



Univerza v Novem mestu
University of Novo mesto

QUALITY MANUAL OF THE UNIVERSITY OF NOVO MESTO

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1 INTRODUCTION

The basic prerequisites for the establishment of a new institution are clearly formulated development goals and a strategy on how to achieve them. The prerequisites for starting the work of a higher education institution are well-established accredited study programmes with a sufficient number of enrolled students, secured stable personnel, material and financial conditions, integration in the environment, international connections and a favourable organisational culture. Successful work and development of the institution requires proper organisation, planning, implementation, monitoring and evaluation of all processes and measures for continuous improvement.

The University of Novo mesto (hereinafter referred to as the University), as an umbrella organisation, ensures coordinated planning of educational activities at the institutional and individual levels, optimal personnel structure, use of space, planning of working hours for scientific research and professional activities of employees, and cooperation in management. The starting point for the evaluation of all processes is opinion surveys of students, professional practise mentors, and staff, as well as statistical data maintained by the Specialist Service of Student Affairs Office in accordance with legal requirements. A uniform methodology is used to evaluate all processes of the University and its members. The University has been in the making for over 20 years. It has developed study programmes, strengthened the staff structure and attracted concession funds for full-time study. It has always carefully monitored and improved the quality of implementation of educational work and provided solid working conditions for all employees, which has been noted in all previous external evaluations. With the integration of former faculties into one university, new and different opportunities have arisen to improve the quality of organisation and implementation of all processes, especially synergetic processes. An important synergetic effect is the establishment of a quality system at the university level, which is binding for all members.

The Quality Manual of the University defines the quality system, which refers to basic information about the University, work organisation, mission, vision and values, strategic development plan, self-evaluation process of the University/members and quality indicators.

The University's quality system is designed to provide comprehensive support for the realisation of the mission and vision and the improvement of quality in education, scientific research and development work, and all other processes. It consists of methods and tools for monitoring institutional and programmatic internal and external quality in:

- monitoring management and decision-making policies,
- ensuring the autonomy of the work of higher education teachers and staff and the equality of students,
- internationalisation of higher education,
- monitoring the development of study programmes at all three levels of study,

- connecting and collaborating with the business, non-business and broader community,
- overseeing the necessary infrastructure for the development of higher education and scientific research,
- providing expert support in internal and external evaluation and in the introduction of improvements.

2 INTRODUCTION OF THE UNIVERSITY

2.1 Basic information about the University

The university is a higher educational institution. Its founders are the University of Novo mesto, Faculty of Economics and Informatics (UNM FEI), the University of Novo mesto, Faculty of Business and Management (UNM FPUV), the University of Novo mesto, Faculty of Mechanical Engineering (UNM FS) and the University of Novo mesto, Faculty of Health Sciences (UNM FZV), which are also its members. The Slovenian Quality Assurance Agency for Higher Education (hereinafter: SQAA) accredited the University on 21 September 2017 and entered it in the public register of higher education institutions, maintaining it pursuant to the tenth indent of Article 51(f) of the Law on Higher Education. The accreditation is valid until 30 September 2023.

It was entered into the court register on 1 February 2018.

Tabela 1: University ID card

Name of the institution:	University of Novo mesto
Abbrev. of the institution:	UNM
Address:	Na Loko 2
City:	Novo mesto
Website:	https://uni-nm.si/
E-mail address:	rektorat@uni-nm.si
Telephone number:	+ 386 7 393 00 10
Registration number:	8136670000
Tax number:	80363989
Bank account:	SI56 03150 1000951708
Founding decisions:	resolutions of the founders of 15 January 2018
Founders:	University of Novo mesto Faculty of Economics and Informatics University of Novo mesto Faculty of Business and Management University of Novo mesto Faculty of Mechanical Engineering University of Novo mesto Faculty of health Sciences
Entry in the Court register:	1 Feb 2018, Srg 2018/4104, District court in Novo mesto

2.2 Organisation of the University and its members

The bodies of the University are: the Rector, the Senate, the Administrative Board, the Student Council.

The members are: the Director, the Dean, the Senate, the Academic Assembly, the Administrative Board, the Student Council.

The responsibilities, work and tasks of the bodies are defined in the Law on Higher Education, the Statute of the University and its members, and the functioning is defined in the Rules of Procedure.

2.3 Mission

The University is becoming one of the national centres of science, the central carrier of the autonomous, intellectual, moral, cultural and economic potential of the region and beyond. It realizes its mission through the dedicated and science-based work of all staff and students. The success of its work is reflected in achievements in education, scientific research, and business. With its commitment to excellence in education and research, it makes an important contribution to the development of society, the quality of life of individuals and the natural, sustainable development of the environment.

2.4 Vision and values of the University

With its pedagogical, scientific and artistic activities and active involvement in the local, Slovenian and international environment, the University is recognised as a prestigious higher education institution in the Slovenian and international environment. With comprehensive excellence, stimulating work and study conditions, high standards of academic culture and ethics, attention to the current and future needs of society, equality and non-discrimination, equity, inclusiveness and sustainable activities, it will ensure long-term personal and social security, as well as opportunities for intellectual development and creativity, and the creation of goods in line with the needs of Society 2050.

Values

The University connects higher education teachers and associates, researchers, students and other associates in the academic community, and strives to establish itself domestically and in the world.

Its activity is based on the following values:

- knowledge and innovation,
- high quality and academic excellence,
- academic freedom,
- autonomy from the state, political parties, businesses and religious communities,
- humanism and human rights,
- sustainable development
- inclusiveness.

Slogan

The slogan of the University of Novo mesto is: Knowledge - the potential of the individual and society!

2.5 Strategic plan

The University achieves its strategic goals through a well thought-out and optimal organisation, implementation, monitoring and evaluation of educational, scientific research and administrative work, an effective decision-making system, integration into the environment (regional, Slovenian, Southwest Europe, West Europe), socially responsible planning of enrolment and guaranteed stable funding of the University and its members.

For the period 2021-2030, the University sets six basic strategic goals:

- developing study programmes to increase the number of scientific research disciplines and educational fields, updating the existing study programmes, ensuring adequate stable HR and spatial conditions of the University, updating technical-technological and other equipment for carrying out the educational and scientific research process, ensuring access to bibliographic databases;
- ensuring and improving the quality system of the University's work: high-quality implementation of members' study programmes, development and unification of the methodology for quality measurement, creation of a set of representative indicators for ongoing quality monitoring, use of modern forms of teaching and learning, strengthening the activities of the Career Centre, introduction of tutoring, promotion of work with the best students and their involvement in scientific research work;
- strengthening internationalisation: obtaining the ECHE Charter of UNM by implementing the principles of the Erasmus+ programme and implementing the priority tasks of the Erasmus+ programme, creating a network of strategic partnerships with selected universities in the EU and strengthening cooperation in a broader sense, strengthening internationalisation activities at home;
- strengthening research activity: mutual cooperation of scientific research institutes or members of the University, increasing the international impact of scientific publications, developing and promoting research activity of students, organising and holding international scientific conferences and publishing scientific journals;
- strengthening socially responsible action and constructive cooperation with the environment: opening the University to the general public, connecting with economic and non-economic institutions, organising lectures for the interested public, business organisations and interest groups;
- promotion of the University: raising the visibility of the University in the wider community.

3 QUALITY ASSURANCE SYSTEM

A comprehensive quality monitoring and assurance system includes uniform quality indicators in each work area, continuous monitoring of quality performance, and measures to improve it. It combines existing tools such as habilitation criteria, student surveys, and evaluations of the work of specialised services that monitor the employability of graduates. It is related to work planning and internal and external evaluations.

The quality system is intended to help achieve the strategic goals set, to identify the strengths and weaknesses of individual processes, and as such serve as a tool for systematic improvement of all areas of work of the University and its members (Appendix 1).

The elements of the quality system are mostly:

- preparation of the development programme of the University and its members and its monitoring,
- regular annual self-evaluation of the University and its members,
- the establishment of quality indicators and the methodology of quality monitoring,
- the active work of the committees responsible for quality,
- obtaining feedback on the implementation of studies and other activities of the University and its members,
- activities aimed at verifying the international comparability of the University and its members,
- involvement of students in management and quality assessment processes,
- regular (annual) survey of students, employees, graduates and their employers,
- organisation of workshops, consultations, round tables, etc. on quality,
- membership in organisations at national and international level,
- observation of European trends, challenges and perspectives of quality assurance,
- staff education, training and development, which enables academic, professional and personal development of the staff,
- student support (career guidance, international mobility, tutoring, support for students with special needs...),
- informing the public about the achievements of quality assurance at the University and its members (website, social networks, media).

In carrying out its activities, the University takes into account the national strategic documents in the field of higher education, the sectoral legislation in force and the national and European standards for internal and external quality assurance, the recommendations of the Slovenian Quality Assurance Agency for Higher Education, the provisions of the Lisbon Strategy and the knowledge-based societies, the Barcelona and Copenhagen recommendations of 2002, and the recommendations of the European Parliament and the Council.

Since its inception, the University has continued and improved the quality care outlined

by its founders. It actively involves all actors and stakeholders from the surrounding community in this process.

All governing bodies of the University and its members, all employees and students are responsible for monitoring, defining and ensuring quality at the University and its members, which they do by organising basic, management and support processes, monitoring and controlling these processes, providing the necessary resources, measuring the effectiveness of the processes and continuously improving the processes through:

- regularly monitoring the quality of all University activities,
- monitoring national and international documents and legislation in the field of quality,
- elaboration of appropriate methodology for quality assurance,
- elaboration and updating of legal acts in the field of quality,
- preparation of reports in the field of quality - a self-evaluation report, which includes reports on surveys of students, staff, graduates, employers, etc...,
- support of the specialist services responsible for the quality area in the University's members,
- active cooperation with the administrative service for the area of quality at other Slovenian universities,
- support of students (tutoring, support of students with special needs...),
- other.

The system for monitoring, determining and ensuring the quality of the University and its members is the so-called quality loop, which also includes activities to eliminate identified deviations from the norm. The cycle follows the so-called Deming cycle: Plan → Do → Check → Act.

A key role in the evaluation of the University's work is played by the Quality Committee of the University of Novo Mesto (hereinafter referred to as the University Quality Committee), which:

- leads the policy of ensuring and evaluating the quality of all processes and areas of the University's work,
- adopts the guidelines for the preparation of the most important documents of the University regulating its quality,
- establishes the procedures, tasks and responsibilities for the adoption of key documents and measures to improve the quality of the University,
- plans, implements, reviews, undertakes and reschedules activities and measures to improve the quality of the University's work,
- establishes a unified methodology for the systematic collection, preparation, management, processing, analysis and evaluation of data on the activities of the university and its members,
- processes the self-evaluation reports of the members and prepares the self-evaluation report of the University,
- proposes measures for quality improvement and monitors their implementation

- and
- performs other tasks in accordance with the Statute and general legal acts of the University.

The manner of its functioning is specified in the Rules of Procedure.

4 UNIVERSITY SELF-EVALUATION PROCEDURE

Self-evaluation is the process of monitoring the implementation of all processes of the University and its members. It is used to determine the current situation and to develop concrete proposals for improvement in all areas of the University's operation. It is the basis for professional decisions on planning the development of the University and its members.

The preparation of the self-evaluation report of the University and its members is carried out according to a unified methodology, which enables the synthesis and analysis of the results achieved at the University level and their comparison among the members, as well as the preparation of the action plan with measures to improve the quality of work.

The procedures for monitoring and quality assurance, as well as the preparation of the self-evaluation report of the University and its members, are diverse, and various actors are involved: students, higher education teachers, the management of the University and its members, joint services, external partners.

4.1 Preparation of self-evaluation reports of the University members

At the University's members, the Quality Committees appointed by the Senates are responsible for preparing the annual self-evaluation reports. The reports are prepared in collaboration with higher education teachers and associates, student representatives and joint services, and other stakeholders.

During the year, the Quality Committee of an individual University member monitors all elements in all areas of quality assurance addressed in the self-evaluation report. It collects suggestions for improvement from all of the member's associates and student representatives, as well as other stakeholders. The chair of the Quality Committee organises regular meetings of the committee at the individual members, where they coordinate all activities related to quality, and informs the Dean. He or she also consults with the Dean on a regular basis. The activities are documented in minutes.

The chair of the Quality Committee reports to the University's Quality Committee twice a year on monitoring and quality assurance activities, as well as significant accomplishments or improvements, examples of good practises, and observations of the member's current status and trends.

The members of the University's Quality Committee are all chairs of the University's members Quality Committee. It is chaired by the Vice Chancellor for Quality, who is appointed by the Rector. One of the members of the Quality Committee is also a representative of the students, proposed by the Student Council of the University.

Based on the activities observed during the year and the findings of the Quality Committee of each member, it prepares a self-evaluation report. In it, the findings on strengths and weaknesses are compiled in a transparent and condensed form and suggestions for improvement for the next period are listed.

The self-evaluation reports for the previous academic year are prepared by the members no later than the beginning of December of the current year. It is reviewed by the members' Administrative Board, the Student Council, and the Academic Assembly. The final report is adopted by the member's Senate in January of the following year. Member's self-evaluation reports are published on the website and in this way presented to all associates, students and other stakeholders or the general public.

Students and their representatives on each committee play an active role in self-evaluation. Students are informed about decisions and activities to ensure or improve quality and collect suggestions for improvement, which they forward to the Dean, the Senate or the chair of the Quality Committee.

The Dean regularly informs all associates of the members about decisions, strategies and activities to ensure or improve quality.

4.2 Preparation of self-evaluation report of the University

During the year, the Quality Committee of members collect and document everyone's suggestions for improvement and prepare a self-evaluation report. After acceptance by the Senates, this is forwarded to the University Quality Committee by the end of January at the latest.

The University's Quality Committee prepares an overall self-evaluation report in cooperation with the University management, the Student Council and the joint services (Student Affairs Office, International Office, Career Centre, Library, Accounting and Legal Department).

The self-evaluation report is discussed by the University's Administration Board and the Student Council and is adopted by the University's Senate. The adopted content of the report is published on the university website.

Based on the results of the self-evaluation report, the University's Quality Committee prepares an action plan with measures to improve quality.

4.3 Structure of the self-evaluation report

The structure of the self-evaluation report is based on the analysis of the provision of quality indicators (Appendix 2).

4.3.1 Operation of the higher education institution

The chapter presents the mission, vision, values, organisation of the University/members (boards and committees).

4.3.2 Organisation and implementation of educational activities

The content of this chapter consists of basic information about the members of the University and their programmes (programmes are listed without courses), results and analyses of the following surveys, namely: student survey, student workload survey, graduate survey, student professional/clinical practice survey, a student mentor survey on professional/clinical practice, a survey on learning outcomes for graduates and employers, and statistical data from the Student Affairs Office (data on enrolment in each programme, student transfers, length of study).

4.3.3 Scientific research activity

The scientific research activity is planned as part of the annual work commitment of higher education teachers and associates, evaluated according to the Criteria for the evaluation of work by higher education teachers and associates. The content consists of: a presentation of the scientific research activity institute of the University's member, indicators of the scientific research performance of the staff, a presentation of ongoing projects and a plan for application, a presentation of all activities used to disseminate the results of the scientific research work of researchers and students (round tables, guest lectures, workshops held for the interested public...) and lectures given by higher education teachers at domestic and foreign universities.

4.3.4 Human resources

The content consists of an indication of the number and structure of higher education teachers and associates involved in pedagogical activities, an indication of the type and number of appointments to titles, the proportion of professional associates in FTE, and an analysis of the survey of the organisational culture and climate of full-time employees in each University's member.

4.3.5 Students

Students are involved in the process of monitoring and assuring the quality of the University and its members at several levels, namely as members of senates, academic assemblies and quality committees.

They express their opinions and views directly through anonymous surveys of students. They are completed electronically or in printed form.

In terms of content, this chapter deals with student participation in University and its members' committees, participation in scientific research, the tutoring system, the possibility of participation in extracurricular activities, the possibility of counselling at the Career Centre and the International Office, the provision of library and information services, and the regulation of the area of students with special needs.

4.3.6 Integration in the environment

The chapter presents the connection of the University and its members with the national and international environment, the international mobility of students and employees, other forms of collaboration with business and non-business professionals and the international environment, collaboration with business and non-business entities for the purpose of professional/clinical practice. These activities include the Career Centre and the International Mobility Service.

4.3.7 Material situation and financing

The content consists of data, namely: material equipment of the University/members, computerisation of the study process, operation of the library and the system of financing the University/members from budgetary resources based on concession contracts. As a conclusion, suggestions for improvement are made.

4.3.8 Action plan for the next self-evaluation period

Based on the identified strengths and weaknesses in each chapter, the University's/member's Quality Committee develops an action plan of measures for the current academic year, including a timeline for future activities and the individuals responsible for their implementation.

4.4 External evaluation

In addition to the annual self-evaluation of the University/members, periodic and, in exceptional cases, extraordinary external evaluations are conducted. External evaluations are carried out by qualified and independent experts from the Slovenian Quality

Assurance Agency for Higher Education, but may also be recognised by foreign agencies or relevant institutions from the international network for quality assurance in higher education. Their aim is to reinforce the positive effects of self-evaluation. The external evaluation process of the University starts upon the proposal of the Senate of the University, and the external evaluation process of a member starts upon the proposal of the Senate of the University's member. Justified initiatives and reasons must be provided for an extraordinary external evaluation.

5 QUALITY SYSTEM INDICATORS

5.1 Quality indicator: OPERATION OF THE HIGHER EDUCATION INSTITUTION

5.1.1 Indicators included in the self-evaluation report

The indicators included in the self-evaluation report are:

- acting in accordance with the law and the statutes that define the powers, duties, and obligations of each governing body, its employees, students, and other stakeholders,
- acting in accordance with the mission, vision, values and development strategy.

Suggestions for improvements.

Who plans, implements, controls and takes action on the indicator: University's/members' Administrative Board, the Rector, the Deans of the University's members, University's/members' Senates, Vice Chancellor for Quality, Vice Chancellor for Education, Chairs of the University's/members' Quality Committees, higher education teachers and associates, students, representatives from the business environment.

Measurement method: annual work programme of the University/member, annual report of the University/member.

5.1.2 Indicators not included in the self-evaluation report

The indicators not included in the self-evaluation report are:

- ensuring adequate material and staff conditions,
- the stability of financial operations,
- the development of new courses and the updating of existing ones, through which graduates acquire adequate competences recognised in the labour market in the local, national and international environment, involving higher education teachers and associates, representatives of the business community and students,
- an internal quality assurance system, which enables the improvement of the quality of the University's/members' operations and the implementation of the study programmes, and the completion of the quality circle,

- documentation of findings on the quality of University's/members' operations, their analysis and action plans for improvement measures, which are accessible and published in self-evaluation reports,
- visibility of the University/members in the local, national and international environment.

We evaluate the specified indicators, but they are not a mandatory part of the self-evaluation report. The analyses of the indicators that are not included are archived and are accessible in the Administrative Service, at the Independent Associate - Programme Administrator, in the minutes of the University's/members' Quality Committees, the University's/members' Senate meetings, the University's/members' International Mobility Committees, and the reports on the work of the Career Centre.

Who plans, implements, controls and takes action on the indicator: University's/members' Administrative Board, the Rector, the Deans of the University's members, University's/members' Senates, Vice Chancellor for Quality, Vice Chancellor for Education, Chairs of the University's/members' Quality Committees, higher education teachers and associates, students, representatives from the business environment.

Measurement method: annual work programme of the University/member, annual report of the University/member.

5.2 Quality indicator: ORGANISATION AND IMPLEMENTATION OF EDUCATIONAL ACTIVITIES

5.2.1 Indicators included in the self-evaluation report

The indicators included in the self-evaluation report are:

- basic information about the members of the University and their study programmes (study programmes are listed without study material),
- the percentage of students enrolled for the first time in the first year of study,
- the transition to a higher year of study,
- duration of the study programme,
- evaluations of the organisation and implementation of the study process, as well as higher education teachers and associates in a survey of students,
- student workload evaluations,
- ratings of mentors in professional/clinical practice,
- student evaluations of professional/clinical practice,
- employability of graduates.

Suggestions for improvement.

Who plans, implements, controls and takes action on the indicator: the University's Application and Information Service, the Administrative Service, University's/members' Quality Committee.

Method of measurement: statistical data from Analysis of applications and enrolments for each academic year for all programmes, separately for full-time and part-time programmes, student workload assessment, student survey, student survey on professional/clinical practice and mentor survey on professional/clinical practice, annual interviews, office hours.

5.2.2 Indicators not included in the self-evaluation report

The indicators that were not included in the self-evaluation report are:

- the ratio of the number of vacant study places to the number of enrolled students (excluding repeaters),
- the percentage of repeaters, separately for each degree programme,
- the number of students per employed higher education teacher and associate and programme providers in FTE.

We evaluate the specified indicators, but they are not a mandatory part of the self-evaluation report. Evaluations of indicators not included are archived and are accessible in The Administrative Service and the Student Affairs Office.

Who plans, implements, controls and takes action on the indicator: the University's Application and Information Service, the Administrative Service,

Method of measurement: statistical data from Analysis of applications and enrolments for each academic year for all programmes, separately for full-time and part-time programmes.

5.3 Quality indicator: SCIENTIFIC RESEARCH ACTIVITY

5.3.1 Indicators included in the self-evaluation report

The indicators included in the self-assessment report are:

- scientific research, development and application projects with academic and business partners at home and abroad,
- the organisation of international scientific and professional events (international scientific and professional conferences, round tables, etc.),
- the number of SICRIS points for research achievements of members in the previous calendar year,
- the number of SCI, SSCI, AHCI and SCOPUS publications of the members in the previous calendar year,
- the standardised number of WOS and SCOPUS citations obtained by registered member researchers in the previous ten calendar years,

- the number of scientific monographs published by member researchers in the previous calendar year,
- the number of projects acquired in the previous calendar year,
- the number of lectures given by higher education teachers at domestic and foreign higher education institutions/universities.

Suggestions for improvements.

Who plans, implements, controls and takes action on the indicator: Vice Chancellor for Research, Development and Innovation, the Deans, Vice Chancellors for Scientific Research, higher education teachers and associates.

Method of measurement: analysis of carried out cooperation in scientific research, development and application projects with partners from academic and business environment at home and abroad, percentage of results of scientific research and professional work of higher education teachers and associates involved in the educational process, number of carried out international scientific and professional events, transcripts of personal bibliographies of member researchers and research and development institutes from SICRIS database, analysis of the number of acquired projects, ongoing projects and rejected projects.

5.4 Quality indicators: HUMAN RESOURCES

5.4.1 Indicators included in the self-evaluation report

The indicators included in the self-evaluation report are:

- number and structure of higher education teachers and associates engaged in teaching,
- type and number of elections to titles,
- proportion of professional staff in FTE,
- assessment of organisational culture and climate.

Suggestions for improvement.

Who plans, implements, controls and takes action on the indicator: the Deans of University's members, the Administrative Service.

Method of measurement: University's/members' Annual Reports, University's/members' work programmes, organisational culture and climate survey for employees, annual discussions.

5.4.2 Indicators not included in the self-evaluation report

Indicators not included in the self-evaluation report are:

- ensuring appropriate forms and scopes of employment for all employees,

- transparent implementation of title election procedures in accordance with the provisions of the Law on Higher Education, the University Statute, and the Rules on Standards and Procedure for Title Election at the University of Novo Mesto,
- encouraging all employees to participate in various forms of formal and informal education, both at home and abroad, and to apply the newly acquired knowledge to professional, educational and scientific research work,
- co-financing the costs of formal and informal education of employees,
- promoting scientific research and pedagogical cooperation between staff and external collaborators at and between University's members,
- conducting annual discussions to plan the personal and professional development of employees,
- evaluation of the pedagogical work of higher education teachers and associates with the aim of improving their pedagogical work and preparing an HR plan for the next academic year,
- the possibility of active participation of higher education teachers and associates and other employees in the governing bodies of the University/members,
- adequate support of higher education teachers and associates in the performance of their duties by professional-technical and administrative staff.

We evaluate the specified indicators, but they are not a mandatory part of the self-evaluation report. Evaluations of indicators not included are archived and are accessible in the Administrative Service, the minutes of the annual discussions and in the minutes of the University/members' Senate meetings.

Who plans, implements, controls and takes action on the indicator: the University's/members' Administrative Boards, the Rector, the Vice Chancellor for Research, Development and Innovation, the Vice Chancellor for Education, the Vice Chancellor for Quality, the Deans of the University's members, the Administrative Service.

Measurement method: annual discussion questionnaire, student survey.

5.5 Quality indicator: STUDENTS

5.5.1 *Indicators included in the self-evaluation report*

The indicators included in the self-evaluation report are:

- the involvement of students in the governing bodies of the University/members,
- the participation in the scientific research and professional activities of the University/members,
- participation in assessing and updating the implementation of the members' programmes of study,
- achieving student learning outcomes and graduate competencies through student-centered teaching,
- description of the tutoring system,
- participation in extracurricular activities,

- compliance with spatial norms and standards adapted for students with special needs,
- implementation of the Career Centre work programme,
- implementation of the International Office work programme,
- library and information services.

Suggestions for Improvement.

Who plans, implements, controls and takes action on the indicator: the Deans, Vice Deans for Scientific Research Activity, Vice Chancellor for Research, Development and Innovation, Committees for Recognition of knowledge and skills, higher education teachers and associates, higher education teachers and associates - tutors, heads of clinical practice, heads of Student Affairs Office, Student Councils of individual members, head of the Career Centre, International Mobility Coordinator, librarian.

Measurement method: student survey, student survey on professional/clinical practice, mentor survey on professional/clinical practice, statistical data from Higher education institution's Application and Information Service and the Administrative Service.

5.6 Quality indicator: INTEGRATION IN THE ENVIRONMENT

5.6.1 Indicators included in the self-evaluation report

The indicators included in the self-evaluation report are:

- the number of students involved in international mobility,
- the number of employees involved in international mobility,
- the number of economic and non-economic units in which students are involved in professional/clinical practice,
- the number of experts from the business environment actively participating in the educational process, professional and scientific events,
- the number of training programmes carried out.

Suggestions for improvement.

Who plans, implements, controls and takes action on the indicator: the Deans, head of the Career Centre, Vice Chancellor for Quality, Vice Chancellor for Education, Vice Chancellor for Research, Development and Innovation, International Mobility Coordinator.

Method of measurement: analysis of the performance of lectures by higher education teachers for economic and non-economic units, analysis of the performance of guest lectures by experts from the field, analysis of the performance of lecturers from the practice, analysis of research carried out and final theses completed on behalf of the employer, analysis of training programmes carried out.

5.6.2 Indicators not included in the self-evaluation report

Indicators not included in the self-assessment report are:

- activities to increase the visibility of the study programmes at home and abroad,
- development of modern study programmes according to the needs of economic and non-economic entities in the local environment and beyond,
- organisation and implementation of professional/clinical practice in a business environment,
- providing education for economic and non-economic subjects,
- facilitating research work of students, higher education teachers and associates for the concrete needs of the environment.

We evaluate the specified indicators, but they are not a mandatory part of the self-evaluation report. The analyses of the indicators that are not included are archived and are accessible in the reports on the work of the Career Centre, with the independent employee - programme administrator, with the heads of professional/clinical practice, in the minutes of the meetings of the University's/members' research committees, in the Student Affairs Office.

Who plans, implements, controls and takes action on the indicator: the Deans, head of the Career Centre, Vice Chancellor for Quality, Vice Chancellor for Education, Vice Chancellor for Research, Development and Innovation, International Mobility Coordinator.

Method of measurement: analysis of activities to increase the visibility of degree programmes at home and abroad, number of modern degree programmes according to the needs of economic and non-economic entities in the local environment and beyond, analysis of the organisation and implementation of professional/clinical practice in a business environment, analysis of research conducted and final theses completed on behalf of the employer, analysis of research conducted by higher education teachers and associates for the specific needs of the environment, survey of graduates.

5.7 Quality indicator: MATERIAL SITUATION AND FINANCING

5.7.1 Indicators included in the self-evaluation report

The indicators included in the self-evaluation report are:

- space capacity and equipment,
- library equipment and operation (accessibility and adequacy of library materials from the fields of study, scientific research and professional fields, information bibliographic support and access to databases, professional support from library staff),
- information and other learning technologies and equipment for smooth implementation of professional, educational and scientific research activities,
- access to wireless (WIFI) access points and student access to computers,

- method of funding, review of operations, composition and nature of revenue.

Suggestions for improvements.

Who plans, implements, reviews, and takes action on the indicator: University's/members' Administrative Boards, the Rector, the Deans, Professional-technical Service and the Administrative Service.

Measurement methods: University's/members' annual reports, University's/members' work programmes, norms and standards for the performance of all processes, ICT equipment, accounting reports of organisational performance.

5.8 Quality indicator: DOCUMENTATION KEEPING

The following indicators are not included in the self-evaluation report:

- administration of basic documentation (annual work programme, annual report, self-evaluation report, development strategy of the University and its members),
- preparation and updating of legal acts of the University and its members, which are published on the University/members' website,
- keeping minutes of the work of the governing bodies and committees of the University and its members,
- managing documentation for full-time staff and external associates (employment contracts, evidence of formal and informal training, decisions on appointments to titles, etc.),
- managing required documentation related to students,
- managing the documentation related to finances and accounting,
- archiving of documentation, which is done in accordance with the Law on the Protection of Documents, Archives and Records (Ur. l. RS, No. 30/06 and 52/14).

We evaluate the specified indicators, but they are not a mandatory part of the self-evaluation report. The evaluations of the indicators that are not included are archived and are accessible in the Administration Service and in the Student Affairs Office.

Who plans, implements, controls and takes action on the indicator: the Board of the University and/or its members, the Rector, the Deans, Professional-technical Service and the Administrative Service.

Method of measurement: updated minutes of legal acts, minutes of the work of governing bodies and committees, updated and new internal legal acts in accordance with the law, provision of appropriate and secure spaces for archiving all managed records and publication on the University/members' website.

6 CONTINUOUS IMPROVEMENT SYSTEM AND CORRECTIVE ACTIONS

The results of the University's self-evaluation report are followed by the implementation of a continuous improvement system embodied in the Action Plan, which is prepared annually by the University's Quality Committee and the Quality Committees of its members.

The relevant authorities make the appropriate decisions and monitor their implementation. The efficiency of the system is improved by determining the appropriate path and quality objectives, analysing the results of internal and external audits and controls, implementing corrective and preventive actions, and receiving suggestions from all those involved in the work of the University and/or its members (Appendix 3).

The procedures or corrective actions are provided by the management and specialised services of the University and/or its members. Everything is recorded.

The Quality Manual was adopted at a meeting of the Senate of the University of Novo Mesto at 8 June 2022.

Rector:
prof. dr. Marjan Blažič

Appendix 1

QUALITY SYSTEM UNIVERSITY OF NOVO MESTO

1. MISSION, VISION, STRATEGY

- ORGANISATION
 - RECTOR
 - SENATE
 - QUALITY COMMISSION
 - ADMINISTRATIVE BOARD
 - STUDENT COUNCIL

2. EDUCATIONAL ACTIVITY FOR ALL STUDY PROGRAMMES

- PLANNING
 - ENROLLMENT
 - MATERIAL CONDITIONS
 - HR
 - ANNUAL WORK PLAN
- IMPLEMENTATION OF PEDAGOGICAL PROCESS
- MONITORING
 - SURVEY
 - STATISTICAL DATA
 - STUDENTS
 - MENTORS
 - STAFF
- ACTION
 - ANNUAL WORK PLAN
 - ANNUAL REPORTS
 - SELF-EVALUATION REPORTS
- DOCUMENTATION

3. RESEARCH ACTIVITY

- RESULTS
 - HABILITATIONS
 - PROJECTS

4. ENVIRONMENT

- CONNECTIONS
- CONTRACTS
 - AGREEMENTS

5. BUSINESS PERFORMANCE

- REGULAR WORK
- INVESTMENTS

THE STRUCTURE OF SELF-EVALUATION REPORT

1 STRATEGY, VISION, ORGANISATION AND QUALITY MANAGEMENT OF THE HIGHER EDUCATION INSTITUTION	
	1.1 Mission
	1.2 Vision and values of the University
	1.2.1 Vision
	1.2.2 Values
	1.3 Strategic plan
	1.4 Organisation of the University, the work of the University authorities, guidelines for future work
	1.5 Statutory and other legal bases for operation
<i>We do not yet write a special chapter Other important events, because it is a chronology that is archived in the Dean's offices of the individual faculties and does not belong in the self-evaluation report.</i>	
2 EDUCATIONAL ACTIVITY	
	2.1 Basic information about the study programmes of the University or of its members <i>We only write which study programmes we conduct, without the curriculum, without specifying research activities, without starting points for the design of higher education programmes, etc. We stick to the description of study programmes as required by the Ministry of Education, Science and Sport when preparing the Work programmes of individual faculties - only basic information about educational activities.</i>
	2.2 Monitoring the quality of educational activities
	2.2.1 Analysis of the student survey
	2.2.2 Analysis of the student workload survey
	2.2.3 Analysis of the survey for students on professional/clinical practice and their mentors
	2.2.4 Analysis of the survey for graduates
	2.2.5 Analysis of the survey on learning outcomes for graduates and employers
	2.2.6 Analysis of transferability of students and the length of their studies
	2.2.7 Suggestions for improvements
<i>We only show the results of the individual surveys! We do not describe the individual surveys, we do not describe how and when we conducted them, we do not describe in specific subsections how we monitor the organisation and quality of educational activities, clinical practice, we do not list the specialties of clinical practice by years of study and the names of the educational institutions where clinical practice is conducted (the same is true for professional practice), we do not describe what students do in each educational institution, etc. - all</i>	

this is in the minutes of the Quality Commissions and those responsible for clinical/professional practice.

In individual surveys, we describe basic data for the respondent sample for the study year being evaluated rather than for the previous three years. Other measures are compared with results for the previous three years. We show them in a table rather than individually by items assessed (see presentation of results in Tables 34, 35, 36..., 53, 54... in the UNM FZV Self-evaluation Report for the 2020/2021 academic year).

3 SCIENTIFIC RESEARCH ACTIVITY

	3.1 Presentation of the Institute for scientific research activity
	3.2 Indicators of scientific research performance of employees
	3.3 Presentation of ongoing projects and plan of applications
	3.4 Conducted lectures by higher education teachers at domestic and foreign universities
	3.5 Suggestions for improvements

3.4 refers to round tables, guest lectures, workshops and lectures for the interested public, etc.

4 HUMAN RESOURCES

	4.1 Higher education teacher and higher education associates
	4.2 Number and structure of higher education teachers and higher education associates
	4.3 Elections to titles
	4.4 Professional associates
	4.5 Analysis of the organisational culture and climate survey
	4.6 Suggestions for improvements

5 STUDENTS

	5.1 Integration into the management bodies of the faculty
	5.2 Student participation in scientific research work
	5.3 Operation of the tutor system
	5.4 Involvement in extracurricular activities
	5.5 Students with special needs
	5.6 Counselling in the Career Centre and the International office
	5.7 Provision of library and information support
	5.8 Suggestions for improvements

6 INTEGRATION IN THE ENVIRONMENT

	6.1 International mobility of students and employees
	6.2 Cooperation with economic and non-economic entities for the purpose of carrying out professional/clinical practice
	6.3 Liaison with experts from the economy and non-economy and cooperation with interest associations in a closer environment
	6.4 Connecting with experts from the international environment
	6.5 Training programmes
	6.6 Suggestions for improvements

7 MATERIAL SITUATION AND FINANCING

	7.1 Spacial capacity and equipment
	7.2 Computerisation of the study process
	7.3 Indicators of library equipment and operation
	7.4 Financing system
	7.5 Suggestions for improvements
8 IMPLEMENTATION OF PROPOSALS AND MEASURES OF THE ACTION PLAN FOR QUALITY IMPROVEMENT FOR THE EVALUATED ACADEMIC YEAR (<i>same as until now</i>)	
9 ACTION PLAN FOR THE NEXT SELF-EVALUATION PERIOD	
<i>Here we add the Action plan of measures for the next self-evaluation period table (see Appendix 3), the content of which is linked to suggestions for improvement by individual quality indicators.</i>	

Appendix 3

ACTION PLAN MEASURES FOR THE NEXT SELF-EVALUATION PERIOD

1. STRATEGY, VISION, ORGANISATION AND QUALITY MANAGEMENT OF THE HIGHER EDUCATION INSTITUTION			
Opportunities and planned activities for quality improvement			
Opportunities for improvement	Action proposal	Responsibility for implementation	Deadline for implementation
		•	
		•	
		•	
2. EDUCATIONAL ACTIVITY			
Opportunities and planned activities for quality improvement			
Opportunities for improvement	Action proposal	Responsibility for implementation	Deadline for implementation
		•	
		•	
		•	
3. SCIENTIFIC RESEARCH ACTIVITY			
Opportunities and planned activities for quality improvement			
Opportunities for improvement	Action proposal	Responsibility for implementation	Deadline for implementation
		•	
		•	
		•	
4. HUMAN RESOURCES			
Opportunities and planned activities for quality improvement			
Opportunities for improvement	Action proposal	Responsibility for implementation	Deadline for implementation
		•	
		•	
		•	

5. STUDENTS			
Opportunities and planned activities for quality improvement			
Opportunities for improvement	Action proposal	Responsibility for implementation	Deadline for implementation
		•	
		•	
		•	
6. INTEGRATION IN THE ENVIRONMENT			
Opportunities and planned activities for quality improvement			
Opportunities for improvement	Action proposal	Responsibility for implementation	Deadline for implementation
		•	
		•	
		•	
7. MATERIAL SITUATION AND FINANCING			
Opportunities and planned activities for quality improvement			
Opportunities for improvement	Action proposal	Responsibility for implementation	Deadline for implementation
		•	
		•	
		•	