

# UNAK's Quality Handbook

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## 1. Scope, premises, and period of validity

The quality management of the University of Akureyri is based on the [strategy of the University for 2012-2017](#), instructions in [Standards and Guidelines for Quality Assurance in the European Higher Education Area](#) (the ENQA standards) and the provisions of laws and regulations that have been set by the Ministry of Education, Science and Culture and the University Council of the University of Akureyri. These are the following:

- [The Higher Education Institution Act No. 63/2006 with amendments No. 126/2011 and 67/2012](#)
- [Act on Public Higher Education Institutions No. 85/2008 with amendments No. 50/2010, 1126/2001, and 1171/2011](#)
- [Regulation on Quality Assurance of Teaching and Research No. 321/2009](#)
- [Regulations for the University of Akureyri No. 387/2009 with amendments No. 494/2011 and 1133/2011](#)
- [Regulation No. 1152/2006 on the procedure of the Board of Appeal for student complaints at higher education institutions according to Article 20 in the Higher Education Institution Act No. 63/2006](#)
- [Agreement on Teaching and Research at the University of Akureyri 2012-2016](#)
- [Appendix to Agreement on Teaching and Research](#)
- [Regulations on the Quality Council of the University of Akureyri approved in the University Council on 9 March 2011](#)

As regards arrangement and implementation of internal and external review, the instructions in the *Icelandic Quality Enhancement Framework* are adhered to. The instructions are described in the [Quality Enhancement Handbook for Icelandic Higher Education](#) (Rannís 2011).

The quality system covers the entire operations of the University, that is, teaching, research, administration, support services, and institutions. The quality system is updated in accordance with changes to the premises that it is based on, such as laws, regulations, and resolutions of the University. The quality system as specified on the intranet of UNAK at each time is the only correct and valid quality system.

### 1.1. Concepts and definitions

Below are definitions of concepts that are used in the quality system. Note that the list is “dynamic” so it will be added to when deemed necessary.

**Central Administration** of the University is according to Article 2 of the [Regulations for the University of Akureyri No. 387/2009 with amendments No. 494 and 1133 2011](#) composed of the Rector, Deans of Schools, and Managing Director who all serve on the Management Board.

**Comprehensively reviewed study programme.** A study programme where 50% of courses are new or considerably altered is considered a comprehensively reviewed study programme and must undergo the approved work process of the University for a new or comprehensively reviewed course offering.

**Continuous assessment** consists in formative assessment and is intended to enable students to monitor their own educational performance while teaching takes place in the course and to improve what needs to be improved.

**Course catalogue.** The course catalogue shows the courses that are taught in a specific academic year and includes more detailed information on the courses of each term than is specified in the curriculum.

**Credit-transfer Committee** - The role of the Credit-transfer Committee is to assess the previous education of students at their request.

**Curriculum Committee.** The role of Curriculum Committees is to discuss and make recommendations to a Faculty Meeting on curriculum, arrangement of studies, and subjects taught in a faculty.

**Curriculum.** The curriculum shows the expected study arrangement for students who begin studies in the pertinent year and how the faculties intend to set up courses so that students complete their study programmes at the appointed time.

**Detailed review of study programmes** is carried out every fifth year or in the academic year one year prior to when a faculty undergoes subject-level review whether or not the detailed review leads to changes. Thus the course offering of a faculty that undergoes subject-level review in 2015-2016 shall be reviewed in 2013-2014, etc.

**New study programme.** To be considered a new study programme, at least half of its courses and credit-bearing assignments must be new (in 180 ECTS bachelor's programmes, new courses must amount to at least 90 ECTS).

**Progress of study** is the speed and progression of students in their studies. Progress of study is measured as, for example, the return rate of students (the rate of students who return for second-year studies) and the rate of students who have not completed a specific degree after a certain time period (for example, expected time + 1 year).

**Specialisation.** A specialisation within a study programme counts as such if it amounts to less than 90 ECTS (that is, what separates it from another specialisation).

#### **Subject-level review (institution-led review at the subject level)**

**Syllabi** are intended to provide information to students on how, when, and where teaching is conducted. Furthermore, what requirements are made of students so that they can pass the courses in question, what teaching materials are used, and how course assessment is arranged.

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## **2. Strategy formulation and methods in quality management**

The University of Akureyri has formulated an overall strategy up until 2017 that specifies its roles, values, and vision for the future. Four chief objectives have been defined that mark the path to the future vision; the objectives concern research and innovation, studies and teaching, social responsibility, and internal work and human resources. Sub-objectives have been set, measures defined, the main actions decided upon, and parties responsible for the actions

appointed. The [intranet of the University](#) contains an [action plan for the current year](#) at each time, as well as information on responsible parties and status of issues.

### **2.1. Quality strategy**

The strategy lays the foundation for the quality management of the University, the aims of which are:

- to be at the forefront of quality management of studies and teaching according to internationally recognised criteria,
- to adapt the quality system of the University to the new procedure of the Quality Board for Icelandic Higher Education for conducting a subject-level review and external review of universities
- to strengthen professional co-operation and quality awareness among teachers and staff
- that the principle shall be observed that everyone within the University, both students and staff, are responsible for the quality of its operations
- that quality strategy, a work plan, and quality management methods are important factors in the administration of the University and that relevant information and data are accessible to employees and students on the intranet of the University
- that a summary of the quality system is published on the external web site.

The University Assembly is a venue for discussion on professional issues within the University, as well as on academic strategy. Provisions on University Assemblies, which shall be held at least once a year, are specified in Articles 9 and 10 in the [Act on Public Higher Education Institutions No. 85/2008](#) and Article 11 in [Regulations for the University of Akureyri No. 387/2009 with amendments No. 494 og 1133 2011](#).

### **2.2. Responsibility and organisation of quality considerations**

The Rector is in a leadership role and ultimately responsible for the quality management of the University, but daily supervision is in the hands of the Director of Quality Management. Deans of Schools are responsible to the Rector and the University Council for general quality requirements in their Schools according to a provision in Article 12 of the [Act on Public Higher Education Institutions No. 85/2008 with amendments No. 50/2010, 1126/2001, and 1171/2011](#). The Managing Director and Directors of sections are responsible for quality within their units, but each and every employee is responsible for the quality of his or her own work.

The Bologna declarations give much consideration to students as regards quality management within universities in Europe and so does the University of Akureyri. Students hold much responsibility in terms of quality management because they have the greatest interests to protect and their needs should influence the quality of the education provided by the University. The University places great emphasis on the participation of students in committees and councils so that the interests of students may be ensured in regard to study programmes, teaching, and learning facilities. Having two student representatives serve on the Quality Council makes them active collaborators of employees in their efforts to consistently improve the operations of the University.

### **2.3. Quality Council**

A Quality Council operates at the University according to [Regulations on the Quality Council of the University of Akureyri](#) which were approved in the University Council on 9 March 2011. The Council is composed of the Rector, who chairs it, Deans of Schools, Managing Director, Director of Quality Management, the Director of Student Registry, two employee representatives, and two student representatives. The Quality Council usually convenes for meetings once a month, excluding July.

The tasks of the Quality Council are the following:

- To ensure that the University always fulfills the external requirements set for the quality of its work,
- to draw interest to quality considerations within the University,
- to be a forum for discussion and decision-making on the quality considerations of the University,
- to contribute to improvement and development of teaching and assessment within the University,
- to approve, supervise, and ensure periodic review of departments and degrees,
- to monitor research quality within the University and work with its Board of Sciences on developing criteria and scales used to assess scientific operations at the University of Akureyri,
- to compile, evaluate, and respond to that information on the operations of the University which relates to quality,
- to take a stand on important changes in the operations of the University that may affect quality in its operations,
- to discuss preparation and implementation of a subject-level review and external review of the University and to ensure follow-up

Minutes of meetings held by the Quality Council are available on the [intranet of the University](#).

### **2.4. Internal work and efficiency of processes**

Good management is a prerequisite for the University of Akureyri being an efficient organisation that reaches its goals with an effective internal organisation and good information flow. One prerequisite for effectiveness is that key processes are defined and that they are governed by procedures which employees know and respect. In quality management in institutions and companies, it is important to place an emphasis on internal work and work environment.

The University of Akureyri operates from the assumption that normal flow of work and tasks within the University must be ensured so that it is always capable of fulfilling its obligations towards students and other interested parties. The Quality Council is responsible for processes and procedures being updated when needed and ensuring efficiency at each time in the operations of the University, as well as good services.

### **2.5. Methodology**

Quality assurance at the University of Akureyri takes place through subject-level review (institution-led review at the subject level) and institution-level review (Quality Board-led review at the institutional level). The reviews are carried out in accordance with [instructions from the](#)



[Quality Board for Icelandic Higher Education](#) which assume a 5-year circular process so that over the course of four years, all the faculties of the University have undergone a subject-level review process, which can take place over the course of one academic year, and the University as a whole has undergone an institution-level review. The fifth year is used for review and reassessment. The conclusion of the institution-level review, which is based on the subject-level review of the faculties, determines whether the University maintains accreditation of its academic fields.

*Guidelines for the subject-level review of UNAK faculties based on instructions from the Quality Board for Icelandic Higher Education (Icelandic Quality Enhancement Framework - QEF)* have been compiled and approved by the Quality Council. The guidelines are available on the intranet of UNAK. The guidelines specify the appointment of subject-level review committees, time frame for the subject-level review work, roles of the Quality Council, Deans of Schools, foreign specialists working with the subject-level review committees, subject-level review committees, etc. Furthermore, the instructions contain a recommendation for the structure of subject-level review reports.

Procedure for conducting institution-level reviews is described in the [Quality Enhancement Handbook for Icelandic Higher Education](#), section 4 on pages 15-19 and annexes 3-4 on pages 26-29.

## **2.6. Follow-up**

To ensure follow-up in the wake of a subject-level review and institution-level review, it is important that the subject-level review reports, which are written during the review processes, describe results and specify improvement projects if such projects are undertaken. Superiors, that is, the Rector, Deans of Schools, and Managing Director, who all serve on the Quality Council, shall present the results of the subject-level review in the Council and submit recommendations for how to respond to improvement needs. As a venue for discussion and decision-making on the quality considerations of the University, the Quality Council takes a stand on the recommendations, decides on time limits, and assigns to the superior of the pertinent unit and/or the Director of Quality Management the task of reviewing the recommendations or implementing them, as appropriate.

## **3. Students**

The future vision of the University of Akureyri is for the University to “[specialise] in a personalised learning and research environment which is supportive of students and staff, and benefits from a cross disciplinary approach to study and research. The University encourages a personal relations between the students and the teachers, aimed at stimulating the students and honing their academic skills, thus helping them to meet standardised criteria in higher education”. ([Strategy of the University of Akureyri 2012-2017](#)).

The University has set itself the goal of being exemplary in terms of a personalised learning environment and attitude towards students. Courses are increasingly organised as blended and/or flexible studies. The University engages in active quality control of studies and teaching according to internationally recognised criteria. Students actively participate in the quality management of the University, first and foremost through participation in committees and

councils. The University evaluates its quality management using, for example, various surveys, including course evaluation during each semester.

### **3.1. Enrolment**

Students who begin studies shall as a general rule have completed a matriculation examination. It is permitted to enrol students who *possess equivalent level of maturity and knowledge* cf. Article 19 in the [Higher Education Institution Act No. 63/2006](#) and Schools can set guidelines for themselves on the preparation students must have if they have not completed a matriculation examination or equivalent. The University is also obligated to define and issue minimum requirements on admission criteria on preparation of students from upper secondary schools in Iceland as a condition for enrolment in basic programmes at the University cf. [appendix to the agreement of the University with the Ministry of Education, Science and Culture on teaching and research](#). In carrying out that work, the [National Curriculum Guide for Upper Secondary Schools](#) from 2011 shall be used as a frame of reference.

The Rector or Deans of Schools acting in the Rector's authority *„are responsible for the registration of students into the University, however the University Council is the final authority on student admissions, and the Council can also limit the intake of new students, based on further regulation which it may set, in accordance with the applicable law“* according to Article 30 in [Regulations for the University of Akureyri No. 387/2009 with amendments No. 494 and 1133 2011](#). The Director of the Student Registry monitors the enrolment of first-year students according to exemption rules of Schools in the wake of the decision of the Management Board from 22 May 2007, and the Director is obligated to take care that enrolment requirements are adhered to. At the end of June each year, the Director submits to the University Council a report on enrolment and considerations concerning enrolment of individual students. Using the report as a frame of reference, the Council makes a final decision on the enrolment of students.

### **3.2. Reception of first-year students**

Reception of first-year students at the University of Akureyri is conducted in a formal manner. Special orientation days are held for newly enrolled students during their first week at the University. The orientation days are organised with the aim of introducing students to the Rector and key administrators of Schools, support services, interest groups, and the social life of students. Furthermore, they get an opportunity to familiarise themselves with the information and teaching management system of the University, as well as the first steps towards information literacy. The reception of first-year students is organised by the Marketing and Public Relations, the Office Managers of Schools, the employees of the Student Registry, the University Library and the Computer and Media Centre (Gagnasmiðjan), as well as the Student Association of the University of Akureyri (FSHA) and its sub-associations.

### **3.3. Dropout and response to dropout**

Various measures are undertaken with the aim of preventing student dropout. These tasks are the responsibility of a dropout team that acts in the authority of the Quality Council but under the chairmanship of the Student Counsellor at the University. The main goal of the team is to acquire an overview of and analyse measures specially intended to prevent dropout, whether they are general for the University or specialised for individual study programmes. Each year, the dropout team compiles key figures on dropout and presents them in the Quality Council, in addition to recommendations for responses and actions to prevent dropout.

The dropout team regularly initiates the administration of surveys among students in order to obtain information on the reasons for dropout. Among the measures used are seminars held each fall under the auspices of the Student Counsellor on study technique and examination anxiety. An emphasis is also placed on providing special support to students with disabilities and other impairments; various measures are available to them during their studies at the University.

The Student Counsellor provides interview hours to interested students where they can receive various support on an individual basis, thus reducing the odds that they will drop out of studies at the University. During the interviews, the problems students face are analysed and a decision made on what measures or actions can be used in each instance.

### **3.4. Progress of studies**

A team on key figures compiles and publishes key figures on the UNAK intranet according to the [appendix to the agreement of the University with the Ministry of Education, Science and Culture on teaching and research](#), including key figures on progress of studies. Faculties shall set goals for themselves on the return rate of students (the rate of students who return for second year studies) and the rate of students who have not completed a degree after a specified time period (for example, expected time + 1 year). At least once a year within the faculties of the University, key figures on study progress of students in the faculty shall be examined and appropriate actions taken if necessary. Deans of Schools report annually to the Quality Council on study progress within their Schools.

### **3.5. Rights and obligations of students**

After consulting the student association, the University Council shall issue regulations on students' rights and obligations cf. Article 19 in the [Higher Education Institution Act No. 63/2006](#), Article 19 in the [Act on Public Higher Education Institutions No. 85/2008](#), and Article 19 in the [Regulations for the University of Akureyri No. 387/2009 with amendments No. 494 and 1133 2011](#), including on their right to appeal cf. Article 20 in the [Higher Education Institution Act No. 63/2006](#). In consultation with the students of the University, it was decided to write a [student handbook](#) and publish it on the web site of the University. The handbook covers the rights and obligations of students within the University and their right to appeal, as well as numerous other factors which concern the daily life of students.

In addition to provisions in the above-mentioned laws and regulations, the rights and obligations of students are governed by the following special regulations of Schools and faculties:

#### **School of Business and Science**

##### **Faculty of Natural Resource Sciences and Faculty of Business Administration:**

[Instructions for final projects and reports](#) (on the intranet)

[Criteria for evaluating previous education](#) (in Icelandic only)

#### **School of Humanities and Social Sciences**

##### **Faculty of Education:**

[Criteria on class attendance](#) (on the intranet)

[Regulations on the work of the Curriculum Committee in the Faculty of Education at the University of Akureyri](#) (on the intranet)

[Regulations on the work of the Credit-transfer Committee in the Faculty of Education at the University of Akureyri](#) (on the intranet)

**Faculty of Social Sciences and Faculty of Law:**

[Regulations on continuous assessment in the Faculty of Law](#) (on the intranet)

[Regulations on B.A. dissertations](#) (on the intranet)

[Regulations on M.L. dissertations](#) (on the intranet)

[Regulations on Master's dissertations in Polar Law](#)

**School of Health Sciences:**

[Regulations on selecting students for studies at the School of Health Sciences at the University of Akureyri](#) (competitive exams/numerus clausus)

[Regulations on dissertations](#), BS and MS (on the intranet)

[Criteria for evaluating previous education](#)

[Procedure of the Faculty of Nursing and Faculty of Occupational Therapy concerning prerequisites](#) (on the intranet)

[Regulations on graduate studies at the School of Health Sciences](#)

[Regulations on progress of studies in the Faculty of Occupational Therapy](#) (in Icelandic only)

**3.6. Comments, suggestions, and complaints from students**

If students have complaints concerning teaching or other factors related to their studies, these shall be handled according to [VLR-005 Student complaints to the Director of Quality Management](#) (in Icelandic only). The procedure assumes that before a formal complaint is submitted, students must have looked to resolve the pertinent issue by contacting teachers, Heads of Department, Heads of Faculty, or Deans of Schools. If an acceptable conclusion has not been reached, students are permitted to fill out the form [EYD-002 Formal student complaints to the Director of Quality Management](#) online in Ugla. This initiates a formal, timed work process which, if a conclusion is not reached sooner, ends with the verdict of a special complaints committee that the Rector appoints for each case.

**3.7. Consultation between students and Central Administration**

Consultation between Central Administration and students takes place in a formal manner. Twice each semester, the Rector, Managing Director, Director of Quality Management, and Director of the Financial, Staff and Administrative Section meet with the Executive Committee of the Student Association of the University of Akureyri (FSHA). Collectively, these parties submit an agenda, and the Rector's Secretary records the minutes of the meetings. The first meeting of the academic year is held in the beginning of September where the co-operation of the University of Akureyri and the Student Association of the University of Akureyri is discussed and reviewed. Issues discussed in the meetings are either resolved in a meeting or between meetings. Depending on circumstances, further interested parties are summoned to these meetings.

**3.8. Assessment regulations**

Assessment is governed by [Regulations on Course Assessment for the University of Akureyri No. 85/2009 with amendments No. 322/2011 and 1134/2011](#) which were set on the basis of Article 21 in the [Public Higher Education Institution Act No. 85/2008](#) and officially published in the Law Gazette as is required. The regulations take note of provisions on assessment in [Standards and](#)

[Guidelines for Quality Assurance in the European Higher Education Area](#) (the ENQA standards), chapter 1.3 Assessment of Students.

### **3.9. Other regulations, procedures, and documents concerning students**

[Rules of the University of Akureyri on Penalties for Plagiarism No. 757/2006](#) as amended by [Regulations No. 546/2009 on Amendments to the Rules of the University of Akureyri on Penalties for Plagiarism No. 757/2006](#).

[Gender Equality Plan for the University of Akureyri 2009-2012](#). The plan is undergoing review.

[Strategy on Equal Access to Studies and Work at the University of Akureyri](#) approved by the University Council on 27 April 2012.

[VLR-019 Student complaints concerning bullying or sexual harassment](#) (on the intranet)

[GAT-010 Checklist for harassment processes - students](#) (on the intranet)

[EYD-007 Registration form for complaints concerning bullying or sexual harassment - students](#) (on the intranet)

## **4. Teaching**

Provisions of the [agreement between the Ministry of Education, Science and Culture and the University of Akureyri on teaching and research](#) on the basis of Paragraph 1 in Article 21 of the [Higher Education Institution Act No. 63/2006](#), which was signed on 4 July 2012, provide instructions for how the University shall ensure quality in its operations and in the education that it provides. Article 4, which discusses *Responsibility*, states the following on quality considerations:

The University assumes responsibility for providing students with professional services which fulfil quality standards and are in accordance with law. By way of confirmation, the University shall be able to submit documentation and reports on its internal assessment in accordance with Article 12 of the Higher Education Act

The [strategy of the University of Akureyri for 2012-2017](#) contains goals which aim to fulfill the above-mentioned provision of the agreement and furthermore lays the groundwork for the interplay of a personalised learning environment, active research, and interdisciplinary communication in studies and research as is specified in the University's future vision:

The University of Akureyri specialises in a personalised learning and research environment which is supportive of students and staff, and benefits from a cross disciplinary approach to study and research. The University encourages a personal relations between the students and the teachers, aimed at stimulating the students and honing their academic skills, thus helping them to meet standardised criteria in higher education. In this aspect the university is unique among higher education institutions in Iceland.

### **4.1. Study programmes and course offering**

At the University, an emphasis is placed on developing the course offering and individual courses taking care that the [qualification framework for higher education and degrees](#) is upheld

and that procedures described in the [ENQA standards](#) are adhered to. The aim is furthermore to take into consideration the needs of society for university-educated employees possessing new knowledge, skills, and competencies. All the faculties of the University must formally consult with interested parties for this purpose.

#### 4.1.1. Definitions

**New study programme.** To be considered a new study programme, at least half of its courses and credit-bearing assignments must be new (in 180 ECTS bachelor's programmes, new courses must amount to at least 90 ECTS).

**Specialisation.** A specialisation within a basic programme counts as such if it amounts to less than 90 ECTS (that is, what separates it from another specialisation).

**Comprehensively reviewed study programme.** A study programme where 50% of courses are new or considerably altered is considered a comprehensively reviewed study programme and must undergo the approved work process of the University for a new or comprehensively reviewed course offering.

**Detailed review of study programmes** according is carried out every fifth year or in the academic year one year prior to when a faculty undergoes subject-level review whether or not the detailed review leads to changes. Thus the course offering of a faculty that undergoes subject-level review in 2015-2016 shall be reviewed in 2013-2014, etc.

#### 4.1.2. Preparation, approval, and periodic review of programmes and degrees

Article 1.2. in the [ENQA standards](#) states the following:

Institutions should have formal mechanisms for the approval, periodic review and monitoring of their programmes and awards.

It is important that the organisation of new study programmes is correctly carried out, that programmes are reviewed at least every five years in the year prior to when a subject-level review is conducted, and that degrees awarded by the University are purposefully monitored. It must be ensured that the studies always fulfill quality requirements as regards teaching staff, learning facilities, and opinion of interested parties. Implementation, premises, and conclusion of that review shall be described in a formal report which is submitted to Faculty Meetings and/or Faculty Councils for approval but to the Quality Council for introduction.

Universities shall also, according to Article 8 in the [Higher Education Institution Act No. 63/2006](#), publicly account for how the studies they offer fulfill the [qualification framework for higher education and degrees](#), in addition to providing information to the Ministry of Education, Science and Culture in the case of new study programmes. The University fulfills this requirement by publishing curriculums and course catalogues on its external web site.

#### 4.1.3. Procedure for organising new departments

The procedure described here is in accordance with the [ENQA standards](#) and accepted practices within the University. Deans of Schools are responsible for the process initiated when a new study programmes is to be organised or a study programme is to be reviewed in detail. A decision on starting the process is, according to Article 16 in the [Regulations for the University of](#)

[Akureyri No. 387/2009 with amendments No. 494/2011 and 1133/2011](#), taken by the School Assembly.

An application and required data is submitted to the Management Board by 1 September each year according to [current procedure](#) (on the intranet). The Management Board makes a decision on whether the financial prerequisites are fulfilled for establishing the study programme or for carrying out the detailed alterations that are proposed for an existing study programme. The Management Board refers the application to the Quality Council which provides an opinion on whether all criteria and requirements of the Bologna process are met and whether the study organisation conforms to the [qualification framework for higher education and degrees](#). Subject to an opinion from the Quality Council, the Management Board makes a decision and sends the recommendations it approves to the University Council at the latest so that the matter can be addressed in a meeting of the Council in October.

The University Council makes a final decision on new course offerings, and such a decision must have been made no later than in November of each year. Approved recommendations of the University Council for new course offerings must have reached the Student Registry no later than on 1 December of each year.

According to Article 29 in the [Regulations for the University of Akureyri No. 387/2009 with amendments No. 494/2011 and 1133/2011](#), the University Council shall confirm the curriculum no later than in February of each year.

It is wholly prohibited to introduce new course offerings that have not gone through the formal process and been approved by the University Council.

#### **4.1.4. Curriculum and Credit-transfer Committees**

In all the Schools of the University, Special Curriculum Committees operate and in some instances, they also serve the role of Credit-transfer Committees. The role of Curriculum Committees is to discuss and make recommendations to Faculty Meetings on curriculum, arrangement of studies, and subjects taught in the Faculty in accordance with what has been covered above under sections 4.1.2 and 4.1.3. The role of Credit-transfer Committees is, however, to evaluate the previous education of students at their request. An emphasis is placed on students having a seat on the committees and actively participating in their work.

At the School of Humanities and Social Sciences in the [Faculty of Social Sciences](#) and the Faculty of Law operate committees which serve the role of both Curriculum Committees and Credit-transfer Committees, but in the Faculty of Education operate, on the one hand, a [Curriculum Committee](#) (on the intranet) and, on the other hand, a [Credit-transfer Committee](#) (on the intranet).

In the School of Health Sciences, three Curriculum Committees operate, that is, one for each faculty, [Faculty of Nursing](#), [Faculty of Occupational Therapy](#), and [Faculty of Graduate Studies](#) (in Icelandic only).

In the School of Business and Science operate Curriculum and Credit-transfer Committees within each of the faculties, that is, the Faculty of Business Administration and the Faculty of Natural Resource Sciences. Available on the web pages of the School are [guidelines for evaluation of](#)

[previous studies](#) (in Icelandic only) and information on [evaluation of previous studies](#) (in Icelandic only).

The Quality Council also has an important role to play as regards new course offerings as it is intended to contribute to improvement and development of teaching within the University. In addition, the Council approves, monitors, and ensures periodic review of study programmes and degrees.

#### 4.1.5. Curriculums and course catalogues

##### 4.1.5.1. Definitions

**Curriculum.** The curriculum shows the expected course arrangement for students who begin studies in the pertinent year and how the faculties intend to set up courses so that students complete their study programmes at the appointed time.

**Course catalogue.** The course catalogue shows the courses that are taught in a specific academic year and includes more detailed information on the courses of each term than is specified in the curriculum.

##### 4.1.5.2. On the preparation of curriculums and course catalogues

Provisions on the publication of a course catalogue are found in Article 24 of the [Higher Education Institution Act No. 63/2006](#) and Article 28 in the [Act on Public Higher Education Institutions No. 85/2008](#). Provisions on curriculums and course catalogues are found in Article 29 in the [Regulations for the University of Akureyri No. 387/2009 with amendments No. 494/2011 and 1133/2011](#). Student Registry is responsible for preparing and issuing curriculums and course catalogues, but Schools, faculties, and departments are responsible for their content according to defined procedure VLR-??? etc.

The University Council confirms „*well enough in advance, and no later than February each year, the course schedule for prospective students, applicable to students who register in that school year and follow a normal progress of studies*“ according to Article 29 in the [Regulations for the University of Akureyri No. 387/2009 with amendments No. 494/2011 and 1133/2011](#).

Curriculums and course catalogues are published on the web site of the University but not in printed format.

According to Article 3 in the [Higher Education Institution Act No. 63/2006](#), the University of Akureyri, as well as other Icelandic universities, is obligated to adhere to the [qualification framework for higher education and degrees](#) defined by the Ministry of Education, Science and Culture. The qualification framework is a systematic description of the structure of studies and degrees at the university level and especially cover definitions of knowledge, skills, and competencies of students upon graduation (learning outcomes). The qualification framework is one of the requirements that universities must fulfill to be granted accreditation for their academic fields.

By issuing, on the one hand, a curriculum and, on the other hand, a course catalogue, the University of Akureyri has set itself the rule that a curriculum for all the years of study shall be in place before students begin studies and that the curriculum will not be changed unless absolutely necessary and subject to consultation with students and with their approval.



#### **4.2. Syllabi**

Syllabi are intended to provide information to students on how, when, and where teaching takes place. They are furthermore intended to provide information on what requirements are set for passing the pertinent courses, what learning materials are used, and how assessment is conducted. In the 44th meeting of the Quality Council on 22 November 2011, it was decided that it is preferable to issue syllabi a week before the start of teaching in each course and no later than on the first day of a course.

#### **4.3. Teaching methods**

The [strategy of UNAK for 2012-2017](#) states that flexibility in studies shall be increased and that more courses and study programmes shall be organised as blended or flexible studies. This requires teachers to adopt diverse teaching methods to ensure that upon graduation, students possess the knowledge, skills, and competencies that are specified in the [qualification framework for higher education and degrees](#). These emphases shall be reflected in the course schedules of the University as an emphasis is placed on content of teaching and teaching methods at UNAK being in accordance with international practices in elite universities. The University puts an emphasis on active co-operation with domestic and foreign specialists on the development of teaching methods.

A Teaching Advisor works at the University who is hired under the auspices of the Network of Public Universities. The Teaching Advisor trains and supports the teachers of the University in order to strengthen their skills in pedagogy, teaching technology, and preparation of course materials, especially as regards blended and flexible studies.

#### **4.4. Course evaluation**

Information obtained through a course evaluation is important for quality management and is used to improve quality. A course evaluation takes place, on the one hand, with a survey administered to students at the end of each term and, on the other hand, with a mid-semester evaluation.

Follow-up of a course evaluation is defined by Schools and in publishing results, resolutions of the Quality Council are adhered to. Deans of Schools and/or Heads of Faculty are responsible for discussing course evaluation results with teachers in professional development interviews and following the interviews, shall report in writing to the Director of Quality Management that the interviews have taken place.

#### **4.5. Indications on the quality of teaching and support services**

Once a year, the Quality Council shall call for accounts of quality and improvement work from Deans of Schools in accordance with instructions for subject-level review which state the following:

- At the first meeting of the Quality Council in the fall, Deans of Schools, or others who they assign the task, shall report on the subject-level review of the previous academic year and introduce the main results,

- when a year has passed from the end of the subject-level review, Deans of Schools shall report in writing to the Quality Council on follow-up and status of improvement projects in the wake of the subject-level review.

At the same meeting, the Managing Director of the University Office shall report on quality and improvement work in the support services of the University that contributes to an improved learning environment for students and improved work environment for employees.

Twice a year, Deans of Schools shall report to the Quality Council on the results of course evaluation in their Schools and how the evaluation was responded to.

## **5. Employees**

The University of Akureyri works from the assumption that through active participation of employees in improvement work and all quality management, their job satisfaction and professional success will increase. The University contributes to ensuring that employees possess the required education and an education of good quality, in addition to ensuring that members of staff are given the necessary training to carry out their work duties. Job descriptions are available to employees on the intranet.

### **5.1. Hiring and advancement**

In hiring Professors, Associate Professors/Senior Lecturers, and Assistant Professors/Lecturers, the qualifications of applicants are evaluated by an Evaluation Committee appointed according to Article 18 in the [Higher Education Institution Act No. 63/2006](#). The work of the Evaluation Committee is also governed by [Regulations on the Work of the Evaluation Committee, Hiring and Professional Advancement of university lecturers at the University of Akureyri No. 1207/2007 \(with amendments according to Regulations No. 1358/2007\)](#).

[The same rules as apply to new hires](#) apply to the advancement of Assistant Professors/Lecturers and Associate Professors/Senior Lecturers; they are therefore granted advancement on the basis of an opinion by an Evaluation Committee.

The Rector hires all employees of the University and ensures that job descriptions are in place for all jobs and that, when appropriate, the descriptions are based on provisions in laws and/or regulations.

Research has shown that first impressions of a workplace, for example, of work facilities, communication, management methods, and organisation form the opinions of new staff for a long period and influence their job satisfaction and work contribution. With a purposeful reception, the University of Akureyri wishes to introduce customs, culture, people, and processes to reduce pressure for new employees and make it easier for them to make their best contribution. Here can be found instructions and checklists so that new employees can be given a good reception. Their training and reception is a part of the University's quality management and aims at making our knowledge community more purposeful and competitive than otherwise.

[Checklist - process for receiving new employees - administration](#) (in Icelandic only)

[Checklist - process for receiving new employees - academic employees](#) (in Icelandic only)

## **5.2. Professional development**

The future vision of the University of Akureyri is to measure up to recognised universities as regards in-demand programmes, teaching methods, research activity, social responsibility, and operations. An emphasis on professional development and training contributes to increased quality in the operations of the University, not least in teaching and research.

All administrators conduct employee interviews with their members of staff at least every other year. In the interviews, the pertinent job is reviewed and mutual expectations regarding the job are discussed. The purpose of employee interviews is to encourage administrators to provide employees with advice on their professional career, to empower administrators as leaders, and to contribute to purposeful management, distribution of power, and team unity within the University. The interviews increase employees' possibilities of attaining success and a more enriching job, and are a forum for evaluating the need of employees for continuing education and professional training.

The employee interviews focus on what can be improved and what enhances quality in the operations of the University, but great emphasis is placed on seeing problems not as negative but as opportunities to constantly improve. To support employee interviews, [forms for academic staff, on the one hand, and for staff in administration and support services, on the other, are available along with instructions](#) (in Icelandic only).

All employees, who so require, have the option of receiving professional training and/or advice concerning their job with the aim of making them more successful in their work.

## **5.3. Professional training leaves of employees in support services**

Permanent staff who do not have research duties and have worked at the University for at least four years can apply for a [professional training leave](#) according to [Regulations on Professional Training Leaves](#) which were approved in a meeting of the Management Board of the University of Akureyri on 28 February 2007.

## **5.4. Performance incentives**

External quality requirements have increased and the University strives to ensure high-quality work. The contribution of teachers to management and development work within the University is assessed for salary and points through submission of work for annual point evaluation and allocation from the Work Assessment Fund.

In the authority of Central Administration, Research Administration at the University of Akureyri Research Centre (RHA) supervises the implementation of the point evaluation and work assessment systems of the University; [information and instructions for teachers are available on the RHA web site](#). [The evaluation system](#) is shared by public universities in Iceland. The results of point evaluation can influence grouping into salary grades as well as research load, and applications for point evaluation are furthermore applications to the Work Assessment Fund.

At the University Celebration, a special award in the form of financial allocations is granted to the aculty, department, unit, individual instructors or employees for quality improvement in

teaching or outstanding professional success. Regulations approved by the University Council April 13th 2011, which are accessible on the intranet of UNAK, apply to the award.

## 6. Research

[The agreement between the Ministry of Education, Science and Culture and the University of Akureyri on teaching and research from 2012-2016](#) defines the role of the University in conducting practical research. Research and innovation are also among the points of emphasis in the [Strategy of the University for 2012-2017](#). The strategy states the following:

The University of Akureyri enjoys a growing reputation as a research university, as the considerable increase in publications and citations in recent years shows. The university prioritises any research which meets international standards. The main focus is on research which is connected to Icelandic society and economy, as well as on the university's unique position in fields of study connected to the Arctic region.

### 6.1. Indications on the quality of research at the University of Akureyri

At the University of Akureyri, the research work of employees is monitored and its quantity and quality evaluated. Once a year (in the fall at the meeting of the Quality Council on key figures cf. [appendix to the agreement between the Ministry of Education, Science and Culture and the University of Akureyri, 4 July 2012](#)), the Director of RHA or a representative of the Director shall submit to the Quality Council a report on research work conducted in the preceding year. The report shall include information on the following:

- Total number of publications by permanent members of staff in peer-reviewed journals/books during the year, according to academic disciplines,
- total number of publications by permanent members of staff in ISI journals during the year, according to academic disciplines,
- number of citations received by permanent members of staff in ISI journals during the year, according to academic disciplines,
- all publications in journals, books and other writings which are directed towards professional groups and can be traced in databases to individual academic staff.

In the same meeting of the Quality Council, Deans of Schools shall put forward information/a report from the Schools on:

- Number of patent applications and patents received during the year,
- number of start-up companies launched during the year,
- number of research-related products other than publications in peer-reviewed journals and professional journals per academic position equivalent.

On the basis of the above-mentioned reports on research at the University and discussion on the reports, the Quality Council shall evaluate the situation according to the aims of the University, decide on improvement measures if needed, define responsible persons, and set a time limit for their work. Persons responsible for these measures, who may be Deans of Schools, Heads of Faculty, employees of the University of Akureyri Research Centre, or other University employees depending on the nature of the matter, shall inform the Quality Council of the status of the measures when the time limit has expired.

## 6.2. Support for research

The University of Akureyri provides employees with support and good work facilities for research. Deans of Schools manage research issues within Schools according to Article 14 in [Regulations for the University of Akureyri No. 387/2009](#), but RHA handles administration concerning research on behalf of the University. Administration refers to overall management of applications for sabbaticals and professional training leaves, professional advancement, and point evaluation applications and applications to the Work Assessment Fund. Professors submit their applications to RHA that relays them to the Division of Research at the University of Iceland which handles the Research and Royalty Fund of Professors (rannsókná- og ritlaunasjóður prófessora).

RHA also handles consultation concerning [grant applications to research funds](#) and instruction on preparation and management of research, preparation of grant applications to both domestic and foreign funds, and search for foreign collaborators. Informative meetings and introductions shall be organised in close co-operation with Deans of Schools who shall encourage instructors to attend.

Good work facilities for research consist, for example, in housing, facilities, technical equipment, access to library services and other support services within the University. Deans of Schools are obligated to discuss work facilities for researchers within their faculties in professional development interviews and make plans for improvement and development in connection with operating plans in each year if required.

## 6.3. Sabbaticals

Professors, Associate Professors/Senior Lecturers, Assistant Professors/Lecturers, and Adjuncts at the University of Akureyri can apply for sabbaticals on the basis of Article 20 in the [Regulations for the University of Akureyri No 387/2009](#) where the following is stated:

The University Council is authorised to grant academic staff and other permanent members of staff of the University sabbaticals for up to one year on fixed pay, if a satisfactory statement of how the applicant plans to spend this time on improving his/her knowledge, or working on special research projects, during the leave.

Depending on the budget allowances and guidelines in collective pay agreements, the University Council may grant an individual on a sabbatical a grant, in order to meet the expense of necessary travel and accommodation costs incurred in connection with the leave.

The University Council shall set further regulations on sabbaticals and the awarding of grants

[Regulations on Sabbaticals for Teachers at the University of Akureyri No. 355/2012](#) were approved in a meeting of the University Council of the University of Akureyri on 30 March 2012.

## 6.4. Basic programme research studies

All faculties that offer basic programme research studies have set rules for the studies which specify information for students on admission requirements, number of credits, and time requirement for completing the studies, curriculum, role and structure of the Master's Committee, study requirements, and progress of Master's dissertations.

The faculties have also defined what basic programme research studies require of them in regard to qualifications of supervisors, course offering, work facilities, cost, research study grants, monitoring of progress of studies, etc.

[Guide for the Master's Programme](#)

[Regulations on graduate studies](#) in the School of Health Sciences (on the intranet)

## **7. Facilities for studies and teaching**

At the University of Akureyri, an emphasis is placed on a positive, challenging, and personalised learning environment. The University Office operates support services within the University, such as a library and reading rooms as part of Library and Information Services, computer systems, computer rooms, Computer and Media Centre (Gagnasmiðjan), and properties in the Financial, Staff, and Administrative Section, Student Registry with examination supervision, teaching advisories, administration of distance teaching and general reception, a Marketing and Public Relations Section that also handles international issues such as staff and student exchange, in addition to student counselling.

Surveys are regularly conducted on how pleased students are with learning facilities and support services and the results are responded to in a formal manner cf. chapter 1.5 *Learning resources and student support* in [Standards and Guidelines for Quality Assurance in the European Higher Education Area](#) (the ENQA standards). The results of these surveys are published on the UNAK intranet and reported on in the Quality Council.

The Managing Director of the University is responsible for ensuring that the operations of the University Office are in accordance with provisions in laws, regulations, and quality systems that apply to the University.

### **7.1. Teaching facilities**

In classrooms, it is ensured that at each time the technical equipment used for teaching is in place and functional. The employees of the Computer and Media Centre (Gagnasmiðjan) make sure that technical equipment in classrooms is functional, in addition to providing instructors with advice and assistance if needed.

### **7.2. Work facilities of students**

Students are provided with good facilities for working and reading in reading rooms, classrooms, computer rooms, and group work rooms. The University Library is responsible for facilities in reading rooms, and the employees of the Computer and Media Centre (Gagnasmiðjan) are responsible for computer rooms. Using key cards, students can access the University buildings day and night throughout the year, excluding the time when the University is closed due to summer vacations.

### **7.3. Work facilities for employees**

Employees shall be provided with good work facilities according to the [Act on Working Environment, Health and Safety in Workplaces No. 46/1980](#), [Regulation No. 920/2006 on the](#)

[Organisation and Implementation of Health and Safety at Workplaces](#), and [Regulations No. 498/1994 on Working in Front of a Monitor](#). A risk assessment for all jobs within the University shall be carried out in co-operation with employees and a plan on health protection prepared on the basis of the assessment. The plan shall, for example, aim to implement preventive measures to reduce occupational diseases. Systematic occupational safety work within the workplace shall, for example, contribute to the mental and physical wellbeing of employees. This consists in providing employees with information on risks in the workplace which concern their health and providing them with the necessary instruction and training as regards working conditions, health practices, and safety in the workplace. Special appraisals shall be conducted of the work stations of employees who use a monitor for a substantial part of their work and influence assessed regarding potential risks for employees' vision and physical and mental strain. Suitable measures are taken to remedy the situation. The Security Committee conducts a risk assessment and supervises occupational safety work within the University. The Central Administration of the University is responsible for improvements.

#### **7.4. Facilities for disabled persons and safety issues**

The University ensures that disabled persons have unhindered access to the buildings of the University and suitable facilities for pursuing studies and work at the University according to the [Act on the Affairs of Disabled People No. 59/1992](#). Work is conducted in accordance with the [Policy on Equal Access to Studies and Work at the University of Akureyri](#) which the University Council approved on 27 April 2012.

An [Equal Rights Committee](#), [Security Committee](#), and [Environment Council](#) operate at the University and deal with relevant issues concerning work facilities within the University. Work takes place in accordance with the following:

[Act on Working Environment, Health and Safety in Workplaces No. 46/1980](#),

[Act on Equal Status and Equal Rights of Women and Men No. 10/2008](#)

[Regulation No. 920/2006 on the Organisation and Implementation of Health and Safety at Workplaces](#)

#### **7.5. Library**

The University Library provides the employees of the University, its students, and others with access to information and sources for studies, teaching, and research. An emphasis is placed on providing access to a high-quality range of databases and online journals in the academic fields of the University, as well as on developing the University Library's collections of books and journals at a steady rate so that they reflect the University's fields of study.

[Special services are offered to distance learners](#) with the aim of enabling them to pursue studies on equal footing with on-site students to the extent possible.

The Director of Library and Information Services is responsible for ensuring that the operations of the University Library are in accordance with realistic expectations and the needs of students, instructors, and other employees of the University, as well as in accordance with provisions in laws, regulations, and quality systems that apply to the University.

### **7.6. Computer services**

Students have access to computer rooms in the buildings of the University. In addition, there is a wireless internet connection throughout almost the entire University so that students can go online and send projects to the printers of the University.

User services for the computer system are in the Computer and Media Centre (Gagnasmiðjan) where students and employees can seek solutions to problems which arise in any kind of computer work.

The Director of the Financial, Staff and Administrative Section is responsible for ensuring that the operations of the computer services of the University are in accordance with realistic expectations and the needs of students, instructors, and other employees of the University, as well as in accordance with provisions in laws, regulations, and quality systems that apply to the University.

### **7.7. Services of Student Registry**

The Student Registry handles registration concerning students and teaching in the information system Ugla, as well as telephone answering and general reception. The Examinations Manager and Project Manager for Distance Learning and Teaching Advisor report to the Student Registry. The Director of Student Registry is the editor of the curriculums and course catalogues of the University and handles the implementation of the course evaluation.

The Director is responsible for ensuring that the operations of the section are in accordance with realistic expectations and the needs of students, instructors, and other employees of the University, as well as in accordance with provisions in laws, regulations, and quality systems that apply to the University.

### **7.8. School offices**

School offices are involved in organisation of teaching in consultation with instructors and handle information dissemination to students and instructors in relation to studies and teaching.

School offices are responsible for ensuring that their services are in accordance with realistic expectations and the needs of students, instructors, and other employees of the University, as well as in accordance with provisions in laws, regulations, and quality systems that apply to the University. School offices report to the Dean in question.

### **7.9. Student Counselling**

Student Counselling at the University of Akureyri works chiefly towards a fourfold goal:

- To provide instruction to current and prospective students concerning choice of studies,
- to provide guidance to individuals and groups during their studies, not least concerning improved methods of work,
- to provide students with personal advice on their progress of studies and personal life,
- to minimise dropout from the University.

Student Counselling at the University of Akureyri places an emphasis on providing services that are tailored to the needs of individuals and/or groups.



Under the auspices of the Student Counsellor, seminars on study technique and examination anxiety are held. An emphasis is also placed on support and various measures for disabled students and students with specific learning difficulties.

The Student Counsellor provides interview hours to interested students where they can receive various support on an individual basis, thus reducing the odds that they will drop out of studies at the University. During the interviews, the problems students face are analysed and a decision made on what measures or actions can be used in each instance.

The Student Counsellor is responsible for ensuring that the operations of Student Counselling are in accordance with realistic expectations and the needs of students, instructors, and other employees of the University, as well as in accordance with provisions in laws, regulations, and quality systems that apply to the University.

#### **7.10. Acquisition of information on how pleased students and employees are with facilities and support services**

The University regularly monitors how pleased students and employees are with facilities for studies, teaching, and research at the University. Surveys are carried out using both questionnaires and focus groups and the results of the surveys shall be discussed both in the Quality Council and in meetings within the Schools and University Office.

If it is revealed that improvements are needed, Deans of Schools, the Managing Director, or Directors of support services are responsible for ensuring that the situation is responded to. Follow-up of the processing of matters that can be improved within the University is the responsibility of the Quality Council. If needed, the Quality Council appoints improvement groups that seek solutions to the problems that the surveys have revealed. Their work should adhere to the formal methodology of total quality management.

### **8. Information publication and information systems**

#### **8.1. External web site, annual reports, and promotional material**

At the University of Akureyri, it is considered important to provide to the authorities, industry parties, the public, and not least prospective students the clearest information possible on the operations. The main venue for this is the external web site of the University. The website is consistently updated in order to correctly reflect the University and its operations at each time. In addition, the University publishes annual reports and various material promoting the faculties and their range of studies.

The Director of Marketing and Public Relations is responsible for the publication of promotional material and for ensuring that the web site of the University is updated and that it provides reliable information at each time. The publication of the annual report is the responsibility of the Rector.

#### **8.2. Information systems**

The information system Ugla stores information on students and their study progress, curriculums and course catalogues, information on employees, etc. This information is published

both on the intranet and/or the external website of the University according to the nature of the information and the information needs of students and employees. On the external website, information is published to fulfill the obligations of the University concerning official publication of information as described in chapter 8.1.

The electronic document management system of the University, GoPro, is used to manage the documents of the University; both documents sent to the University and documents created within the University. The document management system fulfills the requirements of the ISO 15489 standard *Information and documentation - Records management* which was published in Icelandic in the spring of 2005.

The financial and human resource system of the State, Oracle, is used to handle the finances of the University, book-keeping, and payroll calculations.

### **8.3. Key figures and information concerning quality management**

Each year, key figures and information on the operations of the University are compiled. This information is used for quality management according to the [appendix to the agreement between the Ministry of Education, Science and Culture and the University of Akureyri from 4 July 2012](#). These key figures and information are published in the annual report of the University and are furthermore accessible on the external web site and/or intranet of the University.

The aim of collecting and presenting the information is to facilitate data acquisition for employees both in conducting a subject-level review and external review. In addition, the aim is to create a clear overview of the status of the University for administrators, employees, and the public.

The Management Board and Quality Council consistently review key figures from the operations of the University and respond when needed.

### **8.4. Description of knowledge, skills, and competencies upon graduation**

In accordance with Articles 5 and 8 in the [Higher Education Institution Act No. 63/2006](#), the University publicly issues descriptions for each study programme specifying the knowledge, skills, and competencies students shall have acquired upon graduation, in addition to information on how new study programmes at the University fulfill the requirements and demands stated in the [qualification framework for higher education and degrees](#).

### **8.5. Information on appraisals**

Subject-level review reports of faculties are published on the UNAK intranet so that they are accessible to other subject-level review groups within the University. The same applies to subject-level review reports of UNAK in relation to institution-level review. The reports of external evaluation teams following the institution-level review are published officially and in their entirety, for example, on the [web site of Rannís](#) and UNAK

When a year has passed since the institution-level review was conducted, the University prepares a status report on improvements and important changes that have been undertaken following the results of the institution-level review. The status report shall be discussed at the next annual meeting of the University with the contact from the Quality Board for Icelandic

Higher Education. The report is also published on the Rannís web site alongside the report of an external evaluation team following the institution-level review.

## **9. Planning and follow-up**

In its [strategy up until 2017](#), the University of Akureyri has determined that professional and purposeful management is the basis for successful work. Furthermore, that follow-up of the plans and projects of the University shall be increased. The Rector, University Council, and Management Board are responsible for this.

Deans of Schools and Directors are each responsible for preparing a financial plan for their unit and for submitting the plan to the Managing Director and the Director of the Financial, Staff and Administrative Section who merge them into an operating plan for the University as a whole. They then submit the plan to the Management Board and Quality Council for approval, in addition to seeking the approval of the Ministry of Education, Science and Culture according to Articles 5.5 and 5.6 in the [agreement on teaching and research at the University of Akureyri 2012-2016](#). A goal of the University is for the operating plan for the next calendar year to be completed and approved by the University Council and Ministry of Education, Science and Culture before the end of the preceding year.

Operating plans are compared to actual figures monthly and discussed in meetings of the Management Board, University Office, and University Council. At the initiative of the Managing Director and the Director of the Financial, Staff and Administrative Section, meetings are also held with Deans of Schools where the plans of the pertinent School and actual figures are reviewed when needed.

### **9.1. Publication of information on the finances of the University**

In accordance with Article 23 in the [Higher Education Institution Act No. 63/2006](#), an open annual meeting is summoned where the finances and work plan of the University are introduced. Furthermore, the financial statement and a report on finances are published in annual reports.