

THE STRATEGIC OUTLOOK ON THE QUALITY MANAGEMENT OF ROMANIAN UNIVERSITIES

1. Strategical outlook of the university.

The mission characterizes the outlook of what a university intend to do and become, on a long term. Through mission are declared the specific of activities, wich it will enterprise and the way wish management will take in the future. A correct mission formulated has to answer to the following questions:

- who is that university? what is it doing? where is it going to? The mission formulating has as puipose the personalization, particularization of university. It reflects through what it will be differentiate by other university, wich will has their own identitate, the character and the way that it wich traverse in its development. Without the clear precisation about what it wish on what it doesn't wish, about the direction that next activity will has, a university can't become a lider in its activity domain. The mission can be establish both for the whole university and for any component in part.

The definition of university mission, as well as each faculty, partly has to permite the understanding and definition of educational activities domain and types in wich is implicated a university. Because a university develops both teaching activity and scientific research or a lot of specialized services, the mission's orientation to organized quality makes necessary taken in consideration all the factors that influences the quality level of those process/services,

Through mission of university must precization the moment when it will give the strategic direction another way. In the same time, the mission has to communicate in a clear, interesting and concise content.

The strategic direction must be in concordance with what the managers want to do. If what make do a university doesn't coresponde with managers aspiration, there are all chances that their interests and their implication in managerial process to be reduced, process organization to be inadecvate and the results are minim. In these circumstances, both number and teaching and administrative staff loiality will be continue diminuated, will increase their un-thanksfull and some of them, probably the most capable, will leave the university or they will carry on adiacente activities, decreasing the quality of their works. The most efficient studen will orientate to another universities, the only attraction element of new students being an easy obtaining of a university diploma.

What do the students want. If the wishes and aspirations of candidates at the admission test or of students are not satisfied, they aren't candidate at the admission lest or they will leave the faculty. Once with the candidates or students loss, the university will be in imposi-bility to continue its activity.

The students wishes are very complex and different, sometimes even contadictory, and that's why a university wich is concern on quality, must give a special importance studying of different groups of students reasonings, and must

orientate about "target groups". Through students reasonings should be teaching process quality and correspondance of their activities with the most performances standards of european universities, but also the easiness of admission acces, the facility of exams promotion and obtaining a umversitary diploma or the posibility of benefit some social facilities (scholarship, hostel).

In some situations, both the managers and the teaching staff wish to maintain or even extend of one particular kind of teaching activity, forget to take in consideration the mutations that take places in request's structure. In industrial units, such a conception means "stock production". If there is still a chance that over a year, or two or ten years, somebody buy however that product, in higher education such a thought has immediate effects. "The overproduction" of university diplomas can lead quick to degradation of the university imagine and to request decrease even under normal limits. These structural disfunctions are the heaviest to overtake, esspecially in state university, in case in wich doesn't exist a fast feedback in what depend of activity cicle potential, and the decision organism at a national level are proved not capable to use a set of lever that are very used in european system. Due this fact, according to World Education Report (1993), elaborated by UNESCO, romanian higher education structure continue to carry, in a pregnant way, the mark of organization conception of soviet education.

What do the teaching staff want. If university direction is contrary to teaching staff values and aspirations, the managers decisions will meet the staff resistance and they will lose from efficacitate, the teachers trying to realise only not to get in trouble. The number of control attribution person and of those from administrate activities will have to increase and the operators efficacitate will decrease fast. Students will notice the interests absence of teaching staff and the activity quality degradation, the best of them make their choice for another university.

What can do the managers and the teaching staff. The most frecvently, the romanian universities are confrunted with the same situation. In their desire to maintain or increase the number of teaching staff are orientated to development some specialities and types, for wich the request is excedentary, but their university preparation, and especially mentality and experiences from former periods are limitedated in a delicate way the effieience of activities. In a current way, The objectives, dimensioned depending on request, are overtaken the human potential necessary the quality of teaching staff is decrease in continue way even if organization objectives are directionated to exceience and quality. With a such of situation are confrunted both universities and faculties at wich the number of students increase by far over the level wich can assume both the quality standards and those, wich in standards absence, invent new specializations with "commercial names".

The statagic outlook of a competitive university must be position in the place in wich there arc intersected all of four types of factors wich determined the essence, the contant and proportion of higher educational activities. The strategic orientation of university has two esential components: outside outlook and intern outlook.

The outside outlook resulting from reporting at students necessities and requests, consist in the establishment the target students group, position in educational system, detail definition of educational services concept, operational strategy, integration ways of strategical system, offering system of educational services.

The internal outlook, resulting from reporting of teaching and administration staff necessities and requests, consist in: establishment the personal segment; position of human resources management; detail definition of educational services concept; the specification of strategic orientation about difference between financial and unfinancial rewards values got by teaching staff; the integration ways of strategic system in human resources management; operational strategies on its own personal.

2. The quality management of the university

After 1989, as a result of laws development process, the university autonomy is extending in a continue way, getting to include both decisions, wich refer to programme structure, curricula, groups of study, and those concern the expenditure way of financial resources. Simply that, this extension of university autonomy made that in decision adoption at university level, the direction place and nationality rationament, centralized to be taken by specific interests of teaching staff and leadership from each university, being negligent in the most part the requests on market work, he public control, as a practise form of persons right, of civilian society is almost like non-existnt.

The mission formulation haven't to be flat. From mission have to result why the university reorientates to a new direction in quality management. The expression has to be simple, concise and displayed with clarity. It hasn't to let any doubt on the way that management will take in fiiture. For a best communication of mission, this has to:

- to crystallize the points of view of top-managers about university direction on a long term;

- To specify the support that the university leadership will give to teaching and administration staff and to students;

- To communicate the organization objectives about quality and the fact that the teaching staff and the students have the ability of challenging a change in their work;

- To show how the university is preparing for its future direction.

After the mission and stategic outlook have been defined, the managers have to act for objectives and strategies materialization. All of these are come to their knowledge through specific means of communication.

3. The quality management at the University of Petrosani

The problem of a new wiew of the university management appeard because of:

- the necessity of implementing quality management systems in higher education establishments;

- the structures to be activated in this matter at the University of Petrosani; the principles and methods to be used.

Introducing quality management systems in Romanian Universities takes into account:

- The relations between university and society,
- The relations between different components of the University.

Necessity of a quality management system and of an institutionalized framework imposed by the following factors:

Internal

The existence of a body which insures the accreditation periodically: National Council of Assessment and Academic Accreditation (CNEAA) impose the necessity of an entity which insures between two consecutive accreditations:

- continuity of performances and their improving;
- adaptation of universities to the changes of the expectations of society and labor market.

At National level: National Council of Quality Management in Higher Education (CNMCIS). CNMCIS promotes the Quality management system, guaranteeing the activities in the University towards publicly expressed competencies prepare the University for Accreditation.

At institutional level:

Structures pro-quality.

External

Priority observed and encouraged by E.Li.

The synthetic presentation of the quality management at the University of Petrosani is shown in fig.3.

Main sub-systems envisaged for the quality management are: didactic;

- research;
- administrative.

For the implementation and development of a quality management system requests

- a climate of institutional economic and social stability allowing the individual and collectivities to appreciate the quality management and assimilate it as promoter of the perspective;

Introducing the quality management system the following outcomes are foreseen:

- coherence and consistence of management;
- creation of mechanisms to improve educational services, adaptation of individual and collective offers of teaching staff to the labor market demands;
- involvement of students and staff in the establishment of guaranteed goals and outcomes;
- motivation of regional and national role of the university and fulfillment on a transparent use of resources;
- good placement in the internal hierarchy;
- compatibility and harmony with foreign universities;
- international recognition.establishments.