

	Applicable to IAAP
	Not applicable to IAAP

4. System overview

	QUALITY GOALS Sorted in accordance with KHIO's strategic plan (Responsibility for quality)	PROCESS DESCRIPTION (Department responsible for process)	BACKGROUND INFORMATION Evaluations and protocols and other documents(*); Ministry of Higher Education's (**) and Oslo National Academy of the Art's governance parameters
1	EDUCATION: We shall enable students to become independent, engaged and responsible artists and designers by posing high demands, offer a learning environment that supports, and offer studies at a high,		

	international level.		
1.1	Recruitment: KHIO shall be applicants' first choice.		<p>**Number of qualified applicants per study place</p> <p>**Minimum number of applicants per study place (5 BA, 3 MA)</p>
	<p>Marketing and admission: Potential applicants shall receive good information about KHIO and the study programs. Applicants shall be evaluated according to established criteria for each study program and receive good information throughout the admission process. Dean/ Head of Study</p>	<p>Marketing Communication</p> <p>Admission (4a) Reception of new students (4b) Study (4c-d)</p>	<p>Study program information online. Feedback from departments</p> <p>Admission information online.</p> <p>Admission protocol.</p>
1.2	Offered studies: All bachelor programs at KHIO shall have relevant master programs. Master programs shall be established in Art and		

<p>Public Space, Theater, and Dance Performance. Artistic development work/research shall be further integrated in the teaching activities and students shall be stimulated to increased participation in artistic development/research projects. KHIO shall further develop professional cooperation and shared education with relevant institutions.</p>		
<p>Study program: Study plans and course descriptions shall be formed such that learning outcomes, content and evaluation criteria are clear. The studies shall qualify students to meet professional standards. External evaluation of study programs shall take place as necessary. Dean</p>	<p>Development of new study Revision of study plan Study (4c-d)</p>	<p>Final assessment protocol Candidate survey</p>

<p>Teaching, tutoring and evaluation: Teaching activity shall be developed on the basis of evaluations by teachers and students. Students shall be familiar with forms of evaluation and evaluation criteria for each course. There shall be good routines for the conducting of examinations and ongoing evaluation shall take place in a way that secures the students' learning outcome. Students shall complete their studies within the normal timeframe.</p> <p>Program Coordinator</p>	<p>Course descriptions (4c) Education plan, evaluation and final assessment (4d) Study (4 c-d)</p>	<p>* Completion of study within normal timeframe*</p> <p>* Students shall be successful at attaining learning outcomes</p> <p>Course evaluations</p> <p>Student survey</p> <p>Final Assessment protocol</p>
<p>Learning environment shall be marked by:</p> <ul style="list-style-type: none"> - student participation in decision-making and good communication between head management and 	<p>Alerting routines</p> <p>Personnel</p> <p>Scheduling (4f)</p> <p>Student leave of absence (4g)</p>	<p>**Student satisfaction</p> <p>Student survey</p> <p>**Participation percent</p> <p>Results from the student survey</p> <p>Feedback from Learning Environment</p>

<p>student representatives</p> <ul style="list-style-type: none"> - inclusiveness, zero tolerance for bullying and harassment and good alerting routines - teaching facilities, workshops and equipment in line with professional needs and good routines for personal security - a library that supports student education and artistic research - good information regarding courses and teaching - personal counseling if the student has problems completing the study <p>Vice-Rector /Dean</p>	<p>Appraisal of education qualifications (4h)</p> <p>Learning environment/student welfare (4i)</p> <p>Student injury (4j)</p> <p>Student psychological issues (4k)</p> <p>Study</p> <p>In addition the Learning Environment is followed up by the library, Technical Section, Operations Section and IT.</p>	<p>Committee meetings (minutes)</p> <p>Minutes of meetings between student representatives and head management</p>
<p>Continued Education Program: Continued Education course offerings shall actively contribute to raising the profession' competency level. Dean</p>	<p>Continued Education Studies</p>	<p>Continued Education Rapport</p>

	<p>Internationalization of education: KHIO shall be active in international cooperation and networks, thus stimulating students' learning outcomes.</p> <p>Vice-Rector/Dean</p>	<p>International agreements</p> <p>Student exchange - in (4m)</p> <p>Student exchange – out (4n)</p> <p>Teacher exchange (4o)</p> <p>Studies</p>	<p>**Exchange students (out + in)</p> <p>**Study programs in cooperation with other institutions</p> <p>Overview of exchange agreements</p> <p>Feedback from students regarding exchange</p>
1.3	<p>Fellowship Program:</p> <p>Recruitment to the Fellowship Program shall be based on the priorities and initiatives of the professional milieus. The Fellowship Program shall be strengthened through KHIO's own development of professional courses. The role of supervisor shall be strengthened.</p>		<p>*Number of graduated candidates (admitted 6 years earlier.)</p> <p>*The students shall succeed in achieving the learning outcomes defined for the study program.</p>
	<p>Fellowship program for artistic development and research: There shall be clear and orderly</p>	<p>Fellowship program admission, application, appointment</p>	<p>**Percentage of total admitted to Fellowship program. Reports from supervisor and fellows.</p>

	<p>processes for admission and final assessment and a solid framework for the carrying out of the fellowship period</p> <p>Rector/Dean (Head of Study Admin.)</p>	<p>Carrying out and completion of fellowship program</p> <p>Study</p>	
2	<p>ARTISTIC DEVELOPMENT WORK AND RESEARCH (KUF):</p> <p>Artistic development work and experience-based research at KHIO shall challenge established practice, produce knowledge and create new forms of expression in art and design.</p>		
2.1	<p>Quality/production:</p> <p>Artistic development work and research shall increase in quantity and be visible through staff publications, in internationally recognized publication channels, exhibition</p>		<p>*Research goals achieved in relation to institution's professional field and methods</p> <p>*Relation between research and teaching</p>

	channels and archives.		
	Documentation and registration: Professional staff shall document and register their own KUF work in such a way that all relevant work is visible. There shall be routines and established practices for registering KUF work in the KHIODA archive. The KUF database CRISTin shall be suitably adapted to the registration of artistic development work. Rector/Dean (Heads of Library and Study Admin.)	Registration of artistic development work/research in CRISTin Library	**CRISTin, KHIODA IAAP to send teaching staff CVs to library once a year in March.
2.2	Discussion/discourse: KHIO shall be a national leader and international participant in the discussion of development of artistic development work		
	Rector/Dean		National Council for Artistic Development Work

2.3	Network/forums: KHIO shall establish forums/platforms for internal professional discussion and dialogue regarding professional staffs' KU work. KHIO shall prioritize alliances, networks and projects in line with the departments' own priority areas for artistic development and research.		
	Rector/Dean	Project Program Study	KUF gatherings
2.4	Resources: The KUF committee's resources shall be doubled during 2012-16 and KHIO's share of the National Project Program's resources shall increase. During 2012 a clear KUF plan of action shall be developed for each professional		**KUF-committee's allocations (in thousands of NOK) **Share of the annual allotment of funds from the National Project Program for Artistic Development

	department		
	Application Process for KUF resources: There shall be clear guidelines and good administrative support for professional staff members' applications for KUF funding. Rector/Dean	KUF committee Study	
3	SOCIETY: KHIO shall be a robust and active social actor and contribute to increased understanding of the material, esthetic, exploratory and critical value of art and design for individuals and society.		
3.1	Dissemination: KHIO shall increase the visibility of professional staff competence, KU activity and their value. KHIO shall strengthen the		CRISTin, BRAGE

	dissemination of reflection and discourse on its own professional activity (seminars, workshops, debate).		
3.2	Public discussion: KHIO's professional leadership and milieus shall contribute actively to the public discussion of professionally specific issues and cultural politics.		
3.3	Social responsibility: KHIO shall strengthen its relation to and interaction with its immediate community and further develop its cooperation with other relevant institutions. A strategy shall be developed for KHIO's interaction with society and occupational life, following among other things proposals from the Council for	RSA secretariat	

	Cooperation with Occupational Life (RSA) KHIO shall develop a plan for its international social responsibility.		
3.4	External funding: KHIO shall actively work towards increasing its amount of external funding.		*Share of externally financed activity (BOA – commission or contribution) excluding EU and NFR
4	RESOURCES: KHIO shall strengthen its professional development through the sustainable use of resources.		
4.1	Personnel and organization: KHIO shall attract, develop and retain suitable employees who contribute actively to the departments' reaching of their prioritized professional goals. KHIO shall support employees' contribution to artistic		<p>*Percentage of women in associate professor or professor positions</p> <p>*Percentage of temporary employees (excluding fixed-term positions)</p> <p>**Percentage fixed-term appointments in</p>

<p>development work. KHIO's leadership shall develop an attractive and effective organization by facilitating a good and energetic work environment. We shall facilitate the active use of fixed-term positions and international guest teachers.</p>		<p>professional positions (UH § 6-4, 1j). Proportion of appointments in teaching, artistic development/research and knowledge dissemination positions in relation to number of appointments in administrative positions (excluding technical + library) **Percentage of associate professor and professor positions in relation to total number of teaching, research and knowledge dissemination positions</p>
<p>Hiring processes: There shall be clear and effective hiring routines that ensure positions are filled by the most suitable persons.</p> <p>Director/Rector/Dean</p>	<p>Hiring processes: - professional positions - technical/administrative positions</p> <p>Personnel Applications for advancement Study</p>	

	<p>Work environment: KHIO shall be an open and confidence-building organization that safeguards its physical and psychological working environment by its decisions and actions. There shall be guidelines for ethics and against bullying. Employees and students shall have good knowledge of relevant arrangements for dealing with health, environment and security issues and how guideline breaches shall be reported.</p> <p>Director/Dean</p>	<p>Work environment/Human Relations portal</p> <p>Personnel</p>	<p>Work environment survey</p> <p>Employee survey</p> <p>Routine checks by departments' safety representatives</p>
4.2	<p>Finance:</p> <p>KHIO shall increase its room for maneuver by working actively for increased governmental block grants and increased external funding. KHIO shall</p>		

	build up reserves for future maintenance and reinvestments.		
	Finance and accounting processes: There shall be a focus on internal control, i.e. correct reporting and the following of laws, regulations and ethical guidelines. Director	Wage and accounting processes Procurement processes Finance	IAAP responsible to Norwegian FM/local authorities in regard to accounting procedures, reporting, control, etc.
	Planning and budgeting process: KHIO shall have a clear and transparent plan and budget process that contributes to an optimal allotment of resources and to developing its operations. Director	Planning and budget process Finances	*Long-term financial planning *EFV result **Indicator for reserves
4.3	Infrastructure: KHIO shall utilize its facilities in the best way possible based on professional needs and priorities. KHIO shall utilize and further develop processes,		

	<p>systems and tools for quality assurance of professional activity, effective operations and communication. KHIO shall develop a plan for increased environmental consciousness.</p>		
	<p>Quality development: KHIO's system for quality in professional activity shall be in line with the strategic plan. The strategic plan shall be revised every fourth year and the quality assurance system revised in relation to it. Experience gained from quality assurance work shall be reflected in the development of the strategic plan. Rector and director</p>	<p>Study</p>	<p>Strategic plan Quality reports</p>
4.4	<p>Cooperation: KHIO shall take advantage of SAK-cooperation with the Oslo School of Architecture and the</p>		

<p>Norwegian Academy of Music and develop a good and flexible administrative support system. The Norwegian School of Sport Sciences is invited to partake in administrative processes. KHIO shall cooperate with the Bergen Academy of Art and Design to secure the art academies' position and potential for development in the university sector.</p>		
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EVALUATION: Evaluation forums: Evaluation of quality and proposals for improvement takes place in department meetings (deans) and in section meetings (section heads).

REPORTING: Quality report and plan from departments: Deans report on quality and improvement measures in consultation with heads of study programs.

Quality report and plan from administration: The director reports on quality and improvement proposals in consultation with heads of sections.

AGGREGATION: Management dialogue: The director and rector hold management/budget meetings with each

department. Student representatives participate. Meeting minutes are written.

Leadership meeting: Challenges shared by KHIO's professional and administrative departments are a theme to be discussed at leader meetings throughout the year. Meeting minutes are written.

Quality report and plan for KHIO: The rector and director summarize central challenges and proposed measures in KHIO's annual quality report to the Board (accompanies budget proposal).

Report and plan (to the Ministry of Higher Education): Work on developing study quality is noted in KHIO's report and plan to the ministry.