

PROCEDURES FOR QUALITY IMPROVEMENT

University of Skopje aims towards securing and improving quality of curricula that are implemented in accordance with the recommendations and provisions from state institutions and agencies, legal acts and regulations of the University, guidelines and standards defined in the area of European higher education as well as the needs of businesses. Procedures are related to curricula, defined as a need that comes from the implementation of standards, recommendations from authorities, provisions, laws and as a need from the businesses. The procedures are the following:

- 1) Process of data analysis and attractiveness of existing curricula
- 2) Process of review of existing curricula
- 3) Process of development and implementation of new curricula
- 4) Process of introduction of new courses
- 5) Process of analyzing the performance of completion of study
- 6) Process of data analysis of employment after graduation
- 7) Process of analysis of graduated students
- 8) Process of analysis of surveyed employers, professional bodies and associations

1. DATA ANALYSIS AND ATTRACTIVENESS OF EXISTING CURRICULA

Aim:	The aim of following indicators of quality is by data collection and processing data to get an insight of attractiveness of curricula. The analysis is based on comparison of the number of candidates and the number of students enrolled in the first year of each study program.
Authority:	Vice Chancellor for Learning and Teaching Dean Head of students support
Procedure:	Quality ratio is recorded so that each year are determined the candidates who have applied for admission to some of the curricula and the candidates who enrolled on the particular program. This is required to be performed for each study program. Under this procedure data analysis is carried out of the following data: • The number of candidates with high school diploma • average grade in high school

	Processing and presentation of results is performed by the chairman and committee members.
Data availability:	Data available to all
Dinamics of implementation:	The analysis is conducted at the beginning of each academic year implementation with a deadline at 31 December.

2. PROCCES OF REVIEW OF EXISTING CURRICULA

Aim:	Based on the responses received by the sample of professors, students and graduates is expected to identify potential improvement measures and assessing the need to investigate modifications of existing study programs to ensure quality teaching and ultimately the quality of education students .
Authority:	Vice Chancellor for Learning and Teaching Dean Head of students support
Procedure:	The provisions of this survey for teachers, students and employers is performed: • for processed data a report is prepared based on the data • it determines the need to revise the existing study programs • establishes a working group to review the curricula • curricula have been revised according to the conclusion of the National Council for Higher Education
Data availability:	Data available to all
Dinamics of implementation:	The procedure is implemented every three years

3. PROCCES OF DEVELOPMENT AND IMPLEMENTATION OF NEW CURRICULA

Aim:	Development and introduction of new study programs in order to meet the needs of the business / public sector, which is determined by regular survey of the same or equivalent professional bodies and associations. This
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	ensures continuous improvement in teaching the department and scientific components of the work of the whole.
Authority:	Vice Chancellor for Learning and Teaching Dean Head of students support
Proccedure:	• according to the provisions of this Handbook a research is conducted on employers, professional bodies and associations • Commission constantly monitor national and international institutions / organizations in the field of economics and related fields • based on data the need to develop and introduce new curricula is determined • establish a working group to develop new curricula, their title, objectives, credits, general and specific descriptors • curricula as well as the conditions for the admition have been developed in accordance with the relevant laws and general regulations of the university
Data availability:	Data available to all
Dinamics of implementation:	The procedure is implemented every three years in accordance with conducted surveys

4. PROCCESS OF INTRODUCTION OF NEW COURSES

Aim:	Development and introduction of new courses in the existing curricula is conducted to track new scientific and vocational trends or respond to the legitimate demands of the research as well as the recommendations from professional organizations / bodies. This ensures continuous improvement in teaching, activities of the department, and direct and scientific components of the work of the University.
Authority:	Vice Chancellor for Learning and Teaching Dean Head of students support
Proccedure:	• research on employers, graduates, professional bodies and associations is performed • the competent authority constantly monitors national and international institutions / organizations in the field of curricula

	• teachers on their own or a group of teachers on the basis of knowledge on trends within each scientific field or disciplines offers new courses • Based on these data determines the need for development and introduction of new courses • new courses have been developed and introduced in accordance with appropriate recommendations, laws, regulations as well as the conclusions of the competent national body for science and higher education • New programs are offered as elective courses
Data availability:	Data available to all
Dinamics of implementation:	The procedure is implemented every three years in accordance with conducted surveys

5. PROCESS OF ANALIZING THE PERFORMANCE OF COMPLETITION OF STUDY

Aim:	The aim of the analysis of these quality indicators is to collect data and if necessary on the basis of the results obtained to take measures to reduce the number of students who have lost their student status as well as measures to reduce the average length of study.
Authority:	Vice Chancellor for Learning and Teaching Dean Head of students support
Proccedure:	Statistical analysis is performed by the Deputy Head and Chairman of the Commission. Data processing: • the number of graduates per year (the number includes graduates from all generations of graduates and the total number of graduates) • the number of students who have not completed their studies within the provided period for each curriculum • the average length of study for each curriculum • an average score for each curriculum (average score of all exams taken for each student).
Data availability:	Data available to all
Dinamics of implementation:	The analysis is conducted every year: • 31 December for the following data: the

	number of graduates during the year, the number of students who completed their studies within the set deadline and the number of students who passed an exam • 31 December of the following data: data on the average length of each curriculum and the average grade for each curriculum
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6. PROCES OF DATA ANALYSIS OF EMPLOYMENT AFTER GRADUATION

Aim:	The aim of monitoring quality indicators is the collection and processing of data provided by graduates through periodic questionnaires.
Authority:	Head of Career Centre
Proccedure:	Data on the number of graduates in the Department is exact, while other data can be obtained on request. The records of the data requires the source of information or the way it is received to be indicated. After creating a group, the data on the number of graduates to be entered.
Data availability:	Data available to all
Dinamics of implementation:	The analysis is conducted each year with completion deadline to 31 July

7. SURVAYING GRADUATES

Aim:	The purpose of the survey is to obtain data on how graduates of the department are assessed for acquired knowledge and skills acquired during the studies regarding the competencies required for a job. Despite the identified possible measures to improve certain parts of the curricuulim, to eliminate the deficiencies highlighted by the graduates.
Authority:	Vice Chancellor for Learning and Teaching Dean Head of students support
Proccedure:	The interview of the graduated students (alumni) is made by way of poll in printed form
Data availability:	Data available to all
Dinamics of implementation:	The survey is conducted every year

8. SURVAYING EMPLOYERS, PROFESSIONAL BODIES AND ASSOCIATIONS

Aim:	The aim of the survey is to obtain data on how employers (public and private companies) assess the knowledge and skills of employees who have graduated on a curriculum at the university. In addition, the aim of this process is to obtain the same information by potential employers of graduates. Also relevant professional bodies and associations are being interviewed. If necessary, a review procedure will be initiated based on the data.
Authority:	Head of Career Centre
Proccedure:	The survey conducted in collaboration with the Alumni Association • the samples for research will be provided to companies whose employees are graduates at University • potential employers of students who graduated at the University will be contacted in order to ensure delivery of the samples • the report may include a proposal on measures to improve the quality
Data availability:	Data available to all
Dinamics of implementation:	The survey is conducted every three years

INSURING AND IMPROVING THE QUALITY OF TEACHING PROCESS

In order to ensure and improve the quality of the teaching process in accordance with legal regulations, the associated regulations, recommendations and guidelines, standards for quality assurance in the area of European Higher Education , the University defined the following process:

- 1) Defining rules and assessment criteria
- 2) Procedure for appeal of student assessment
- 3) Analysis of the performance of the examination
- 4) Data analysis on the number of enrolled students in the next academic year
- 5) Data analysis on the number of students and teachers
- 6) Evaluation of teaching and teachers by students
- 7) Professors self-evaluation
- 8) Defining the structure of courses, learning outcomes, scope of work of students, content and execution of the week plan, teaching methods, student responsibilities and manner of assessment of acquired knowledge and skills- compliance with the Macedonian Qualifications Framework

DEFINING RULES AND ASSESSMENT CRITERIA

Aim:	The purpose of monitoring the quality of the indicators is to ensure transparency of the criteria, rules and procedures for student assessment. Mandatory public disclosure through publication on the website of the university.
Authority:	Professor
Proccedure:	The development of rules and criteria must include: • Structure of the exam • Data on professor / assistant / demonstrator • Conditions for scoring mit-term exams / seminars / exams • The requirements for obtaining signatures • Conditions for the formation of grades • Literature review • Consultations approach Students, with the evaluation approach are informed through a public announcement on the website and in writing and orally to introductory lectures.
Data availability:	Data available to all

PROCEDURE FOR APPEAL OF STUDENT ASSESSMENT

Aim:	The aim of this process is ensuring the right to appeal for a student who is dissatisfied with the grade obtained on the exam. The process of appeal is applied to all teachers and assistants that are conducting exams, whether written or oral
Authority:	Vice Chancellor for Learning and Teaching Dean
Proccedure:	• A student who is not satisfied with the assessment may submit a request to take the exam again before the commission no later than 24 hours after evaluation • Board of Examiners appointed by the chief of the unit appoints commission for examination within 48 hours of receiving the complaint • The Commission consists of three members, with that the President of the Commission can

	not be the professor that the student is not satisfied from. • The President of the commission shall determine the date of review which must take place no later than five working days of receiving the complaint. • The examining board makes a decision on the assessment of the majority of votes. • The decision to assess the examination commission can not be appealed.
Data availability:	Data available to all
Dinamics of implementation:	The analysis is conducted each year by the completion deadline to 31 December

ANALYSIS OF THE RESULTS ON THE FINAL EXAM

Aim:	The analysis aimed to develop indicators for passing the tests and exam as well as determination on the measures needed to improve the efficiency of examinations.
Authority:	Vice Chancellor for Learning and Teaching Dean Head of students support
Proccedure:	The Head of student records collects data, The Dean Rector processes it and the Vice Chancellor for Education presents: • the percentage of exams (the number of students who passed the exam in the correlation of the number of students who have taken the exam) • GPA of students who passed the exam for each exam in each examination period • the ratio of the number of students who have passed the exam by mid-term exams • the ratio of the number of students who have passed final exam by mid-term exams, compared to the total number of students
Data availability:	Data available to all
Dinamics of implementation:	The analysis is conducted each year by the completion deadline to 31 December

DATA ANALYSIS ON THE NUMBER OF ENROLLED STUDENTS

Aim:	The aim of the quality indicators is to determine pass rates of the students, age, studies and according to the results to increase the success of the studies.
Authority:	Vice Chancellor for Learning and Teaching Dean Head of students support
Proccedure:	Head of Student support collects, the Dean processes and Vice Chancellor for Learning and Teaching presents data: • Total number of enrolled students for each year of study • Number of newly enrolled students • Number of students who re-enrolled students
Data availability:	Data available to all
Dinamics of implementation:	The analysis is conducted each year by the completion deadline to 31 December

DATA ANALYSIS ON THE NUMBER OF STUDENTS AND TEACHERS

Aim:	The aim of this procedure is to determine the number of teachers and students and to calculate their ratio. Based on the results the number of teachers will be compared to the number of students in order to achieve better quality relationships and quality of teaching.
Authority:	Vice Chancellor for Learning and Teaching Dean Head of students support
Proccedure:	Comparison is made on the number of students of all study programs and the number of professorial staff in scientific teaching, teaching and associate title. Following of this ratio held monitoring the ratio of number of professors and the number of students.
Data availability:	Data available to all
Dinamics of implementation:	The analysis is conducted each year by the completion deadline to 31 December

EVALUATION OF TEACHING AND TEACHERS BY STUDENTS

Aim:	The aim of this procedure is to gain insights on the quality of teaching and the work of each professor and based on obtained results to determine the measures for improvement and quality improvement. Student evaluation of teaching process and professors is performed by university survey.
Authority:	Vice Chancellor for Learning and Teaching Dean Quality manager
Proccedure:	During the procedure for regular evaluation of full-time students from all academic years of university and vocational studies completed survey forms for proffesors and assistants whose courses they attended in the previous semester. The University survey is conducted in accordance with the procedures for quality assurance for the University of Tourism and Management in Skopje.
Data availability:	The results are available to managers and proffesors in digital form.
Dinamics of implementation:	Evaluation is conducted once an year

PROFFESORS SELF-EVALUATION

Aim:	Aim of this procedure is to determine the use of individual teaching methods, update the assigned literature, assess its own performance, objectivity and efficiency of the methods of testing students, therefore, based on the received data to determine measures for improving the quality of work with students.
Authority:	Chairman of the Commission on Self-Evaluation
Proccedure:	Self-evaluation of professors is implemented by way of a poll and in the following way: • Quality department in cooperation with the commission for improvement and quality assurance define the content of the survey forms and determines the deadline for submission • the form is distributed by e-mail or in writing

	form to all professors to fill in the form with instructions for the purpose of the survey, deadline of submission and method of filling out form • the professors return the completed form before the deadline by e-mail to the department for quality control, quality assurance and quality improvement. • Quality department performs data processing and prepare report
Data availability:	The results are available for the University Senate
Dinamics of implementation:	The analysis is conducted every 3 years

DEVELOPMENT OF STUDIES SYLLABUS

Aim:	The purpose of this procedure is to determine the harmony at the level of learning of individual studies with the defined structure of the accepted study program and compliance with screening methods. Notwithstanding this procedure ensures plan making of the content of study according to the weeks of teaching maintenance, besides that the real student workload. With insight in the Syllabus students have been provided with clarity of responsibilities defined at the level of the programs.
Authority:	Faculty – organizational unit
Proccedure:	The Faculty prepares study program Syllabus: •to the holder of the study program is delivered adopted definition of the level of department •the Quality committee at the department defines levels of learning outcome of the entire study process of study programs •adopted lectures are available to all professors •professors return the filled-in Syllabus according to the deadline by e-mail or in writing form to the commission. Syllabus are available at e- studen and the webpage
Data availability:	The results are available for all students
Dinamics of implementation:	Analysis is conducted every year

QUALITY ASSURANCE OF RESOURCES FOR STUDENTS SUPPORT

As stated in the first part of the manual the department for economy as part of the University of Tourism and Management in Skopje, aims to continuously improve and increase resources to support all of their students studying taking into account their diversity, coordinating its work in that area with the policy of the university. This process is defined in the following way:

Aim:	Quality assurance of study is necessary to provide different procedures for students support.
Authority:	Quality Manager
Proccedure:	The procedure will be specified by the University Senate.
Dinamics of implementation:	continuously

EVALUATION OF THE SECRETARIAT WORK (ADMINISTRATION)

Aim:	The aim of the evaluation is to collect and process the oppinions and experiences of students and teachers for the sekreatariat work and based on the results to improve their work.
Authority:	President of the Commission
Proccedure:	The survey in printed form is conducted by the comission members among professors, students and between students who proposed student representatives. Recommendation is to carry out the survey among students before the start of classes. Students determined to implement the survey shall: • Determine the number of students who will fill in the questionnaire • Share samples of evaluation • Give instructions for filling in the evaluation • to collect the completed forms • Write down basic information on the envelope with collected samples(date, time of commencement and completion of the survey,

	the number of surveys, number of collected samples) • the envelope is closed with a signature and it is submitted to the committee members • after the survey is completed the commission collects the data obabotuva the results are submitted to the expert council for interpretation
Data availability:	The results are available to the expert board
Dinamics of implementation:	The evaluation is conducted every 3 years

PURCHASE OF COMPULSORY LITERATURE

Aim:	The purpose of this procedure is to ensure compulsory literature for all study programs in order to providing the students with conditions for better tracking of the teaching process, and better preparation for the evaluation of the obtained knowledge and skills.
Authority:	Dean
Proccedure:	The supply of compulsory literature is conducted in the follow way: • holders of study programs filled forms for purchase of compulsory literature for its programs. • the list is checked and then adjusted with existing titles • financial plan is being prepared for all costs for compulsory literature. • University Senate in accordance with the financial possibilities decide on the purchase of literature.
Data availability:	The results are available for the University Senate
Dinamics of implementation:	The analysis is conducted every year

SUBSCRIPTION OF SCIENTIFIC DATABASE

Aim:	The aim of this procedure is to ensure access for students and the teaching staff to articles in the field of tourism, economics, marketing, management and other related fields in order to achieve quality of the entire teaching process as well as scientific and research work.
Authority:	Vice Chancellor for Science and Development
Proccedure:	Database subscription in the field of tourism, economy marketing, management and other related fields is done in the following way: • checking which database has no subscription done by the Ministry • Senate determines to which databases a subscription will be made in the future depending on the financial possibilities. • requiring offer • Senate adopts a final decision
Data availability:	The results are available on the experts board
Dinamics of implementation:	The analysis is conducted every year

PROCEDURES FOR PERFORMANCE ANALYSIS OF THE QUALITY SYSTEM

The established internal system of quality is a process described in this document. To determine the level of success of the implementation of that system, its accordance with legal regulations and internal regulations of the department, it is necessary to conduct an internal control where the advantages and disadvantages and threats will determine by development of SWOT analysis for the overall system .

The compliance of the quality system with standards and guidelines for quality assurance in the European area of higher education is determined with regular independent external audit.

PROCEDURE FOR MAKING SWOT ANALYSIS

Aim:	The aim of this procedure is to determine the current situation, and especially to highlight the strengths and weaknesses of the department and, accordingly, the opportunities and risks of implementation of activities for further development.
Authority:	Vice Chancellor for Learning and Teaching Vice Chancellor for Science and Development
Proccedure:	For preparation of SWOT analysis is required: • the holder of the study program to prepare a report on the work • the Head of Financial Affairs to prepare an annual financial report • the commission to prepare a report on the conducted analysis • Head to prepare a report on the analysis Based on the reports SWOT analysis isprepared Separate and final SWOT analysis consists of four parts: strengths, weaknesses, opportunities and threats
Data availability:	The results are available to all
Dinamics of implementation:	The analysis is conducted every three years with a deadline for implementation by September 30th.

INTERNAL SUBORDINATION

Aim:	The aim of this procedure is to implement internal evaluation of the system of Quality Management in the department.
Authority:	Vice Chancellor for Learning and Teaching Vice Chancellor for Science and Development Quality manager
Proccedure:	Internal subordination includes: • checking the compliance of this document with the requirements and recommendations of the national legislation, and selected models of good practice • establishing of implemented activities in the system that is determined by the regulation

	• check documentation • establish equality between the actual conduct of the insurance process and quality improvement with the general requirements defined in the regulation • filling the documentation and preparation of a final report
Data availability:	The results are available to all
Dinamics of implementation:	The analysis is conducted every year

QUALITY ASSURANCE FOR SCIENTIFIC RESEARCH FOR TEACHING STAFF **Strategy for scientific work**

Aim:	Избор на стратешки научни цели, ресурси и акции дизајнирани за остварување на тие цели; Помош при развој на клучните вредности и мисија ускладена со научната стратегија на универзитетот.
Authority:	Vice Chancellor for Science and Development Deans
Proccedure:	• Development of a strategy for scientific research (for three years) developed with costs and expected results • defining the vision, mission and objectives • determining the value and acceptance of ethical principles in scientific and curricular activity
Data availability:	The results are available to all
Dinamics of implementation:	The analysis is conducted every three years

CREATING A POSITIVE RESEARCH ATMOSPHERE AND INCREASING THE SCIENTIFIC PROFILE OF THE INSTITUTION

Aim:	Existence of clear conditions for the implementation of scientific research and projects which would increase the scientific profile of the institution
Authority:	Vice Chancellor for Science and Development Deans
Proccedure:	Organizing Committee for research which will monitor scientific research policies at the university and specific scientific policy of the

	university which offers legal procedures and incentives for optimal use of scientific resources: - o encouraging the grouping of professors in research groups - o Coordinating an efficient system for researchers in order to develop quality scientific work - o Planning, organizing and conducting scientific research activities of young researchers - o attracting, retaining and providing maximum support for graduate students and young researchers - o strengthening programs for scientific seminarsмотивирање и наградување на истражувањата на младите истражувачи преку објавување на трудови на локално ниво (менторство, парични награди) - o rewarding on published papers in scientific fields - o organizing the research seminars for young researchers named Research seminars for economy department - o it is provided the possibility of commercialization of future researchers • preparation for participation in the ERASMUS MUNDUS study programs. • development of a rational model for adequate resources for research • identification of sources of external funding opportunities at the national and international field • Support the creation of research mentorship for young researchers • establishment of adequate professor-student ratio to match scientific productivity • linking research groups at universities in Macedonia that work in similar or inter-disciplinary research international cooperation in scientific research groups that deal with similar inter-disciplinary researcho motivating publication of scientific results in international journalso promote the exchange of researchers at all levelso involvement of professors in international postgraduate programs
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Data availability:	The results are available to all
Dinamics of implementation:	The analysis is conducted every three years

COOPERATION WITH OTHER INSTITUTIONS AND THE ECONOMY IN ORDER TO PROMOTE SCIENTIFIC RESEARCH AND TEACHING ACTIVITIES

Aim:	Promote research specifically for the economy and applied research and increase the social responsibility of researchers.
Authority:	Head of Career Center deans Board of cooperation and trust with the public
Proccedure:	• preparation of proposals, studies involving scientific results in the development the commercial sector and the economy • hiring a well-known scientists and university professors from other higher education research institutions and especially prominent experts from business sector
Data availability:	The results are available to all
Dinamics of implementation:	The analysis is conducted every three years

QUALITY ASSESSMENT OF ACADEMIC-SCIENTIFIC ACTIVITIES

Aim:	Assessment of quality of teaching and research activities of the professors is made in order to improve the teaching and scientific work of professors, to gain the academic-scientific title, and to raise the general climate for research and creativity.
Authority:	Vice Chancellor for Learning and Teaching Vice Chancellor for Science and Development Deans
Proccedure:	Phase 1: Planning (determination of objectives and overall Organization, creating documentation, quality policy, defining procedures, establishing the responsibility of all participants) Phase 2: Judgment in the narrow sense (System policy on evaluation and quality of Scientific work of University)

	• Evaluation of scientific work of each professor based on published papers, books and projects that are taken into account according to the criteria that correspond to the scientific area and areas in which professor chooses. The criteria for assessment of scientific work are based on the requirements adopted by the Rectorat to the titles in certain areas. Scientific original papers and books are evaluated. • all elements of scientific work are reviewed and criterion for promotion of scientific work is adopted • It requires the University to publish one book per year minimum • encourage teamwork, joint publication of scientific works of professors • requires quality of students papers and cooperation of students and professors in scientific research: • during the preparation of student papers and graduation papers as the foundation of their preparation are taken published papers not older than 5 years and books not older than 10 years • All seminar papers based on research by the compulsory literature • depending on the type of paper (paper, BA) the opportunity for research in the economy and society is provided • structure of all papers must correspond to the structure of the scientific paper • encourages the publication of a joint labor of teachers and assistants - Notices the number of quality scientific (fundamental and applied research) papers on important scientific and developmental area which is occupied Professor - a bibliography of scientific research work of professors (scientific articles, papers included in databases, publications in international journals, author books, papers in national journals, peer-reviewed papers, professional papers, participation in national and international symposia) is prepared - Collect data on scientific projects Phase 3:
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	Making report Data processing and report writing is conducted Phase 4: Consistent monitoring
Data availability:	The results are available to all
Dinamics of implementation:	The analysis is conducted every three years with term for implementation till 30-th september.