

Accreditation Council in Dialogue:

System Accreditation – Efficiency of Quality Management Systems

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What does efficiency mean in QM systems?

1. Clear goals, definition of responsibilities and indicators
2. Standardized yet flexible processes
3. Compact, integrated systems with adequate process documentation (digital)
4. Targeted feedback & continuous, forward-looking improvement
5. A culture of “quality & communication” rather than control

Conclusion:

Less control – more trust (focus on transparency, consistency, and value)

... or in 5 keywords:

Goals – Standards – Integration – Feedback – Culture

The QM System of the University Bi: ... Creating communication spaces !



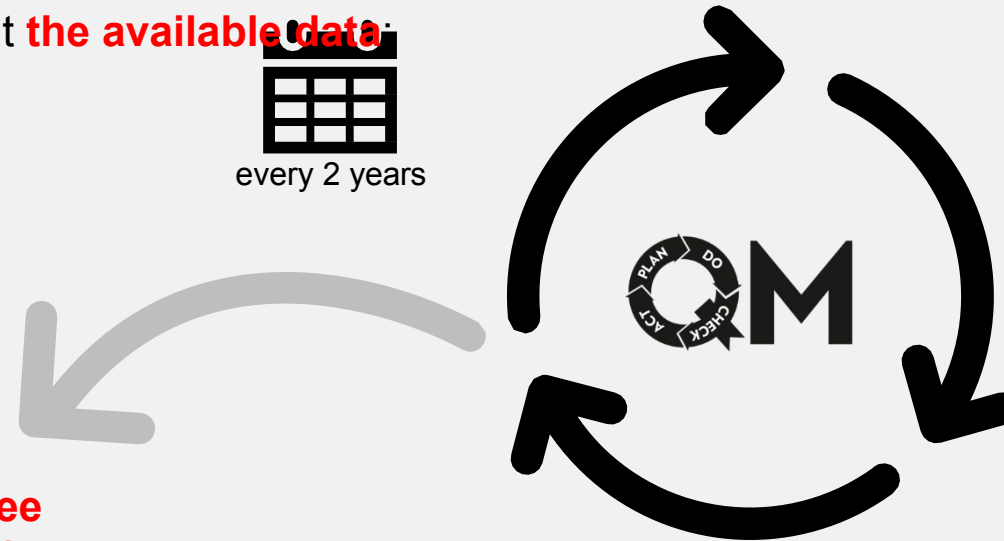
Specific goals:

1. **Create** productive communication opportunities for monitoring and
2. **continuous development** of the degree programs

Review and take into account **the available data**:
documents, data,
informal

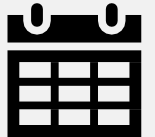


every 2 years



External experts

Involve



At least every 4 years

**Committee
process for
accreditation**

Program discussion with
Faculty, Vice-Rectorate for Studies and
Teaching, and Department of Studies and
Teaching



Every 2 years

www.uni-bielefeld.de/qm

The QM System of the University Bi: ... Create communication spaces !



Specific goals:

1. **Create** productive **communication opportunities** for monitoring and
2. **continuous development** of the degree programs

Efficiency regarding the goals:



- Establish **communication opportunities** among **key stakeholders** with **direct impacts** on the quality and further development of the degree programs
- **Transparency** regarding the **purpose** of each communication initiative
- **Agreements on further development:** Define and document future-oriented next steps. → **ation takes precedence over documentation of the status quo!**



Documentation: A means to an end, to be used sparingly

Documents in Bielefeld University's QM system

Data sources



- Program concept ø 15 pages (initial setup effort, followed by maintenance)
- **Program documents (MHB, FsB) & data sources, evaluations, ...**



No accreditation application / self-report (previously ø 20 pages)

Committee process for accreditation



Short committee submissions and short quality report ø 7 pages

Program review

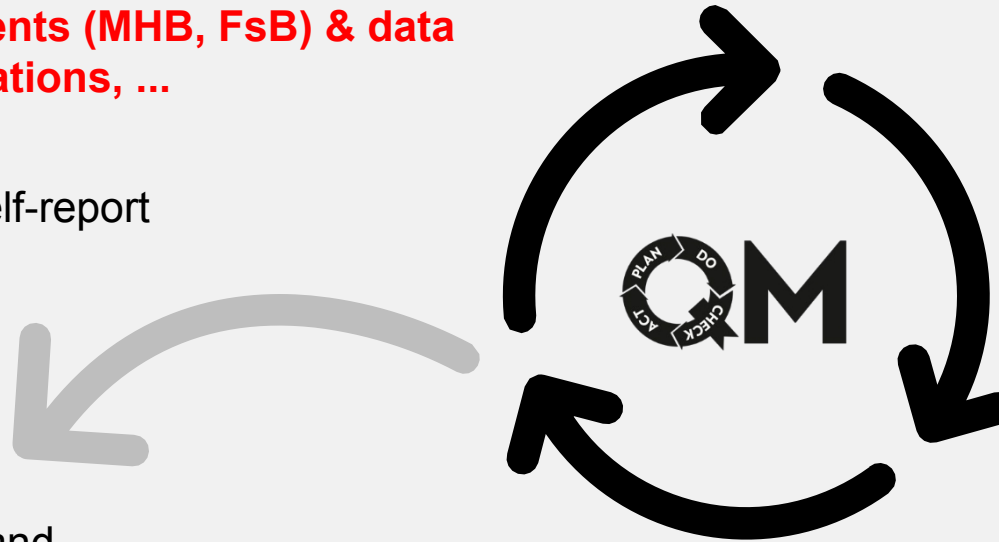


Minutes of the program review meeting ø 8 pages containing **agreements** and **assessments by the external experts**

External experts



No expert opinion (previously ø 15–30 pages)

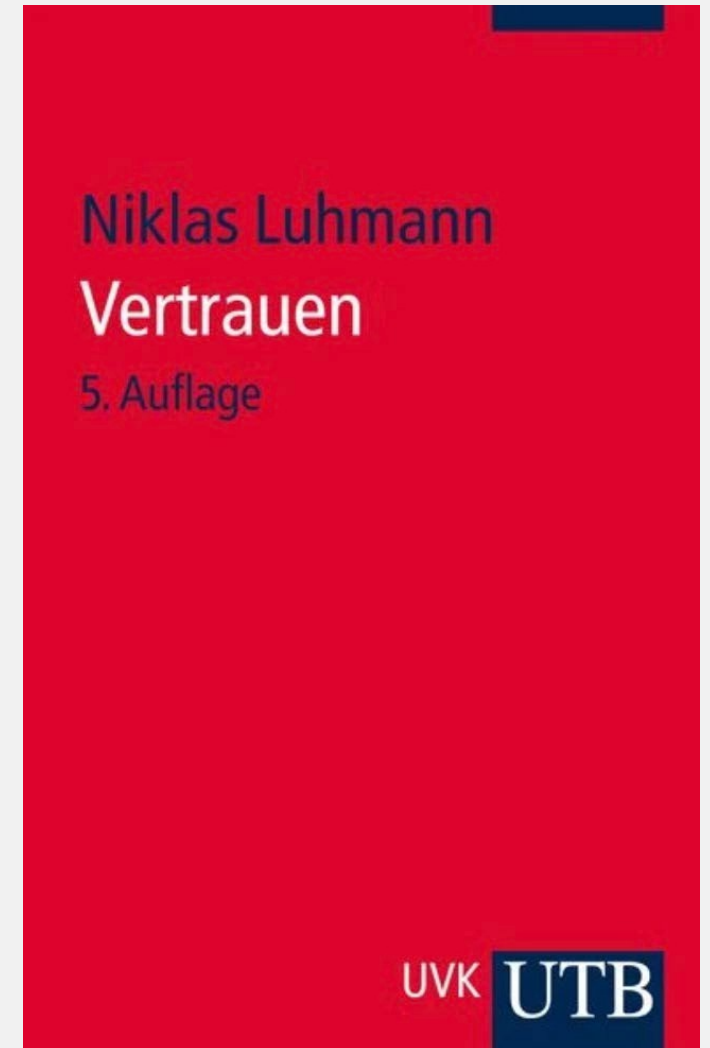


Trust as a mechanism for reducing complexity!

Niklas Luhmann (1968):

“Trust as a mechanism for (social) complexity reduction”

Trust as a central mechanism that enables (societies) to cope with the overwhelming diversity of their environment and remain capable of acting. **Risks** can be reduced to a calculable level.



Barriers to Efficiency



Competing Tasks

→ Shortcomings arise under time pressure



Staff turnover as a risk to efficiency

→ Faculties and administration need experienced professionals



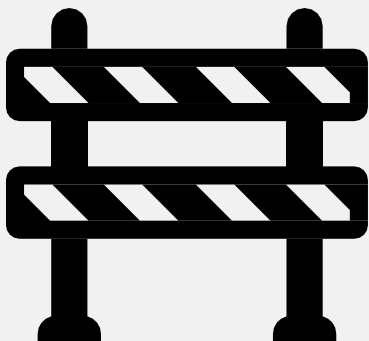
Rigidity of the system

→ Efficiency requires a stable framework and flexible content



Lack of acceptance

→ Changes require a pragmatic presentation v. Relevance & Benefits



Caution regarding external university requirements

- “Quality Reports” – YES, but focus on the essentials
- “Exam concept” – YES to fewer exams, but implement pragmatically and flexibly
- **Cross-functional tasks** – YES, but...
- **Ministerial requirements** – Balancing autonomy and stakeholder involvement in accreditation

Bottom Line

→ **Transformative challenges and multiple crises require a dynamic, agile, and flexible system – more trust and less control!**

UNIVERSITÄT BIELEFELD

**Thank you for
your attention**