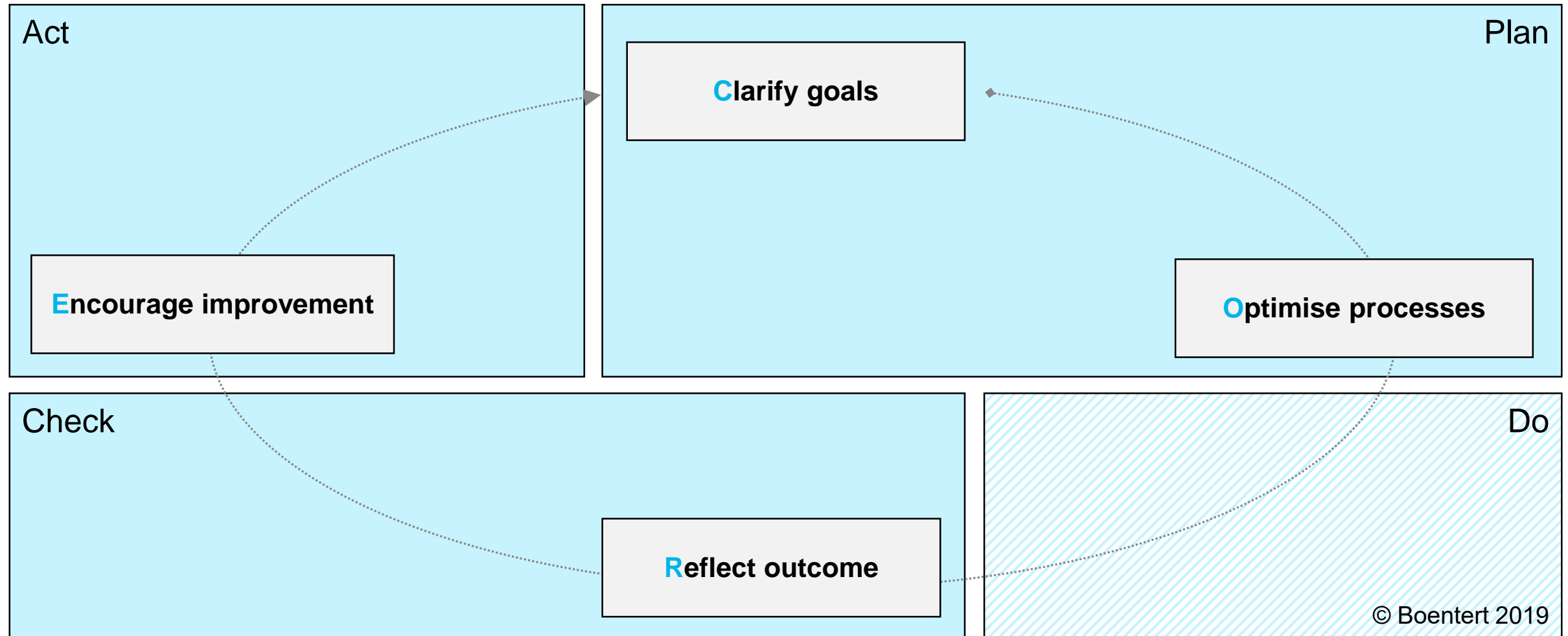
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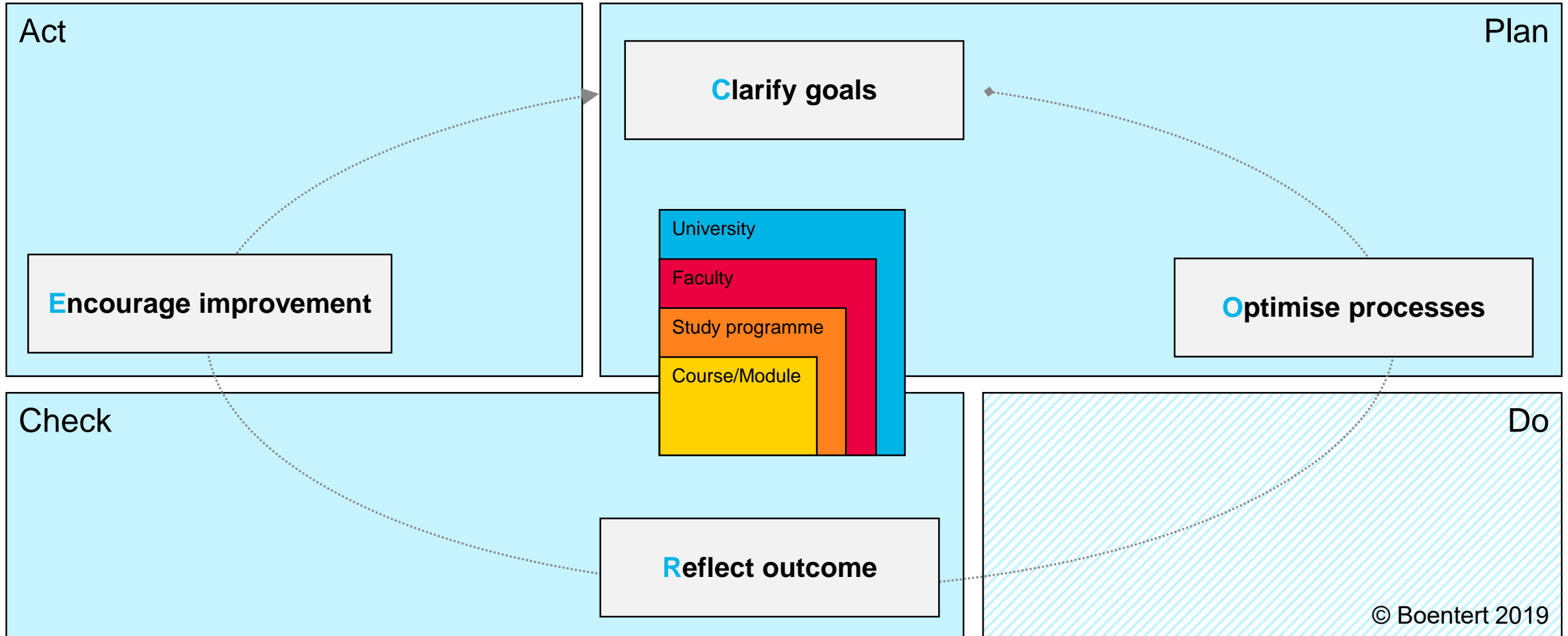
# The CORE-concept

Four steps for developing quality



# The CORE-concept

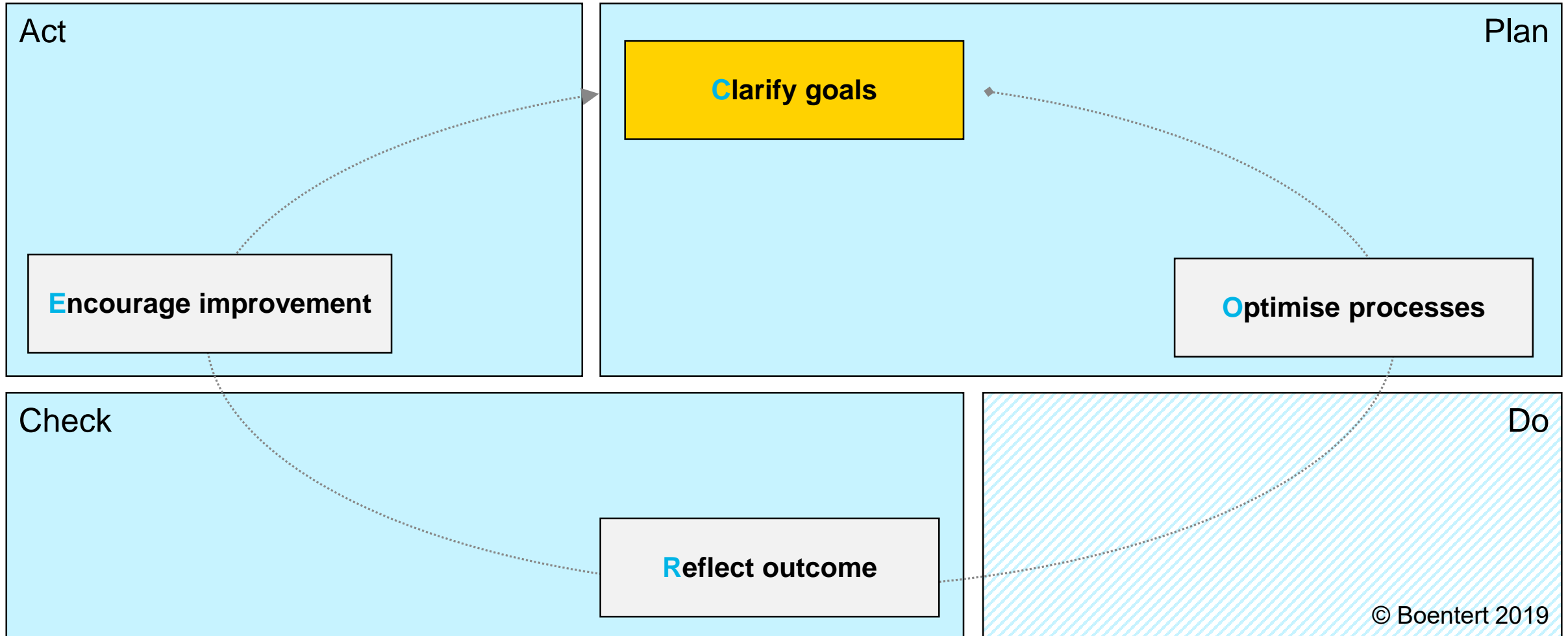
## Four levels for developing quality



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# The CORE-concept

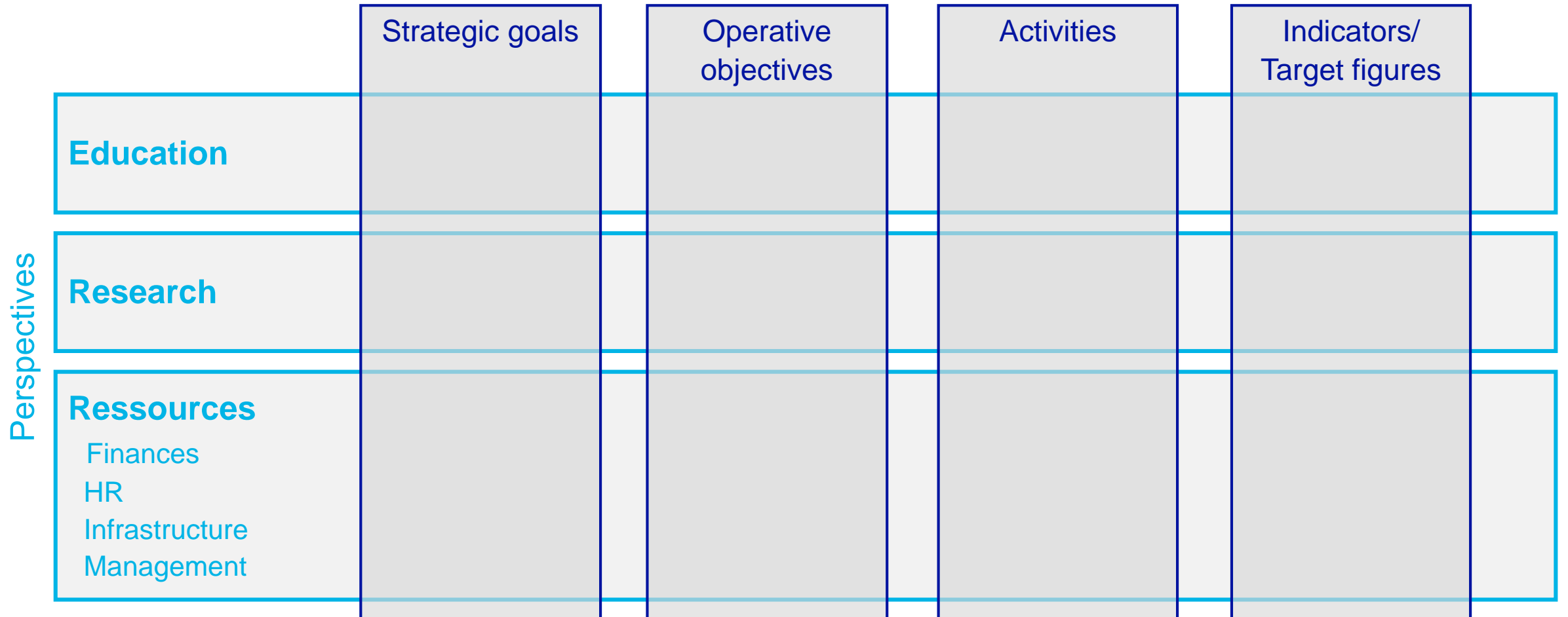
Four steps for developing quality





# The CORE-concept

Clarify goals – Academic Scorecard



# The CORE-concept

## Clarify goals – Academic Scorecard

### FH Münster's ASC Education (extract)

Strategic Goal	Operative Objectives	Activities
Ensure study success for an increasingly heterogeneous student population throughout the student life cycle	Facilitate entrance and orientation	<ul style="list-style-type: none"> <li>Foster didactic concepts for introductory study phase</li> </ul>
	Offer more flexible study programmes	<ul style="list-style-type: none"> <li>Develop a strategy for digitalisation</li> <li>Develop a strategy for diversity management</li> <li>Develop study part-time BA study programmes</li> </ul>
	Strengthen internationalisation	<ul style="list-style-type: none"> <li>Foster student mobility</li> <li>Foster staff mobility</li> <li>Develop concept for internationalisation at home</li> </ul>
Strengthen profile building in education	Foster development of study programmes aligned to FH Münster's strategy	<ul style="list-style-type: none"> <li>Support the development of new programmes</li> <li>Provide staff for new study programmes</li> </ul>
	Strengthen continuous education programmes	<ul style="list-style-type: none"> <li>Develop part-time MA programmes</li> <li>Analyse potential for developing professional development courses</li> </ul>

# The CORE-concept

Clarify goals – Academic Scorecard

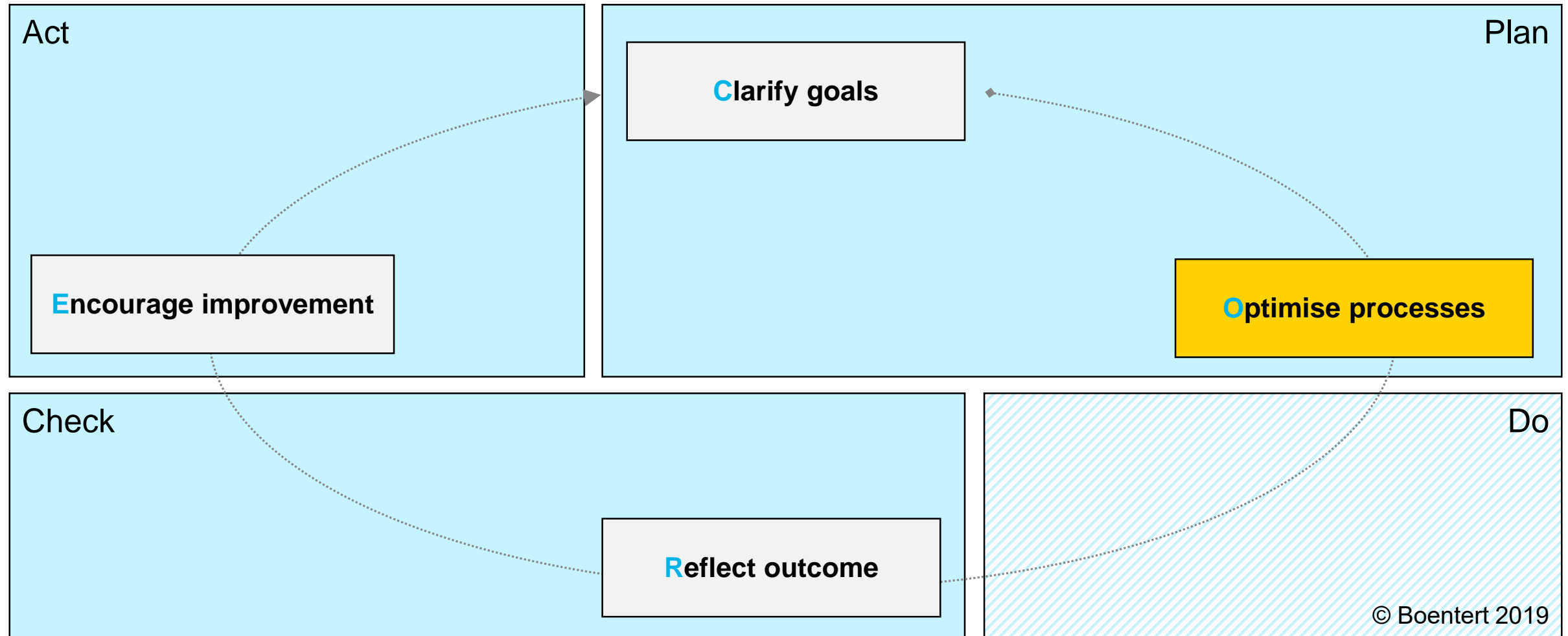
**The alignment of FH Münster's and the faculties' strategic planning with the help of ASCs is an iterative, discourse-oriented process.**





# The CORE-concept

Four steps for developing quality

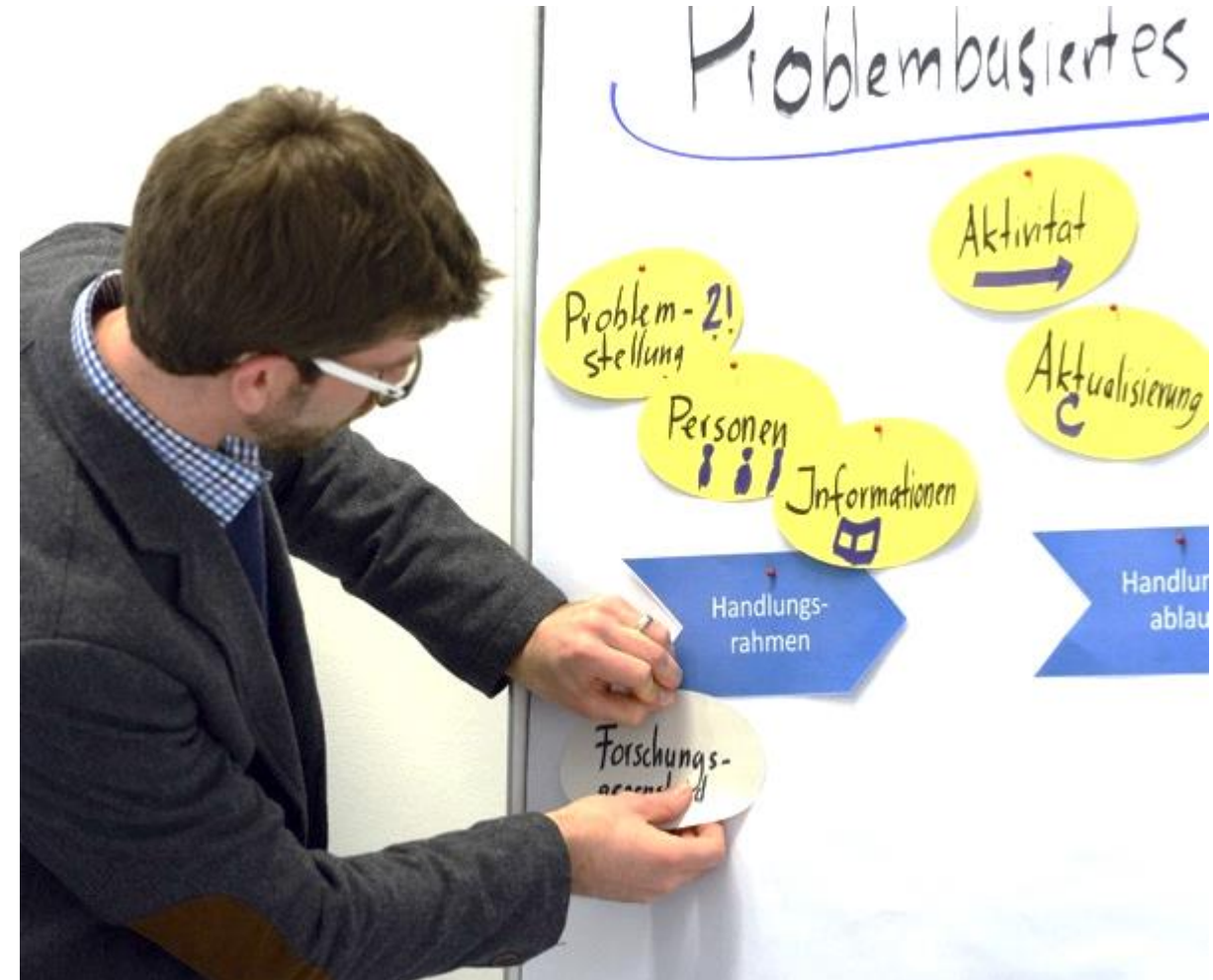


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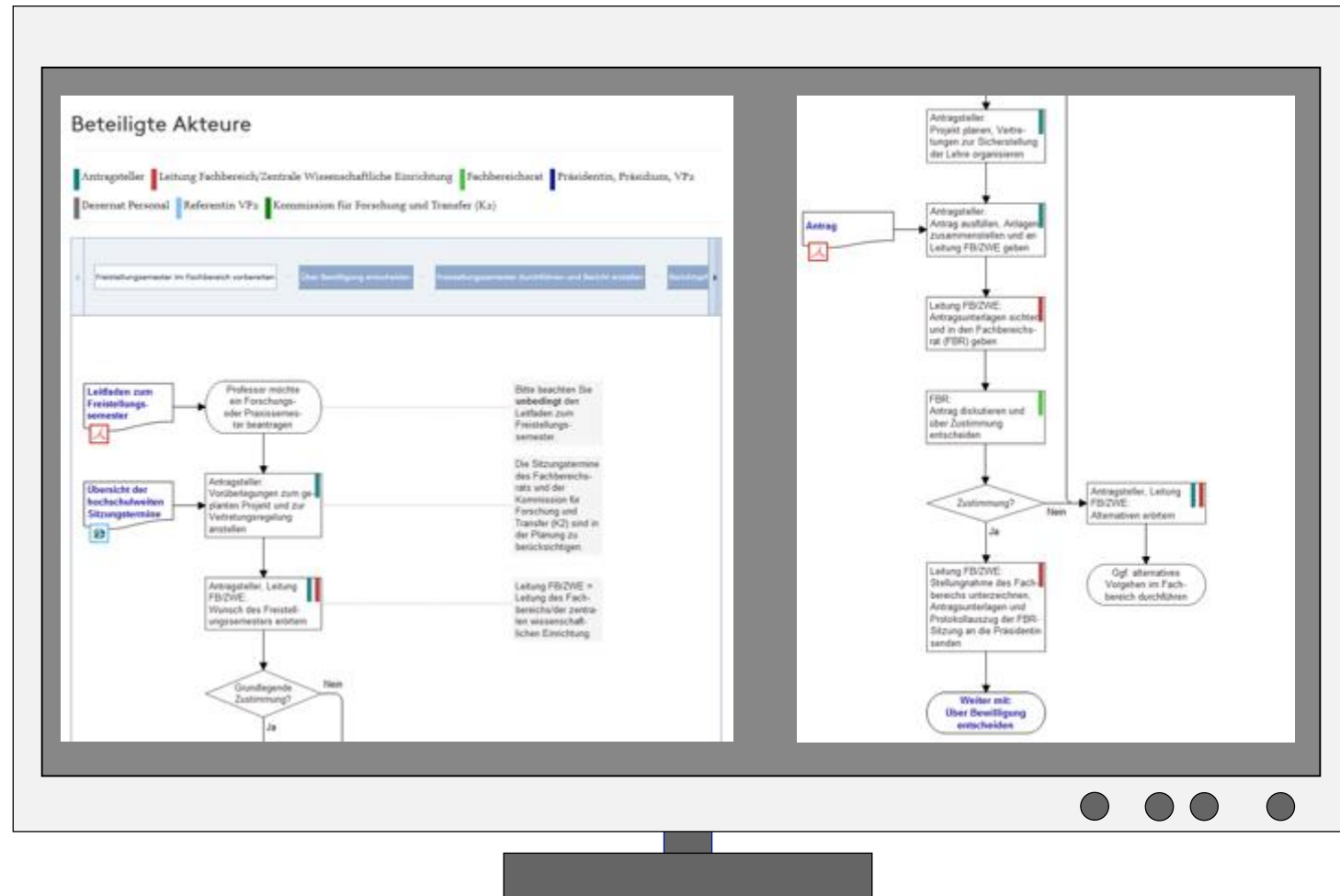
## Optimise processes – Process Management

- FH Münster's process management platform FINDUS: **F**orms, **I**nformation, **D**iagrammes **u**nd (and) **S**ervices
- Accessible for all members of the university
- comprises approx. 130 processes
- Uses flow-chart diagrammes
- Necessary documents (forms, regulations, manuals) are linked to the process steps
- Since 2011 registered trademark



# The CORE-concept

## Optimise processes – Process Management





# The CORE-concept

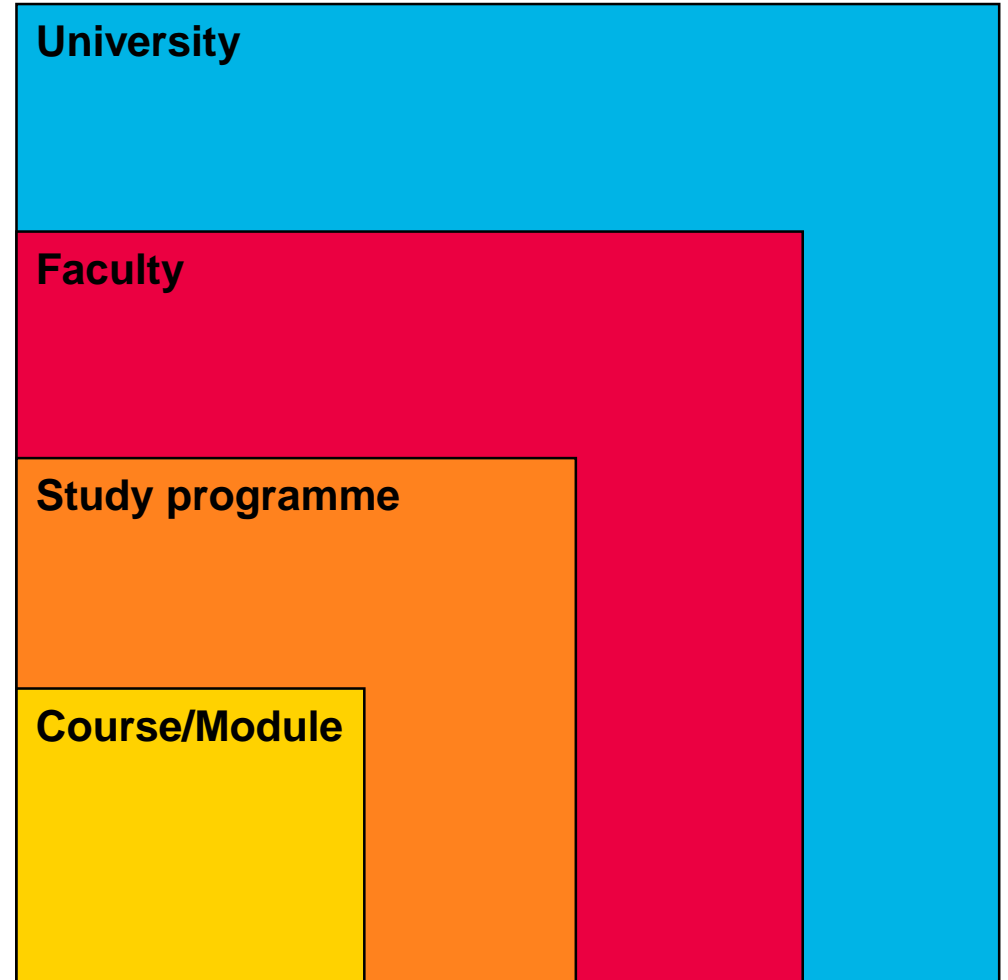
## Optimise processes – Process Management

- Plan and account a business trip
- Employ academic staff

- Prepare faculty board meeting
- Conduct peer review

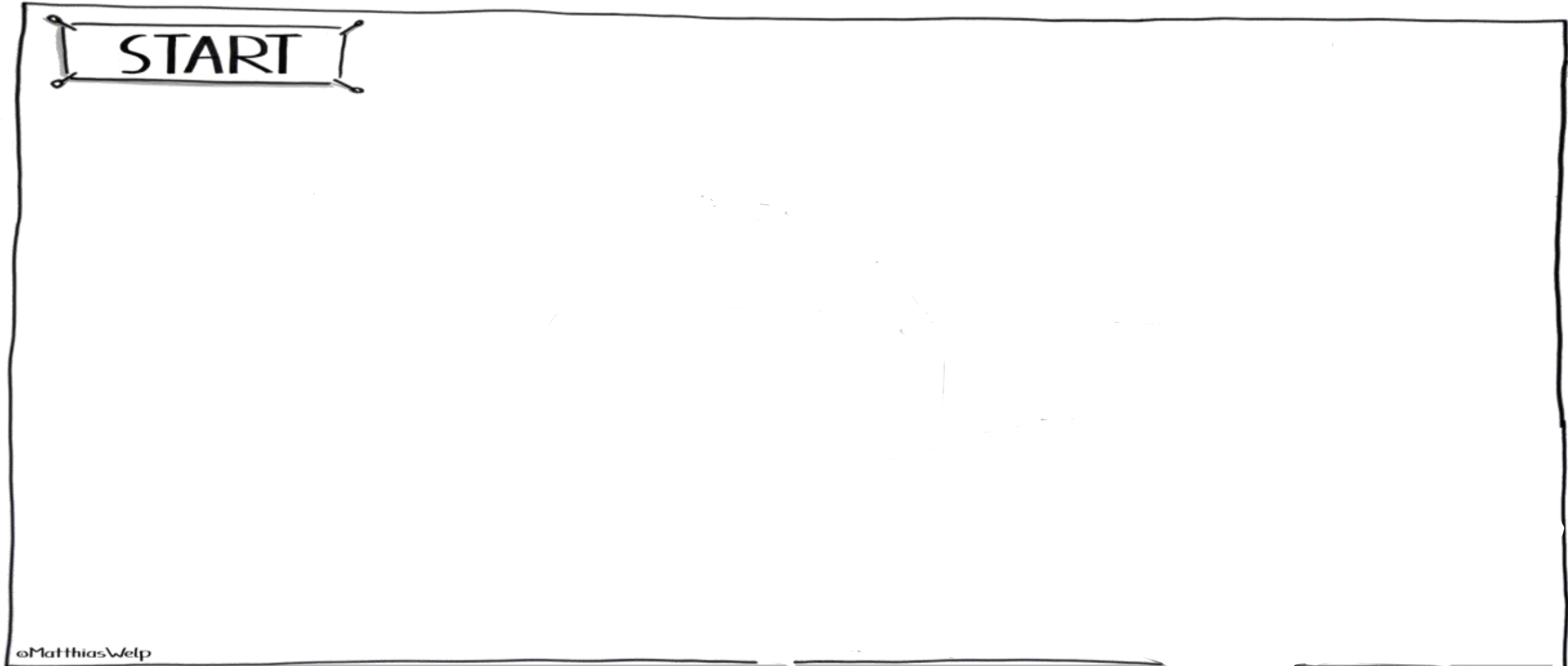
- Organise practical training
- Develop and supervise exams

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# The CORE-concept

Optimise processes – Process Management



# The CORE-concept

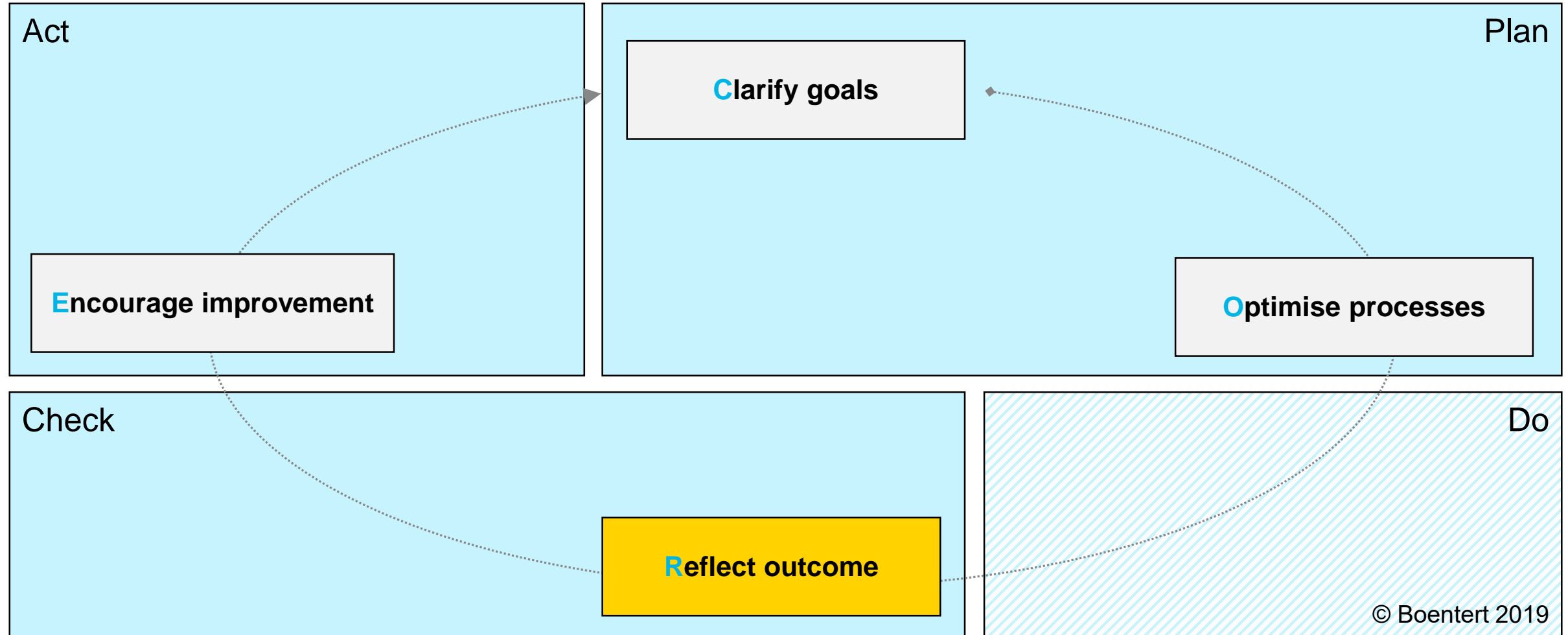
## Optimise Processes – Process Management

**The benefit of process management does not lie in the development of flow-charts, but in bringing staff together.**



# The CORE-concept

Four steps for developing quality



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# The CORE-concept

## Reflect outcome - evaluations

### Internal Evaluations

- Survey of first-year students
- Course evaluation
- Exit survey
- Graduate survey
- Graduate tracer studies
- Appeals commission

### External Evaluations

- Peer evaluation or
- Faculty advisory board or
- Study programme advisory board

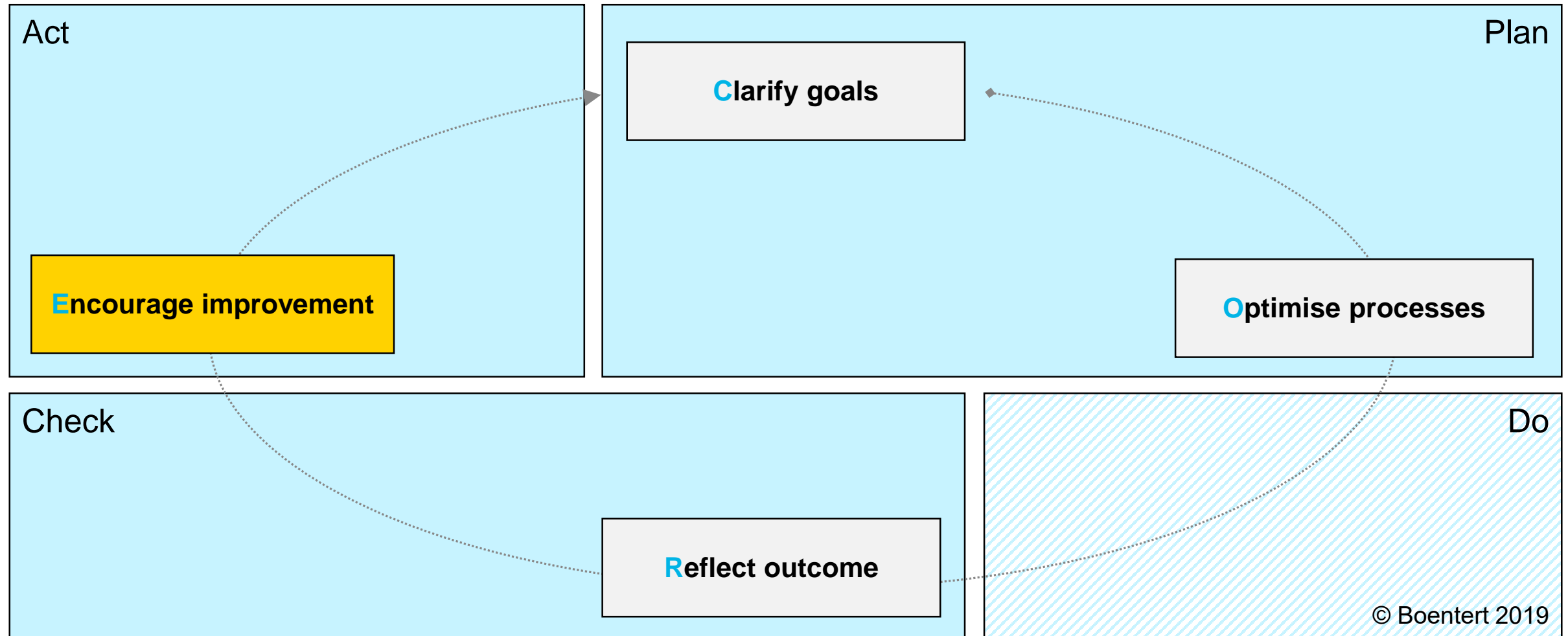
### Meta Evaluations

- Annual quality talk
- QM symposiums (in the bounds of cumulative system accreditation)



# The CORE-concept

Four steps for developing quality



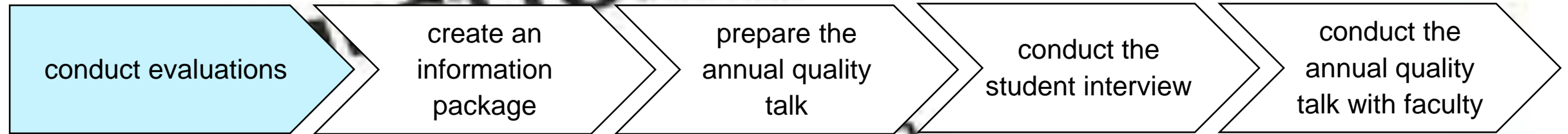
# The CORE-concept

Encourage improvement – annual quality talks



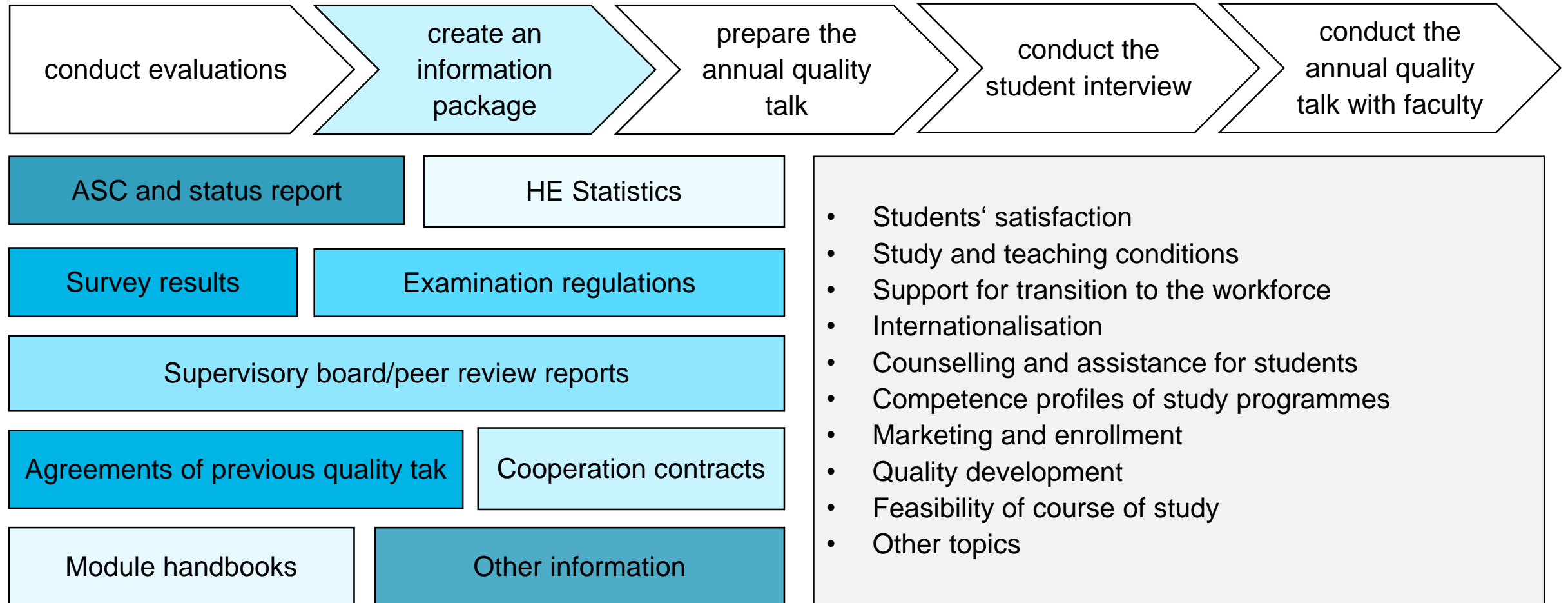
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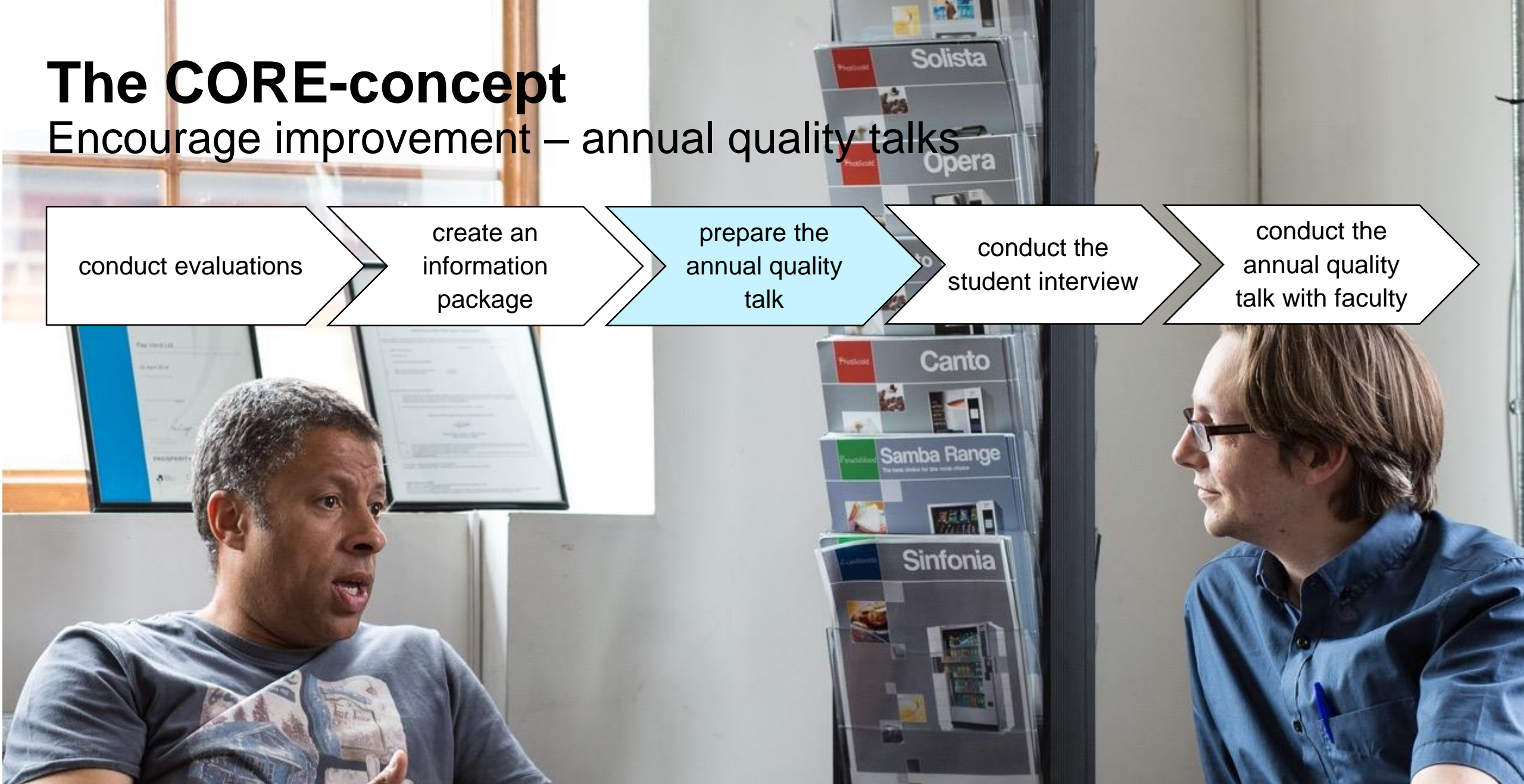
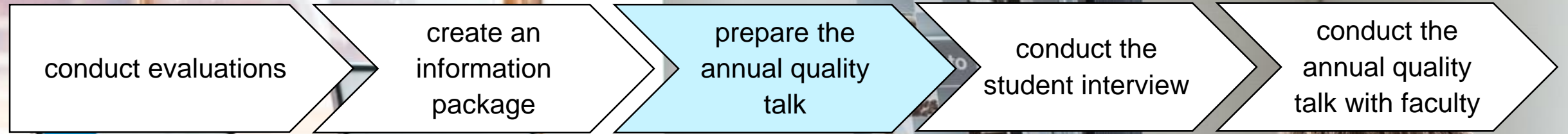
Encourage improvement – annual quality talks





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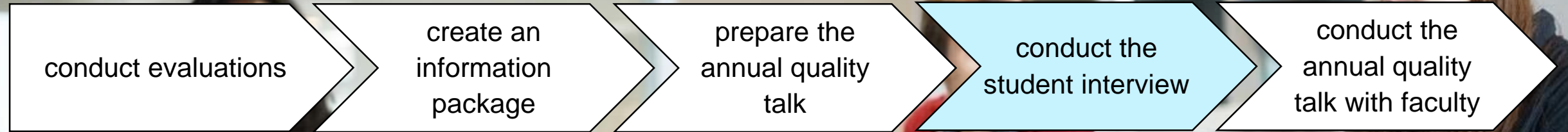
Encourage improvement – annual quality talks





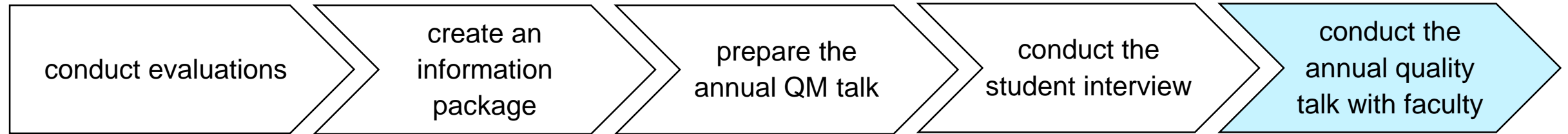
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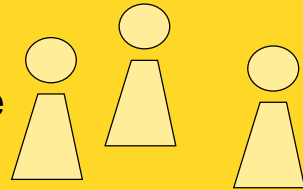


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Encourage improvement – annual quality talks



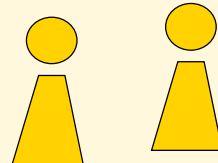
Dean of Faculty, QM  
Representative, Study Programme  
Lead



President or Vice President for  
Academic Affairs



Wandelwerk.  
Centre for Quality Development



Anything  
remarkable?

Need for action? Which  
**recommendations,**  
**agreements** and  
**requirements** can be fixed?

What do information  
package and  
students' feedback  
tell us?

# The CORE-concept

Encourage improvement – annual quality talks

**The annual quality talks  
form the core of FH  
Münster's rolling system  
of internal study  
programme  
accreditation.**



# Lessons learned





# Lessons learned

While implementing our QM system

Provide benefits

Do we need it?

Keep in touch

Does it work?

Be realistic

Can we manage it?







# Your comments and questions are welcome!

The Higher Education Management Programme  
Our international training and consultancy branch  
<https://en.fh-muenster.de/hem>

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