



# **Management Effectiveness Monitoring Mechanisms And Evaluation System**

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## 1. General Provisions

- 1.1. The purpose of the Management Effectiveness Monitoring and Evaluation System is to continuously monitor and evaluate the activities of the institution, to fulfill the tasks defined by the University's mission and strategic development plan, as well as to create management policy effectiveness and sustainable development opportunities for the institution.
- 1.2. University management should be monitored and evaluated in terms of quality education, research and measurement of their costs, including relevant processes and outcomes.

## 2. General Approaches to Monitoring and Evaluation

- 1.3. For management monitoring, the University will use the following general types (approaches) of monitoring and evaluation:
  - 1.3.1. **Registration, storage, protection of data** within the main educational units (Schools) and auxiliary structures. The purpose of this type of monitoring is to store and maintain data at the appropriate level and to ensure their reliability and objectivity. This includes data on academic, guest and administrative staff, students; on finance and other material support mechanisms.
  - 1.3.2. **University Statistical Data System Monitoring.** Its purpose is to provide management with information by monitoring various administrative and structural levels by collecting, compiling, contrasting, and analyzing data.
  - 1.3.3. **Performance Monitoring** - This type of monitoring focuses on academic and research achievements.
  - 1.3.4. **Compliance Monitoring** - is an administrative type of monitoring to determine whether the pre-established standards and norms of the university, as well as external regulations are upheld and what is the contribution of University subjects in this area; How University processes and needs are met by appropriate means. Accordingly, this type of monitoring is focused on resource monitoring.
  - 1.3.5. **Diagnostic Monitoring** - This type of monitoring focuses on the learning process. Its purpose is to determine the quality of teaching-learning, research processes at the University and the role of the subjects involved in these processes in achieving results;

## 3. Monitoring the Effectiveness of Management and its Mechanisms

- 1.4. University management effectiveness monitoring is being implemented and includes:
  - 1.4.1. Full, **institutional level monitoring** of the University, which involves evaluating the results achieved by the University. Also, evaluation of the

efficiency/effectiveness of the organizational structure of the University and the activities of the governing bodies.

- 1.4.2. Monitoring at the **level of individual structural units** of the University, which involves monitoring the activities of the structural unit, analyzing the results achieved by it and, consequently, provides an opportunity to check the degree of proper distribution of positions and competencies in the University. At the same time, identification of opportunities for effective management.
- 1.4.3. Monitoring the University at **the individual level**, which involves evaluating the satisfaction, activities and achievements of the University staff and students.
- 1.5. The main mechanisms for Monitoring Management Effectiveness are:
  - 1.5.1. Monitoring the implementation of Strategic Development and Action Plan;
  - 1.5.2. Staff evaluation;
  - 1.5.3. Evaluation of the learning process;
  - 1.5.4. Evaluation of research activities;
  - 1.5.5. Monitoring financial and business processes;
  - 1.5.6. Services monitoring.

#### 4. Monitoring the Implementation of Strategic Development and Action Plan

- 1.6. The University's Strategic Development and Action Plan is monitored by the University Quality Assurance Office in active coordination with the University Strategic Development Office.
- 1.7. The University Quality Assurance Office submits an annual monitoring report on the implementation of the University Strategic Plan to the Academic Council of the University, based on interim data.

#### 5. Staff Evaluation

- 1.8. The evaluation of the activities of the academic, scientific and invited staff of the University is provided annually by the Dean of the School.
- 1.9. Based on the information received from the Schools, the University Quality Assurance Office annually systematizes the results of the evaluation of the activities of the academic, scientific and invited staff and develops recommendations.
- 1.10. The evaluation of the administrative and support staff of the University is provided annually by the University Human Resources Management Office.
- 1.11. The University Quality Assurance Office, within its competence, participates in the evaluation of administrative and support staff in the process of analyzing the results and developing recommendations.

#### 6. Evaluation of the Learning Process

- 1.12. The evaluation and monitoring of the educational process at the University is supervised by the Vice President of the University of Educational-Scientific and Quality Assurance.
- 1.13. Continuous monitoring of the educational process at the University and evaluation based on the monitoring results is provided (within their competence) by the Dean of the School, the Head of the University Quality Assurance Office and the Head of the Academic Process Management Office.
- 1.14. Each year, the subjects referred to in paragraph
- 1.15. Shall submit the results of the evaluation of the educational process to the Vice President of the University of Educational-Scientific and Quality Assurance.

## 7. Evaluation of Research activities

- 1.16. The evaluation of research activities at the University is carried out annually by the University Quality Assurance Office in active cooperation with the Research Development and Promotion Office .
- 1.17. The Quality Assurance Office will present the results of the evaluation of the research activities to the Vice President of the University of Educational-Scientific and Quality Assurance fields.

## 8. Monitoring of Financial and Business Processes

- 1.18. The University Financial Office , which is accountable to the President and Senior Vice President of the University, constantly monitors, identifies and analyzes the relevant financial and business processes of the University.
- 1.19. The evaluation of the financial and business processes of the University can be carried out periodically through internal or external audits, appointed by the Senior Vice President of the University.

## 9. Monitoring of Services

- 1.20. The monitoring and annual evaluation of the services offered by the University is carried out by the Marketing and Communications Office of the University in active coordination and cooperation with the relevant persons.

## 10. Monitoring and Evaluation Results

- 1.21. Based on the functioning of the Monitoring and Evaluation System provided by this document, the following results will be achieved at the University:

- 1.21.1. Implementation of the Strategic Plan of the University, both in terms of fulfilling certain priorities, goals and objectives, as well as making appropriate, timely and adequate changes and additions;
- 1.21.2. Establish and implement a high organizational management culture;
- 1.21.3. Provide up-to-date information to all entities and structures for evaluation, self-assessment and relevant decision-making;
- 1.21.4. Improving the quality of the teaching-learning and research process;
- 1.21.5. Strengthening university services;
- 1.21.6. Ensuring the financial sustainability of the University.
- 1.22. Based on the results of the evaluation, measures such as organizational change, staff promotion, incentive measures, and the development of skills-oriented measures can be used to address management effectiveness.

## 11. Evaluation system

- 1.23. Assessing the effectiveness of management at the University includes the planning, implementation, reporting, and feedback phases.
- 1.24. **The Evaluation Planning** phase involves developing appropriate questionnaires and reporting, along with identifying the issues to be assessed and the resources needed.
- 1.25. **The Evaluation Phase** involves the collection of information on the issues identified at the planning stage, the processing of the collected information for analysis, the analysis of the processed information, and the development of conclusions.
- 1.26. **The Evaluation Reporting** phase involves a systematic documentation, recording and disseminating of the results and recommendations obtained in the evaluation process of the report.
- 1.27. **The Feedback Phase** of the evaluation involves presenting the report (results, conclusions) developed as a result of the evaluation to the interested and relevant competent persons, discussing with them the relevant issues in order to correct the problems and further improve the processes.
- 1.28. Management effectiveness assessment at the university is carried out by a four-tier system:
  - 1.28.1. **Fully Relevant** - Set goals and objectives are fully achievable.
  - 1.28.2. **Mostly Relevant** - set goals and objectives are largely achievable, there are small gaps in management effectiveness that need to be corrected.
  - 1.28.3. **Partly Relevant** - set goals and objectives are partially achievable, there are gaps in management effectiveness that need to be addressed in a timely manner through active intervention.
  - 1.28.4. **Not Relevant** - The goals and objectives set are not achievable, there are significant gaps in management effectiveness that require substantial and radical change.

## 12. Analysis of Evaluation Results and Recommendations

- 1.29. Upon completion of the monitoring process, an evaluation document is prepared during the evaluation process, which includes analysis of the monitoring results, their review, identification weaknesses, strengths, and opportunities for improvement. The results of the evaluation must include recommendations, which in turn should describe the gap (s), the objectives of the recommendation, and the appropriate changes to be implemented.
- 1.30. The results of the evaluation should also include an indication of the structural units of the University, which have the competence to take into account certain recommendations and/or to take care of their comprehension and implementation.

## 13. Implementation and Development of a Management Effectiveness Monitoring and Evaluation System

- 1.31. It is the competence of the University's Strategic Development Office to coordinate the monitoring and evaluation system of management effectiveness at the University and to develop recommendations for its proper functioning.
- 1.32. The University Management Monitoring and Evaluation System defined by this document is approved by the University President.