**University of Natural Resources and Life Sciences, Vienna**



**Evaluation of organizational units at the BOKU**

**Data sheet and questionnaire**

**Introduction**

In the context of evaluating organizational units (OUs) at BOKU the following definitions of quality are taken into consideration. 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. The quality of the objectives has also to be considered (“fitness of purpose”). Furthermore, quality is also gauged by customer satisfaction, which becomes especially important in the context of education. Efficient utilization of resources (“value for money”) 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). The questionnaire has to be completed by the organizational unit and forms the basis for the self evaluation report.

# Data sheet - Data collection through central service units

## Data regarding the organizational unit

The data sheet contains primarily quantitative data from FIS, SAP and DWH. These data will be provided by support service units and are prepared by the department of quality management and submitted to the organizational unit. 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: SAP-HR, DWH):
  + 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: DWH)
  + Square meters (total and per staff member)
  + Separate for office space, class rooms, laboratories and technical space
* **Research** (FIS; 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.; FIS: presentations, popular scientific publications
* **Education and continuing education at the university** (sources: DWH)
  + 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 programmes, semi-qualitative data
  + Departments contributing a high percentage to the study programme (min. of 50%) may also submit a list of general indicators regarding the academic programme if requested by the OU (e.g. analyses of the academic programme)
* **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

## Key data of the BOKU

In order to inform the peers about numbers, facts and achievements of BOKU, they will be able to access relevant key data that include the development plan, the human capital report, study programmes and, if available, job placement data and graduate surveys.

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

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

## SWOT Analysis

Prior to completing the questionnaire 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.

## 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 College[[1]](#footnote-2) method:

1. What are you trying to do? (reference to the strategic plan of the OU, plans of subunits)
2. How are you trying to do it? (description of current activities)
3. How do you know it works? (evaluation of current measures)
4. 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.

### Strategic development 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)

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
* Presentation of core processes (process organization) including points of contact to other OUs and central support service units if relevant for central activities of the OU
* Administration:
  + OU internal administration and governance
  + Participation in panels (senate, programme co-ordinators, works council etc.)

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

D. Planned improvements within organizational development

1. **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
* Professorships
* 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

1. **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), human capital report and performance contract
* Changes in research topics for the past 5-10 years
* Strategic external research co-operations

B. Comments on activities in the following areas:

* Projects and acquisition of third-party funding
* Strategic external (national and international) research co-operations
* In-house research co-operations
* Publications (outstanding publications may be listed as examples)
* Scientific community service
* Technology transfer: service inventions, patents, spin-offs
* Prizes and awards
* Mobility of researchers
  + 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**

**4.1. Education and study**

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

* Strategy and main focus in teaching and learning
* Strategic internal and external co-operations within education

B. Activities in the following areas

* Framework
* Contribution of the OU to study programmes at BOKU and other universities/institutions
* Strategic internal and external (national and international) co-operations
* New forms of teaching and learning, didactical innovations
* Quality assurance and quality development in teaching and learning
* Additional courses in English
* 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**

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

B. Activities

* Description of courses, workshops and programmes at the university
* Internal and external (national and international) co-operations
* Quality assurance

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

D. Planned improvements within continuing 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 programmes for promoting achievements by females, young female researchers and students (e.g. personnel development, scholarships, mentoring, financial incentives)
  + Gender mainstreaming
  + 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, public relations, knowledge transfer

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

D. Planned improvements for social objectives

**6. Resources: Finances and infrastructure**

Please interpret the submitted financial data and include a brief medium term financial plan.

* Management of financial resources
  + Internal resource distribution system, governance
  + Reporting and cost control

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

* Infrastructure
  + Statement regarding existing infrastructure (strengths, weaknesses)
  + Points of contact to other institutions, organizational units at BOKU and internal service units.
  + Plans: required infrastructure and access to it, co-operation 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**

1. See <http://www.tcd.ie/Senior_Lecturer/qu/adr.php> [↑](#footnote-ref-2)