

## *Quality Policy of Hanken School of Economics*

The aim of the Quality Policy document is to set the objectives and to describe the responsibilities and the operating principles of quality management and continuous improvement at Hanken.

Hanken's approach to quality is aligned with the European Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG), complies with national legislation and the national regulatory framework, and is based on and inspired by national and international best practices. According to Hanken's mission statement, all the School's activities are characterised by the Nordic values of equality, openness, integrity and a commitment to high quality and continuous improvement. Hanken's quality system ensures a high quality of the School's activities and supports the implementation of the Hanken 2030 strategy.

### **Objectives:**

- To safeguard a quality culture that permeates all parts of the university for the benefit of the students, faculty, staff and the local, national, and international community.
- To ensure that the strategic planning, quality assurance and continuous improvement mutually inform and support each other.
- To ensure that appropriate and transparent governance and management structures are in place to guarantee continuous progress in implementing and supporting quality assurance.
- To ensure high quality in research.
- To ensure high quality in degree and executive education.
- To develop students' learning through a consistent Assurance of Learning process.
- To ensure strong corporate connections, community outreach and impact of research.
- To safeguard a high level of ambition and commitment towards quality by regularly exposing itself to external accreditations, audits, evaluations and benchmarking projects and by taking advice from these for strategic planning and quality improvement.
- To collect and compile quantitative and qualitative data and to conduct periodic surveys in order to get feedback from key stakeholders such as students, faculty, staff, alumni and employers for strategic planning and quality improvement.

### **Division of Responsibilities:**

- The Board is the highest decision-making body of the School. It decides on issues of strategic and financial importance, and has the ultimate responsibility for the quality of the School's activities.
- The Rector has the main responsibility for quality management and the division of duties and responsibilities.

- The Academic Council coordinates the quality assurance regarding education and research, including the pedagogical and scientific development work and the Assurance of Learning process.
- The Heads of Departments, the Directors and the Managers are responsible for implementing quality management, and to integrate a continuous improvement culture in the organisation. Furthermore, every employee and all students are expected to strive for high quality in all activities.

### **Operating principles:**

- The quality system is based on a Plan-Do- Check-Act model that supports a systematic and continuous cycle of improvement.
- Continuous follow-up and monitoring of Hanken’s Key Performance Indicators (KPIs) are used to ensure the effectiveness and the quality of operations and identify areas of improvement.
- The responsibilities and processes are defined in the Quality Manual.

This Quality Policy will be reviewed on regular basis to ensure that it remains appropriate and fit for purpose.

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		Draft	Office of Administration	
		Draft	Office of Administration	Working Committee <b>(February 2016)</b>
STAB/15/148	1.0	Original	Office of Administration	Quality Council <b>(March 2016)</b>
STAB/16/124	2.0	Plan-Do-Check-Act model is being revised at Hanken	Rector	Quality Council <b>(September 2016)</b>
	2.1	Updates, October 2019		
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