

Quantitative and qualitative data required for evaluating organizational units at the BOKU (University of Natural Resources and Applied Life Sciences) (data sheet and questionnaire)

0. Introduction

In the context of evaluating organizational units (OUs) at the BOKU the working group appointed by the vice-rector has elaborated the following definitions of quality. It shall be noted that the definitions are not to be regarded exclusively, but rather in addition to several quality concepts.

Quality is principally seen as “fitness for purpose”, which implies the verification of a given purpose or primarily of the objectives stipulated in the development plans of the departments. Furthermore, quality is also gauged by customer satisfaction, which becomes especially important in the context of education. Efficient utilization of resources (“value for money”) as practiced in quality management is another pursued objective, as well as the approach of “quality as a continuous enhancement process”.

In order to evaluate organizational units, both quantitative and qualitative data are required. The majority of quantitative data are provided by central support service units in order to relieve organizational units from a surplus of duties (see data sheet). Only data that are not supplied by central support service units are to be provided by the organizational units (see questionnaire).

1. Data sheet - Data collection through central service units

1.1. Data regarding the organizational unit

The data sheet contains primarily quantitative data from the research database, BLIS++ and SAP. These data will be provided by support service units and are prepared by the department of quality management and submitted by the organizational unit (department and subunit – institutes or divisions). The head of the subunit may ask for an assessment of research on the level of the working groups. The OU shall subsequently verify the resulting data. The data shall be assessed for the past five years and are to be categorized as follows:

- **Staff** (sources: TUWIS, SAP-HR):
 - Head-count and according to number of full time positions, entire OU and sub-units separately, separately for males/females
 - Fluctuations, appointments from and to the OU and awarded teaching qualifications (habilitations), separately for males/females
 - Research activities documented separately: regarding type of function: academic staff (professors, assistant professors, assistants etc.) and administrative-technical staff
 - Education documented separately: internal and external lecturers
- **Facility resources** (source: BdR, Facility Management)
 - Square meters (total and per staff member)
 - Separate for office space, class rooms, laboratories and technical space

- **Research** (bokuDOK; except transfer of knowledge: external sources):
 - Completed, initiated and ongoing research projects; total and listed separately according to § 26 and § 27
 - Third-party funding: total sum of annual proceeds and according to §26/§27 for ongoing research projects; expected proceeds (total project volume) for initiated projects, percentage of externally evaluated funding
 - Ratio to number of postdoctoral lecturers and to entire academic staff (without research fellows, visiting researchers)
 - Publications (incl. conference publications)
 - Prizes and awards
 - Scientific community service: knowledge survey lecture and organization of conferences and congresses
 - Technology transfer: Announcements about employee inventions and patents
 - Management and transfer of knowledge: Number of press conferences, press releases etc.; bokuDOK: presentations, popular scientific publications

- **Education and further education at the university** (sources: TUWIS, BLIS++)
 - Number of courses incl. credit hours: entire OU and according to subunits
 - Number of exams: entire OU and according to subunits
 - Advised master's theses and dissertations (total and per academic advisor), according to gender of the students
 - Contribution of OU to study programs, semi-qualitative data
 - Departments contributing a high percentage to the study program (min. of 50 %) may also submit a list of general indicators regarding the academic program if requested by the OU (e.g. analyses of the academic program)

- **Social objectives**
 - Citations of the OU in the database of the Austria Press Agency - APA

- **Financial data of the OU for the reporting period**
 - Base endowment, sum of investments made with base endowment
 - Total sum of third-party funding

- **Agreement on objectives between rectorate and OU**

- **Internal BOKU benchmark for selected indicators**
 - The BOKU benchmark is conducted anonymously; only the status of the OU is specified

1.2. Key data of the BOKU

In order to inform the peers about numbers, facts and achievements of the BOKU, they will be able to access relevant key data that include the development plan, the human capital report and data from the official presentation of the BOKU. Additionally, the following data shall be provided if available:

General data about study programs
 Job placement data and graduate surveys

2. Questionnaire – data collection on the level of the organizational unit (OU)

Based on previous experience of the BOKU, as well as domestic and international examples, and in accordance with requirements of the Federal Ministry for Education, Science and Culture for performance agreements, it is recommended to obtain data for the following areas.

2.1. SWOT Analysis

Prior to completing the data sheet a SWOT analysis of the OU and its points of contact shall be performed. The aim of the SWOT analysis is amongst others to facilitate communication between members of a given OU regarding the overall perception of their OU prior to addressing detailed questions in the questionnaire; thus, it provides an opportunity for an improved mutual understanding.

In this context it is important to assess strengths and weaknesses in retrospect versus opportunities and challenges in a future-oriented manner; here, strategic development options have to be highlighted.

2.2. Questionnaire for the OU

In order to facilitate structuring and a subsequent analysis for responses to the above mentioned topics it is recommended to follow the central questions listed further below as used in the context of the Trinity College¹ method:

- A. What are you trying to do? (reference to the strategic plan of the OU, plans of subunits)
- B. How are you trying to do it? (description of current activities)
- C. How do you know it works? (evaluation of current measures)
- D. How do you change in order to improve? (goals and intended measures)

Responses in this questionnaire shall be brief and specific. If one area does not apply, the response may be omitted and does not require further comments. The maximum length is limited to 25 pages and shall be supplemented with an appendix documenting the report.

1. Organizational unit in general and organizational development

- A. Description of strategic goals of the OU according to the mission statement, development plan of the department and agreement on objectives with the rectorate

Organization chart illustrating internal structure of the OU incl. allocation of staff (structural organization)

¹ See http://www.tcd.ie/Senior_Lecturer/qu/adr.php

- B. Activities in the areas of
 - Organizational development:
 - Significant changes during the past 5-10 years and their impact on central performance processes
 - Head and management
 - University self-administration:
 - OU internal administration: presentation of core processes (process organization)
 - Point of contact to other OUs and central support service units if relevant for central activities of the OU
 - Participation in panels (senate, program supervisor, works council etc.)
 - Resource management
 - Interpretation of financial data
 - Internal resource distribution system
 - Reporting and cost control
- C. Evaluation of current activities (B) compared to development plan of the department (A)
- D. Planned improvements within organizational development

2. **Human resource management**

- A. Objectives in human resource management (according to development plan of the department and agreement on objectives)
- B. Activities in the areas of
 - Human resource management
 - Recruiting strategy
 - Comments on fluctuations and appointments
 - Personnel development
 - Qualification of academic staff
 - Qualification of non-academic staff
 - Advancement of young researchers
 - Concept
 - Selection process
 - Integration in research and education
 - Mobility
- C. Evaluation of current activities (B) compared to development plan of the department (A)
- D. Planned improvements within human resource management

3. Research

A. Description of research objectives (according to development plan of the department and agreement on objectives)

- Research profile, reference to BOKU profile (in particular to areas of competence)
- Changes in research topics for the past 5 – 10 years
- Strategic external research cooperations

B. Comments on activities in the following areas:

- Projects and acquisition of third-party funding
- Strategic external (national and international) research cooperations
- In-house research cooperations
- Publications (outstanding publications may be listed as examples)
- Scientific Community Service
- Technology transfer: announcements about employee inventions, patents, spin-offs
- Prizes and awards
- Mobility of researchers (post-doc and candidates for habilitation)
 - incoming
 - outgoing
- Research-oriented services
 - analyses
 - evaluations
 - political consulting etc.

C. Evaluation of current activities (B) compared to development of department (A)

D. Planned improvements within research

4. Education, study and continuing education at the university

4.1. Education and study

- A. Description of objectives for education and study (according to development plan of the department and agreement on objectives)
- Strategic internal and external cooperations within education
- B. Activities in the following areas
- Framework
 - Contribution of the OU to study programs at the BOKU and other universities
 - Strategic internal and external (national and international) cooperations
 - Innovations, new teaching and learning concepts
 - Additional courses in English
 - Quality assurance and quality development in education
 - Measures for supporting mobility of teaching staff
- C. Evaluation of current activities (B) compared to the development plan of the department (A)
- D. Planned improvements within education and study

4.2. Continuing education at the university

- A. Description of objectives for further education at the university (according to development plan of the department and agreement on objectives)
- B. Activities
- Description of courses, workshops and training courses at the university
 - Internal and external (national and international) cooperations
 - Quality assurance
- C. Evaluation of current activities (B) compared to development plan of the department (A)
- D. Planned improvements within further education at the university

5. Social objectives

- A. Description of social objectives (according to development plan of the department and agreement on objectives)

- B. Activities within the following areas:
 - Equal opportunities for men and women and advancement of women
 - Measures to increase percentage of females in all areas of the OU (e.g. headhunting, encouraging to apply for open positions)
 - Separate measures and/or participation in programs for promoting achievements by females, young female researchers and students (e.g. further education, scholarships, mentoring, financial incentives)
 - Measures for gender research and education, educational and research topics
 - Other measures (e.g. gender sensitive concept of course offerings, politically correct language, instructing and strengthening gender competence)

 - Balancing family and work
 - Organizational and awareness promoting measures within the OU to introduce available legal measures (part time, flexible working hours, family leave) in order to balance work and family duties

 - Dialogue with the public, PR

- C. Evaluation of current activities (B) compared to the development plan of the department (A)

- D. Planned improvements for social objectives

6. Resources: Infrastructure

The description and analysis of existing and required infrastructure shall comprise the following; please consider the utilization of departmental, intra-university and external synergies.

- Statement regarding existing infrastructure (strengths, weaknesses)
- Points of contact to other organizational units and internal service units, e.g. department of the rector, research support office, center for education, human resources, center for international relations, library, center for IT services.
- Plans: required infrastructure and access to it, cooperation opportunities

7. Summary

The OU may conclude the report with a brief summary, highlighting certain points (e.g. specific strengths, challenging areas) or posing questions to the peers. The length of the summary is limited to maximum half a page.

8. Appendix