SELF-ASSESSMENT REPORT ON MEDICAL FACULTY, UNIVERSITY OF KRAGUJEVAC

August 2011.
INTRODUCTION

Medical Faculty is an independent legal entity, founded by Government of Republic of Serbia as public higher education institution. It is member of University of Kragujevac, situated on separate location (Svetozara Markovica Street, 69) in city of Kragujevac, Serbia. This Medical Faculty is running 5 programs accredited by Serbian Accreditation Committee for Higher Education and having license from Serbian Ministry of Education: (1) integrated academic study program for Doctor of Medicine; (2) integrated academic study program for Master of Pharmacy; (3) integrated academic study program for Doctor of Dentistry; (4) graduate professional study program for nurses; and (5) Ph.D. program. In the following table essential information about Medical Faculty in Kragujevac (MFK) is shown:

Address: Medical Faculty, Svetozara Markovica 69, 34 000 Kragujevac, Serbia
Web address: www.medf.kg.ac.rs

<table>
<thead>
<tr>
<th>Number of students</th>
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</thead>
<tbody>
<tr>
<td>Integrated academic study programs</td>
<td>1482</td>
</tr>
<tr>
<td>Ph.D. program</td>
<td>336</td>
</tr>
<tr>
<td>Graduate professional study program for nurses</td>
<td>370</td>
</tr>
<tr>
<td><strong>Total number of students</strong></td>
<td><strong>2188</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Academic staff - lecturers and professors</th>
<th>Lecturers</th>
<th>Assistant professors</th>
<th>Associated professors</th>
<th>Full professors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primarily employed at Medical Faculty in Kragujevac</td>
<td>1</td>
<td>50</td>
<td>26</td>
<td>38</td>
</tr>
<tr>
<td>Primarily employed at other University</td>
<td>-</td>
<td>4</td>
<td>1</td>
<td>1</td>
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<tr>
<td></td>
<td>Lectures</td>
<td>Practicals</td>
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<tr>
<td>Integrated academic study programs</td>
<td>3809</td>
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<tr>
<td>Ph.D. program</td>
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<td>5400</td>
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<tr>
<td>Graduate professional study program for nurses</td>
<td>2160</td>
<td>1470</td>
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<td><strong>Total</strong></td>
<td><strong>7699</strong></td>
<td><strong>10245</strong></td>
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<tbody>
<tr>
<td>Surface area, Library</td>
<td></td>
<td>61.84м²</td>
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<tr>
<td>Surface area, Library and Reading room</td>
<td></td>
<td>107.92м²</td>
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<tr>
<td>Total number of books in the Library</td>
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<td>3826</td>
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<tr>
<td>Total number of computers in computer rooms for students</td>
<td></td>
<td>80</td>
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</table>

The self-evaluation was performed during summer 2011 by Comission for Quality Qssurance of Medical Faculty, whose members were elected on the session of Medical Faculty’s Council held on February 24th, 2010. The members of the Comission are: prof. dr Slobodan Janković, president, prof. dr Snežana Živančević-Simonović, prof. dr Mirjana Varjačić, prof. dr Predrag Čanović, prof. dr Dragan Čanović, doc. dr Željko Mijailović, assistant dr Marko Folić, assistant dr Srđan Stefanović, Miloš Jelenić, solicitor, Milan Novaković, higher laboratory technician and student Dragan Knežević. This report was written by the Comission’s president, prof. dr Slobodan Jankovic.
The self-evaluation was made according to TRIS model, used by accreditation body in Belgium, due to the fact that this model was adjusted to institutions of higher education. According to this model, there are 9 domains of quality, as shown in Figure 1.

1. Nine domains of quality, according to which the self-evaluation process was structured. (1) leadership; (2) policy and strategy; (3) co-worker; (4) partners and means; (5) process management; (6) customer results; (7) co-operator results; (8) impact on society; and (9) end results.
1. **Leadership**

<table>
<thead>
<tr>
<th>Score</th>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
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<tbody>
<tr>
<td>0</td>
<td>Activity oriented</td>
<td>Process oriented</td>
<td>System oriented</td>
<td>Chain oriented</td>
<td>Total Quality Management</td>
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### 1.a
The management develops a mission, view and values and fulfils a model role for a cultural aimed at Total Quality Management.

- The management* implicitly disposes of a view* on the future of the organization.
- The view particularly describes the internal activities of the organization.
- The view mainly contains the short-term policy.
- The management has formulated the view in one or more documents.
- The view concerns all aspects of the organization (processes and systems*).
- The view is implemented in the policy and proves the activities.
- Innovation* is an essential element of the view.
- The management encourages co-operation within the organization.
- The management systematically revises and corrects the efficiency of its leadership.
- The management uses the view for the development, monitoring and adjustment of internal as well as external activities.
- The management involves all internal and external parties concerned in the development, monitoring and adjustment of the view.
- The view shows that the management has a long-term view*.
- The view also supposes that the organization wants to compare itself with excellent organizations*.
- The management plays an important role in the relation between the organization and society.
- View and policy are adjusted on the basis of data from society with an eye to give account to society.

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The Medical Faculty in Kragujevac (MFK) is in phase 5 (score 9) according to criterion 1a. The management is actively involved in creation and maintenance of relations between MFK and Ministry of Education, local authorities, other higher education and health institutions, national and international scientific and professional organizations, and potential customers. Numerous activities which are constantly undertaken by the Dean and his team are recorded in "News" section of the MFK’s web page. Recently, the MFK was benchmarked as the 5th most productive.
scientific organization in Serbia. Planning of the activities takes place at MFK’s body “The Dean’s collegiums”, which meets weekly. The planning is based on quantitative and qualitative analyses of the MFK’s performance, prepared by respective vice-Deans. The meetings of “The Dean’s collegiums” are audio recorded, and records are stored in the MFK archive, where they could be accessed on request.

<table>
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<tr>
<th>1 Leadership</th>
<th>Phase 1</th>
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<th>Phase 4</th>
<th>Phase 5</th>
<th>Total Quality Management</th>
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<tr>
<td>Score</td>
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1.b The management is personally involved when it assures that the managerial system* of the organization is being developed, implemented and continuously improved.

- The management* implicitly disposes of a structured approach to deal with activities.
- The management system is particularly aimed at short-term objectives.
- The management involves members of staff in the development and adjustment of the management system.
- The management stimulates creativity and learning activities in the development of the managerial system.
- The managerial system is particularly aimed at medium-term objectives.
- The management system concerns the whole organization.
- The management systematically pays attention to the continuous adjustment of the policy and strategy based on perception measurements and performance indicators.
- The management involves members of staff in the development and adjustment of the management system.
- The management system is particularly aimed at medium-term objectives.
- The management also involves external parties concerned in the development and adjustment of the management system.
- The internal and external customers are the central point in the management system.
- The management stimulates the improvement of the organization processes that are discerning* for the realization of the objectives. This is done based on systematic perception measurements* and performance indicators*.
- The management system also aims at long-term objectives via, for example, trend analyses and future scenarios.
- The management system is aimed at connecting and contributing to innovations in the field of action at home as well as abroad.
- The management system is systematically compared with excellent organizations at home as well as abroad.
The Medical Faculty in Kragujevac (MFK) is in phase 5 (score 9) according to criterion 1b. When planning future activities, the Dean's collegiums analyze quantitative trends of the MFK's activities and computer simulations of future scenarios, learn from experiences of excellent organizations (e.g. from the University of California San Francisco School of Medicine, with whom MFK has written agreement of collaboration) and always try to innovate current practice. Proofs that such kind if management takes place could be found in official records of the Dean's collegiums.

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1.c
The management is associated with customers, partners and representatives of society.

- The management is personally involved in relation with external parties concerned.
- The improvement of the involvement of the management in external relations occurs incidentally.
- The management personally participates in the execution of partnerships with external parties concerned.
- The management involves the personnel in the execution of relations with the external parties concerned.
- Improvements of the external relations are put down in short-term plans.
- External relations are involved in all aspects of the organization.
- The management systematically involves all internal parties concerned in the execution and monitoring of relations with external parties concerned.
- The management sees to it that relations with the external parties concerned are systematically evaluated on the basis of measurements of the performance indicators.
- The management is personally involved in understanding and satisfying the needs and expectations of the external parties concerned.
- Knowledge and experience about external relations are organizationally exchanged.
- The management sees to it that relations with the external parties concerned are systematically being adjusted.
- The management is actively involved in external organizations to promote the Total Quality Management of the organization.
- The management anticipates new developments in the field of external relations.
- The management systematically compares its policy on external relations with the policy of excellent organizations at home as well as abroad.
The Medical Faculty in Kragujevac (MFK) is in phase 5 (score 8) according to criterion 1c. The vice-Deans are also members of several national bodies involved with quality in higher education (e.g. Serbian Accreditation Commission for Higher Education, Board for Medical Sciences of Ministry of Education, etc.) which enables to the management fine tuning of quality-improvement activities according to policies of these bodies. Relations of the MFK with public and other parties are constantly questioned by the MFK managing body (the Dean's collegiums), new developments of external relations in national and international arena are discussed, and improvements are planned and conducted.

<table>
<thead>
<tr>
<th>1 Leadership</th>
<th>Phase 1 Activity oriented</th>
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<th>Phase 3 System oriented</th>
<th>Phase 4 Chain oriented</th>
<th>Phase 5 Total Quality Management</th>
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<tr>
<td>1.d</td>
<td>- The management motivates, supports and acknowledges the co-workers.</td>
<td>- The management pays attention to each individual ad hoc and appreciates the initiatives of the personnel.</td>
<td>- The management particularly has an eye for the educational realization of the each lecturer individually.</td>
<td>- The management aims at fraternal co-operation and the education in the whole</td>
<td>- The management encourages the personnel and supports innovative plans.</td>
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<tr>
<td></td>
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<td>- The motivating policy supports short-term initiatives.</td>
<td>- The management particularly has an eye for the educational realization of the each lecturer individually.</td>
<td>- The management encourages the personnel and supports innovative plans.</td>
<td>- The motivating policy fits in the medium-term view.</td>
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</table>
The Medical Faculty in Kragujevac (MFK) is in phase 4 (score 7) according to criterion 1d. The management of the MFK systematically monitors performance of academic staff members in scientific and educational domains. Scientific production (number of published papers, categories and total impact factor) and influence of publications (citation reports) of academic staff members are monitored and annual reports published on the MFK's web page. Besides, there is annual MFK's conference on current scientific production, whose conclusions are also published on the web page. Educational performance of the academic staff members is followed through annual survey of educational process done by Quality Assurance Committee of the MFK. The results of the surveys are analyzed by the management and published. Currently the management is developing an integrative scoring system of overall contribution of an academic staff member to the MFK, which than will be used as basis for calculating individual salaries. Non-academic staff members are evaluated monthly by their superiors, taking into account their work results, communication skills and creativity; based on this evaluation, their salaries are increased or decreased for certain percentage.
2. Policy and Strategy

2a. Policy and strategy are based on the actual and future needs and expectations of the parties concerned.

<table>
<thead>
<tr>
<th>2 Policy and strategy</th>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
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<tbody>
<tr>
<td></td>
<td>Activity</td>
<td>Process</td>
<td>System</td>
<td>Chain</td>
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</table>

- The management bases policy decisions incidentally on the data about the actual needs and expectations of a number of individual parties concerned.
- The management develops policy and strategy on short term.
- By doing so it keeps in mind the needs and expectations of the group of staff members.
- The management collects data about actual as well as future needs and expectations of the personnel in
- The management also systematically researches the medium-term needs and expectations of all external parties concerned.
- The management systematically bases its policy decisions upon information about actual and future needs and expectations of the parties concerned.
- The management systematically collects and analyses information in order to define and adjust its place in the market.
- The procedures to collect information about needs and expectations are drawn up within the scope of the organization and in consultation with external parties.
- The management wants to set an example in the field of relations with parties concerned.
- The management compares its policy to that of excellent organizations from home as well as abroad.
- The public relations policy is
The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 5) according to criterion 2a. At
eend of every school year the MFK conducts survey among high-schools’ graduates from 10 major
cities of central Serbia, questioning about their interests for higher education and about their
perception of studying at University of Kragujevac, especially at Medical Faculty in Kragujevac.
Secondly, the management makes annual analysis of students applying for enrollment at MFK’s
study programs: origin of the applicants, success at high school, success at admission exams,
etc. However, these analyses are not made according to agreed written procedures, but are
dependent on skills and knowledge of an analyst; in this way, annual analyses sometimes differ
among themselves in regard to methodology and outcomes, which is making planning of future
activities difficult.
<table>
<thead>
<tr>
<th>Information obtained by measurements of performance and by activities relating to research, learning and creativity.</th>
<th>Measurements of perception and performance indicators.</th>
<th>Complaints, investigations, development of projects, investigations, etc.). Based on these moments it adjusts its short-term policy and strategy.</th>
<th>Society (environment, law, technologies etc.) in order to adjust systematically its medium-term policy and strategy.</th>
<th>About its policy and strategy obtained from internal as well as external parties concerned.</th>
<th>About the performance of excellent organizations from home as well as abroad.</th>
</tr>
</thead>
<tbody>
<tr>
<td>- The information is strongly aimed at the individual performances of the co-workers.</td>
<td>- The management pays attention to the information from departments.</td>
<td>- The management collects some information about the education process.</td>
<td>- The management systematically collect ideas from all internal parties concerned.</td>
<td>- The management compares the information obtained systematically with data of other organizations.</td>
<td>- The management systematically integrates important social changes in its long-term policy and strategy.</td>
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<tr>
<td>- The management involves teams in collecting information.</td>
<td>- The management involves teams in collecting information.</td>
<td>- The management systematically collect information about important indicators (economic, demographic, social etc.).</td>
<td>- The management systematically collect information about important indicators (economic, demographic, social etc.).</td>
<td>- The procedures to collect information and to make perception measurements and performance indicators are developed in consultation with internal and external parties concerned.</td>
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</table>

The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 5) according to criterion 2b. The management of the MFK systematically collects data on scientific production of academic staff members (through search of their published articles on MEDLINE, KOBSON and ISI databases) and its impact (through systematic annual search of citations by University Library in Belgrade, paid for by the MFK). Besides, the management systematically follows passing rates on students’ exams for each subject of the curriculum and for each examiner separately. There is also special committee appointed by the dean which follows from week to week realization of the teaching process. All collected data are presented to the MFK’s departments, which on their meetings analyze the data and make recommendations to the MFK’s management. According to the MFK’s Statute, no election of a staff member or acceptance of a PhD thesis could be made without opinion and agreement of relevant department.
The MFK also uses systematically analyses of economic, demographic (made annually by Serbian statistical institution), and health status (made by Serbian Health Council and Serbian Health Institution “Batut”) of the nation when preparing its strategic and annual operative plans.

<table>
<thead>
<tr>
<th>2 Policy and strategy</th>
<th>Phase 1 Activity oriented</th>
<th>Phase 2 Process oriented</th>
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</table>

2.c Policy and strategy are being developed, revised and actualized.

- Policy and strategy are developed on the level of the management.
- Policy and strategy are particularly aimed at the internal organization.
- The policy comprises particularly short-term objectives.
- Policy and strategy are mainly aimed at the educational process.
- Co-workers are involved as a group in the development of the policy and strategy.
- The management stimulates initiatives that promote the development of the policy and strategy.
- The management uses perception measurements and performance indicators to evaluate adjust the policy and strategy.
- The policy comprises medium-term objectives for the organization in its whole.
- The internal parties concerned (including students) are systematically stimulated to give support to the policy development.
- The organization is acquainted with a structure in which proposals for policy development, coming from the organization are inserted in the policy cycle.
- The policy is developed in line with the task explanation*.
- Internal as well as external parties concerned are systematically involved in the development of policy and strategy.
- The management has clear-cut policy objectives and check criterion to evaluate that development policy systematically.
- In the policy development, trends concerning education and profession are analysed and processed.
- The management systematically compares its policy and strategy with that
- The policy mainly comprises long-term objectives.
- The management makes active use of the expertise of the external parties concerned in order to convert social developments into policy and strategy.
- Policy and strategy are aimed at fitting in with and adjusting to innovations in the field of professions from home as well as abroad.
- From the policy clearly shows that the organization wants to set an example in society.
The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 6) according to criterion 2c. Three years ago the MFK’s management prepared its strategic plan with clear-cut objectives, responsible persons, indicators and terms. This plan will undergo revision in year 2012, since it was prepared for the 4-year period. Every year an operative plan is prepared, based on the strategic plan. Both the strategic and operative plans are discussed at departmental and faculty’s meetings, so each staff member have an opportunity to amend or suggest changes of the plans. Written remarks on draft versions of the strategic and operative plans are asked from all MFK’s departments, and are included in final version of the plans. The plans are based on data collected by the management, which cover whole spectrum of the MFK’s activities.

<table>
<thead>
<tr>
<th>2 Policy and strategy</th>
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</table>

2.d A structure of key processes develops policy and strategy

- The development* of the policy is left to chance.
- A small number of co-workers are familiar with the policy and strategy.
- Individual motivation determines the extent of the co-workers' contribution to the development of the policy and
- The management has indicated some key processes in order to realize the policy.
- Some critical success factors* in connection with the educational process are indicated.
- Some procedures to develop* the policy and
- The management has identified all the necessary key processes to be able to realize the policy and strategy.
- The management has an understanding of the critical factors*, which are necessary for the realization of the key processes.
- All internal and external parties concerned of the different key processes are clearly indicated.
- The organization knows exactly which the surplus values are for the key processes for the different parties concerned.
- The key processes are evaluated and
- The management compares the results of the key processes systematically with those of excellent organizations from home as well as abroad.
- The organizations is prominent in the society in the field of development of a policy via key...
Policy and strategy are being unfolded. - The management has clearly formulated which results have to be achieved. - The management has appointed the process developers* for the different key processes.

The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 6) according to criterion 2d. In the strategic and operative plans the results which have to be achieved are clearly stated, and responsible persons (the process developers) are appointed with precise terms. Through analysis of the key stakeholders in the strategic plan majority of critical factors for success of the MFK are defined, and activities are planned to influence positively these factors.

<table>
<thead>
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2.e Policy and strategy are communicated and implemented.

- The management informs the interested coworkers individually and orally about the policy and strategy.
- In case of a problem or a question, information is given.
- The management has determined the policy and strategy in the policy plans.
- The management discusses the policy plans with teams of coworkers.
- The management uses procedures
- The management systematically sets up a dialogue about the policy plans and the results of the policy within the normal organization's consultation structures, with the different internal parties concerned.
- The management sets up a dialogue with the external parties concerned about the policy plans and the results of the policy.
- If possible, the management involves the external parties concerned in the realization and adjustment of the policy plans.
- The management involves social actors* in the organization by open communication about the policy plans.
- The management tests the communication about the policy plans against the new developments in
The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 6) according to criterion 2e. The MFK's Statute precisely regulates procedure of development and follow-up of the strategic and operative plans. According to this procedure, the plans are discussed at department meetings and the Faculty's Senate in the phase of their development, and in the phase of their implementation. At the end of each school year the MFK's management prepares reports on progress in implementation of strategic and operative plans, which are discussed by the Faculty's Senate. Besides, annual plan of quality improvement is also prepared, implemented and reported to the MFK's bodies. The reports contain obligatory values of relevant performance indicators.
3. Co-worker

3 Co-workers

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3.a The number of employees is managed, planned and improved.

- The management disposes of an initiative of personnel administration.
- The personnel planning is dependent on the tasks that have to be performed ad hoc.
- Individuals can improve the personnel planning.
- The personnel planning is aimed at short-term.
- The management bases its personnel policy on clear rules and procedures.
- The personnel policy uses methods for acquisition, selection, promotion, charging of the tasks and dismissal.
- A lot of the employees are familiar with the rules and procedures that the management applies in its personnel policy.
- The management systematically collects data on the personnel.
- The management systematically adjusts the personnel policy based on the personnel planning on.
- The personnel policy applied is obviously related to the general policy of the organization.
- The management evaluates the personnel policy in relation to the policy in general.
- The management compares the personnel policy with the one of excellent organizations at
- A long-term policy stimulates the personnel planning.
- The personnel planning is prominent for society by using innovative organizational methods.
- The management compares the personnel policy with the one of excellent organizations at
The Medical Faculty in Kragujevac (MFK) is in phase 5 (score 9) according to criterion 3a. The needs for personnel are precisely calculated on the basis of active lessons burden, number of enrolled students and development plans of the Medical Faculty (MFK). Throughout the regulation acts of the Medical Faculty and University of Kragujevac, requirements for each academic level (assistant, assistant professor, associated professor and full professor) are precisely given, in logical, stepwise manner. These requirements are the highest among other Faculties of University of Kragujevac, and among all Medical Faculties in Serbia. The requirements are strictly followed, and are periodically increased, according to the Strategic plan goals and real capabilities of the staff. Such policy resulted with burst of scientific activity at the MFK and increase in number of published full-text articles in ISI journals with impact factor from 7 in 2004. to 143 in 2010.

The staff members are stimulated financially according to their results, e.g. after a PhD candidate successfully defended a thesis, his/her mentor receives a 500 euro reward. Participation of academic staff members in organizational and analytical activities (e.g. work in QA committee, revision of PhD theses applications for technical issues and scientific value, writing new curriculum, etc.) is also paid by the management in addition to their baseline salary. This program of additional financial compensation for additional activities of the staff members is unique for Serbian circumstances, which enabled rapid improvement in the staff’s performance, satisfaction and working engagement.
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<th>3 Co-workers</th>
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**3.b**

**Knowledge and competences of co-workers are identified, developed and maintained.**

- The management knows a number of aspects and educational competences of some co-workers.
- Co-workers can develop individually on their own demand.
- The management considers the total knowledge and competences of their co-workers for the realization of the organization's objectives in the short term.
- The management matches the knowledge and competences of the co-workers with the needs of the organization on middle-long term via training and development.
- The management systematically identifies and classifies the knowledge and competences of the co-workers.
- The management organizes training by which teams of co-workers can develop their knowledge and competences.
- The management promotes the training in individual, team as well as in organizational field.
- The management compares the knowledge and competence management with that of other organizations.
- The management bases its knowledge and competence management on a long-term view.
- The organization is prominent in the field of knowledge and competence management of co-workers.
- The organization stays informed about the new developments in the field of competence management.
- The organization compares the knowledge and competence management with that of excellent organizations at home as well as abroad.
The Medical Faculty in Kragujevac (MFK) is in phase 5 (score 9) according to criterion 3b. The management of the staff’s knowledge and competences is based on Strategic plan goals and current developments in this field abroad. Good management practice of knowledge and competences was learned from some excellent higher education institutions with which MFK had official collaboration through bilateral agreements (UCSF from U.S.A., Medical Faculty, University of Udine, Aristotelian University of Thessaloniki, Pharmacy Faculty, University of Ljubljana, etc.) or international projects (two current Tempus projects, SEE-ERA projects, one FP7 project, etc.).

Scientific production of academic staff members is systematically followed, as well as their terms for re-election; if a staff member comes in “red zone”, which means that there is a risk of not achieving what is necessary for re-election, the Dean's Collegiums discuss available options with the staff member, and makes individual program for that person with precise terms and defined activities. Such a program may end with successful achievement of what was needed, with special short-term employment arrangements, or with dismissal (firing off).

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3.c Co-workers are involved in the organization and get power of decision.

- Co-workers are allowed to take decisions in their personal relations with the students about the processes for which they are responsible themselves.
- Co-workers, as a team, can take short-term decisions in educational field.
- The management encourage the personnel to take part in
- Co-workers can take middle long-term decisions as a team in the field of the organization as a whole for those parts they are expert in.
- The internal
- The management has formulated procedures to stimulate the involvement within the cope of the organization in agreement with all the parties
- The management bases the stimulating policy on a long-term view.
- The organization is prominent in the field of stimulating the
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<th>- The leaders support co-workers who can take innovative educational initiatives.</th>
<th>improvement activities.</th>
<th>parties concerned (including the students) are allowed to take their own decisions about the parts they are expert in.</th>
<th>concerned.</th>
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<td>- The organizations disposes of a back-up plan for co-workers who take part in improvement activities or who have innovative and creative ideas.</td>
<td>- The management systematically evaluates the involvement of the co-workers, based on the perception measurements and performance indicators.</td>
<td>- The management compares the data about the stimulating policy with the one of other organizations.</td>
<td>involvement and empowerment of the co-workers.</td>
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<td>- The management encourages the co-workers as a team to participate as much as possible in the internal activities*.</td>
<td>- In the policy of involvement and empowerment, the management systematically uses data derived from perception measurements and performance indicators of excellent organization at home as well as abroad.</td>
<td>- The organization aims at fitting in with and contributing to the innovations concerning involvement.</td>
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The Medical Faculty in Kragujevac (MFK) is in phase 4 (score 7) according to criterion 3c. The ways of financial stimulation and acknowledgment of a staff member's achievement in science or teaching (which help to involve the staff in decision-making and acting-for-change) are precisely defined in the MFK's regulation documents (Statute and sub-statutory acts). These documents involve requirements and recommendations from important external parties: Ministry of education, National Council for Higher education, Conference of Universities and National Accreditation Commission for Higher Education Institutions and Programs. Through regular quartile meetings of Association of Medical Faculties of Serbia, the MFK exchanges its experiences and compares its staff-stimulating policy with policies of other Medical Faculties in Serbia. The results of such comparisons are periodic changes and adjustments of the MFK's policy.
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3d Communication between co-workers and organization.

- The communication between the organization and the co-workers is left to the chance.
- The management particularly communicates with individual co-workers.
- The organizations dispose of procedures for the communication with the co-workers.
- The communication between the organization and the co-workers is based on a short-term view.
- The management communicates with teams of co-workers.
- The management communicates with all parties concerned about all aspects of the organization.
- The organizations communicates with all parties concerned about all aspects of the organization.
- The management uses measurable targets in the internal communication policy.
- The management systematically involves the external parties concerned in the development and adjustment of the internal communication policy.
- The management compares the internal communication policy systematically with data of other organizations.
- The management systematically adjusts the internal communication policy based on systematic perception measurements and performance indicators of the internal parties concerned.
- The management systematically involves the external parties concerned in the development and adjustment of the internal communication policy.
- The management systematically adjusts the internal communication policy based on systematic perception measurements and performance indicators of the internal parties concerned.
- The communication between the organization and co-workers is based on a long-term view.
- The internal communication of the organization meets with new development in society.

The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 5) according to criterion 3d. The MFK Statute and sub-statutory acts precisely regulate official communication between management and co-workers; for each important decision concerning curriculum development,
Strategic and Operative plans, numbers of enrolled students, investments in infrastructure or equipment, management has to obtain consensus from all departments, Faculty's Senate and Management Board. Hierarchy and flow of information are also precisely defined, so there is little room for avoidance of communication with co-workers. All communication documents are kept in the MFK’s archive, and are checked for consistence and completeness prior to realization of each major activity.

The management makes annual survey of the staff opinions and attitudes towards the MFK, its managing activities and communication practice. The results of the surveys are analyzed and used for adjustments of internal communication policy in the future MFK’s regulatory acts.

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3.e Co-workers are rewarded, appreciated and taken care of.

- The management occasionally rewards or appreciates some co-workers.
- The reward and/or appreciation of the co-workers is especially about educational aspects.
- Safety and welfare of the co-workers are points of interest.
- The management has developed a short-term plan for the feedback, reward and appreciation of the members of staff.
- The management encourages the co-workers to participate in social and cultural activities within the organization.
- The management appreciates and/or rewards collegial co-workers.
- The procedures and criteria for the reward and appreciation of the co-workers are a part of a general policy plan.
- Giving the reward and appreciation is based on clear criteria.
- All co-workers are able to be informed about the reward plan.
- The security plan goes further than the legal demands.
- The management systematically involves the external parties concerned in the development and adjustment of the reward plan.
- The reward plan is developed in accordance with all internal parties concerned.
- The management systematically compares the reward plan with that of other organizations.
- The way the management rewards and appreciates the co-workers is prominent.
- On the basis of contacts with actors in society, the reward plan contains the newest developments in that fields.
- The management systematically compares data about the reward plan with this of excellent organizations at home as well as abroad.
The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 5) according to criterion 3e. The staff members are stimulated financially according to their results, e.g. after a PhD candidate successfully defended a thesis, his/her mentor receives a 500 euro reward. Participation of academic staff members in organizational and analytical activities (e.g. work in QA committee, revision of PhD theses applications for technical issues and scientific value, writing new curriculum, etc.) is also paid by the management in addition to their baseline salary. The rules about financial compensation and rewards are available to all staff members in official MFK’s acts, freely accessible on the Faculty’s web page. The rules are also mentioned in the Strategic plan, and are periodically developed further according to the main MFK’s goals.

Scientific production of academic staff members is systematically followed, as well as their terms for re-election; if a staff member comes in “red zone”, which means that there is a risk of not achieving what is necessary for re-election, the Dean’s Collegiums discuss available options with the staff member, and makes individual program for that person with precise terms and defined activities.
4. Partners and Means
The Medical Faculty in Kragujevac (MFK) is in phase 2 (score 4) according to criterion 4a. The management has developed a method of collaboration with external organizations through making bilateral agreements with organization of interest to MFK. In the agreements specific fields of collaborations are defined, as well as necessary resources committed by both parties. In this way the MFK has established firm collaboration with 7 institutions abroad and 14
domestic institutions. This collaboration is mostly in the field of education, and scientific collaboration was established with only a few of the MFK’s departments. The collaboration is headed by the Vice-Dean for international collaboration, and realized by teams appointed “ad hoc”.

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4.b Financial means are being managed.

- The management uses a budget.
- The assignment of financial means happens ad hoc.
- There is a difference between fixed and variable costs.
- Financial means are divided on a basis of a short-term view.
- The management uses financial parameters to manage the means effectively.
- The segmentation of financial means happens by department, section or project on the basis of a distributive code.
- The management uses budgets for the permanent quality improvement of the organization, departments and projects.
- The management uses medium-term prognosis.
- The management monitors the application of the financial means.
- The management gives feedback on the financial results to the internal parties concerned.
- The management systematically evaluates its financial management and also adjusts it on the basis of measurements of perception, performance indicators and trend analyses.
- The financial management is based on long-term objectives.
- The assignment of financial means happens with a view to a maximum effect for the organization or the value added.
- The control happens by project, by department or for entire organization.
- The organization compares its results with the those of associated organizations and learns from them.
- The organization systematically compares its financial results with excellent organizations and also learns from them.
The Medical Faculty in Kragujevac (MFK) is in phase 2 (score 4) according to criterion 4b. The MFK has its own Financial Management Service (FMS), which works strictly according to financial Serbian laws and Statutory requirements. The MFS makes annual financial plan which is in the form of budget, segmented according to the classification prescribed by the law. Realization of the annual budget is reported to Ministry of finance at the end of the fiscal year, after being endorsed by the MFK’s Senate and Management Board. Classification of the budget prescribed by the law is serious limiting factor, since it was not specifically tailored for higher education institutions; the FMS had to develop special mechanisms of financial management which in the same time can satisfy the law and serve to the needs imposed by regular activities of the MFK.

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4.c Premises, infrastructure and material are being managed.

- The choice of means suppliers happens ad hoc.
- Decisions about premises and infrastructure are taken when problems occur.
- Decisions about means, premises and infrastructure are taken on a basis of a short-term policy.
- Means, infrastructure and premises have to comply with preceding determined quality standards.
- The management of means, premises and infrastructure is based on medium-term targets.
- Systematic improvement activities increase the life span.
- The organization disposes of a systematic approach for the reduction and recycling of rubbish.
- Decisions about means, premises and infrastructure are taken on a basis of a medium-term policy.
- The management of means, premises and infrastructure is based on long-term targets.
- The organization is trend-setting in saving resources, which can't renewed or in finding alternative solutions.
- The assignment of the means, infrastructure and premises happens by department, section or project on the basis of a distributive code.

- Everybody in the organization is being trained in good management of the means, infrastructure and premises.

- The management of material goods is systematically being improved by exchange with associated organizations.

- The organization uses data of excellent organizations to optimize its policy of managing means, infrastructure and premises.

The Medical Faculty in Kragujevac (MFK) is in phase 2 (score 3) according to criterion 4c. Decisions about means, premises and infrastructure are taken by the Dean’s Collegiums on the basis of policy with up to 4-5 years horizon, and then endorsed by the MFK’s Senate and Managing Board. When planning management of means, premises and infrastructure, the Dean’s Collegiums take into account requirements of Serbian legislation and those of international standards, which are referred in respective documents. The renovation of premises, building of new ones, and improvements of infrastructure are planned and realized by the MFK’s departments, but without established code.

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4. Technology is being managed.

- Decisions concerning the use of new technology are taken ad hoc.
- Decisions about technology are subject to a short-term policy.
- Decisions about technology are subject to the medium-term policy of the organization.
- Decisions about introducing new technology.
- The organization systematically involves the external parties concerned in decisions about introducing new technology.
- The organization is trend-setting in the field of application and...
innovation.  
- The organization dispenses of standards for the innovation of existing technologies.

processes systematically.  
- The surplus value of the used technology is systematically being discussed and evaluated within the organization.

systematically the impact of new technology on society.  
- The organization co-operates with associated organizations concerning technology.

development of new technologies.  
- The organization uses data of excellent organizations to optimize its policy of new technologies.

The Medical Faculty in Kragujevac (MFK) is in phase 2 (score 3) according to criterion 4d. Decisions about technology are left to the MFK’s departments, which think about the technology when there are certain funds available. For purchase of major equipment the Dean forms special committees, which include the most competent among the MFK’s staff, to decide on type of the equipment and about the supplier. There are no mechanisms to control whether the departments or the committees systematically follow current international standards for new technologies when making decisions.

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The Medical Faculty in Kragujevac (MFK) is in phase 2 (score 3) according to criterion 4e. The sub-Statutory acts oblige all academic staff members to prepare lecture notes and presentations in electronic form, which are then made available to students and other staff members. However, not all staff members fulfill their obligations, which is obvious from the web site. The Dean makes annual policies for fixing the knowledge and experience, which are not discussed with co-workers, but immediately implemented.
5. Process management
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<th>5.a Education</th>
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5.a.1 Analysis of demands and wishes of parties concerned (career profile)

- The individual lecturer has his/her own view on the profession.
- Teams of lecturers use a collective career profile.
- The career profile has been internally discussed by teams of lecturers.
- The organization starts from a collective career profile.
- The career profile has been written down so that internal parties concerned can read it.
- The organization systematically involves external parties concerned (e.g. field of action, authorities, other colleges, professional federations, etc.) in the development, evaluation and adjustment of the career profile.
- The organization systematically adjusts the career profile on the basis of the research results.
- The organization is informed about the international current professional requirements.
- The research results of the career profile lead to a quality improvement.
- The organization compares the career profile with data from international contacts.
- The organization is innovative and proactive and strives towards renewals of the training together with the field of action.
- The organization compares the career profile with that of excellent organizations.

The Medical Faculty in Kragujevac (MFK) is in phase 4 (score 7) according to criterion 5a1. The management of MFK has long-term strategy of gradual increase in requirements for its academic staff members. There is almost annual increase in number of published full-text papers in ISI-referenced journals which is required for election of a person to lecturer, assistant, associated or full professor. Also requested quality of the journals is gradually increased, going towards the journals classified among the first 30 and 50% of journals with the highest impact factor in their field. In the future number of citations will also be requirement for election. When increasing requirements, the management uses examples of excellent higher education institutions, and adopts requirements of relevant professional bodies, international organizations (like ORPHEUS - European organization for PhD studies) and
Ministry of Education of Serbia. Such approach in the last 8 years led to constant increase in overall scientific production of the MFK’s academic staff.

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5.a.2 Editing educational view*

- The individual lecturer has an own view on education.
- The view on education especially refers to the own subject.
- Groups of lecturers have a common view on education; they use this view to compose (branches of) the educational program.
- Educational objectives used by the teams of lecturers during the training, are formulated.
- The organization has a collective view on the education; this view has been fixed.
- The organization systematically involves all internal parties concerned, including the students, in the development, evaluation and actualization of the educational view and objectives.
- The educational view of the organization is being integrated in its general policy.
- The organization systematically involves all external parties concerned, like the field of action, in the development, evaluation and actualization of the educational view and objectives.
- The knowledge and experience acquired in international cooperation are being integrated in the educational view and objectives.
- The view on the education is integrated in a view on society.
- The organization is innovative and proactive and aims at renewals of the education, together with the field of action.

The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 5) according to criterion 5a2. The MFK has its special Committee for curriculum development, headed by the Vice-Dean for curriculum reform. This Committee creates collective attitude towards education, and prepares developments that are later discussed at meetings of the MFK’s departments, Senate and Management Board. All academic staff members are obliged to follow decisions of these
bodies, and to fit their teaching process with the collective attitude set by the Committee. The Committee also defines learning objectives, which are then discussed and endorsed by the MFK’s professional bodies. The objectives are than used by the teachers as basis for build-up of lecture plans and teaching materials.

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5.a.3 Editing educational program

- The development of the training program depends on the wishes of the individual lecturer.
- The lecturer regularly actualizes his/her study content.
- The individual lecturer keeps informed about developments in the own field of study.
- Teams of lecturers systematically collect information about their field of study.
- Teams of lecturers develop the educational program on the basis of that information.
- The training program is being developed on the basis of the educational view.
- The organization develops the training program towards a coherent unit of parts in sequence.
- All internal parties concerned are systematically involved in the development, evaluation and actualization of the training program.
- The organization integrates knowledge and experience from international cooperation in the training program.
- The organization compares its training program with that of other educational organizations.
- The organization accounts for the training program.
- The training program is prominent.
- The organization compares its training program with that of excellent organizations.

The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 5) according to criterion 5a3. A study program is developed as an integrated and coherent unity by the Committee for curriculum development. The study program has the following segments: title, list of subjects (elective and obligatory), educational goals for the program as a whole and for each subject separately, educational outcomes for the program as a whole and for each subject separately,
objectives for the program as a whole and for each subject separately, list of topics for each subject, description of teaching methods, number of ECTS points, lessons and practicals for each subject, methods of examinations for each subject, list of necessary literature for each subject and conditions for being enrolled in this program. After preparing proposal of a program with all necessary segments, it goes through wide discussion and changes at meetings of the MFK’s departments, Senate and Senate of the University of Kragujevac. Only after the program is adjusted and endorsed by all these bodies (which include all internal parties, including students), it comes into the power, and is sent to National Accreditation Commission for Higher Education which performs external evaluation. After endorsement by the Accreditation Commission, the program is being implemented.

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5.a.4 Developing training branches

- The lecturer individually determines the content, objectives and form of education of his/her own subject.
- The lecturer regularly actualizes the study contents.
- Teams of lecturers determine in consultation with each other the content, objectives and form of education of the training branches.
- They use procedure to develop the training branches.
- They take the content, objectives and work forms of the other branches into account.
- The career profile and the educational view are the basic principles of decisions about educational content, objectives and forms of the training branches.
- The organization systematically involves all internal parties concerned, like the students, in the development, evaluation and adjustment of the branches.
- The organization systematically involves external parties concerned in the development, evaluation and adjustment of the branches.
- The organization integrates knowledge and experience of international cooperation in the training branches.
- The organization compares the training branches with those of other educational organizations.
- The training branches anticipate social evolution.
- The organization compares the training branches with those of excellent organizations.
- The quality of the training branches is improving significantly over several years.
The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 5) according to criterion 5a4. A program for each subject (branch) of the curriculum is developed as an integrated and coherent unity by the Committee for curriculum development. The subject’s program has the following segments: title, educational goals, educational outcomes, learning objectives, list of topics for each subject, description of teaching methods, number of ECTS points, lessons and practicals, methods of examination, list of necessary literature and conditions for being enrolled in this subject. The teaching content of a subject stems from the learning objectives, which guarantees coherence.

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5.a.5 Internationalization

- Lecturers can take initiatives in the field of internationalization individually.
- International cooperation is being developed in teams of lecturers.
- The organization uses at least short-term aims for the international cooperation.
- Lecturers integrate knowledge and experience from international cooperation in their education.
- The international cooperation embeds the educational view of the organization.
- All internal parties concerned, e.g. the students, are involved in the development, evaluation and adjustment of the international cooperation.
- Lectures as well as students are stimulated to participate as much as possible in international cooperation.
- The knowledge and experience:

    - The organization has a long-term view on international cooperation.
    - External parties concerned are involved in the development, evaluation and adjustment of international cooperation.
    - Lectures as well as students are stimulated to participate as much as possible in international cooperation.
    - The organization compares the international cooperation with that of other educational organizations.

    - The international cooperation policy anticipates social developments.
    - The organization has a role of pioneer in the field of international cooperation.
    - The organization compares the international cooperation with that of other educational organizations.
from international collaboration are systematically integrated in the education.

The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 5) according to criterion 5a5. International collaboration of MFK has several forms: (1) exchange of students through their international organizations (YUMSIC and others), which is planned by students, and financially supported by the MFK’s management; (2) exchange of academic staff through programs like TEMPUS, FP7, SEE-ERA, FULBRIGHT, etc., where academicians plan their own professional development; (3) collaboration with institutions abroad, which is regulated by bilateral agreements, and planned by the MFK’s management (it includes both collaboration in teaching process, research and organizational development); (4) participation of academic staff at major congresses (the MFK pays for participation costs if an academician has invited lecture); (5) post-doctoral fellowships for academic staff at excellent international institutions (the MFK grants paid leaves for up to one year). The knowledge and experience acquired through international collaboration have to be included in teaching process and domestic research projects financed by the MFK; this obligation is regulated in internal legal acts of the MFK.

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5.a.6 Devising test and examinations

- The lecturer individually determines the form and content of tests and exams.
- Lecturers determine in team the form and content of exams.
- Test and exams are justified starting from the objectives of training branches.
- All internal parties concerned are systematically involved in the development.
- The testing policy is embedded in the general policy of the organization.
- The testing policy is a pioneer function in the field of testing policy.
- The organization compares the testing policy with that of excellent organizations.
The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 5) according to criterion 5a6. The testing policy of MFK stems from the testing principles developed by U.S.A. National Board of Medical Examiners for USMLE tests. The academic staff of MFK was educated systematically to these principles, and all tests in the school are prepared according to institutional testing policy (multiple choice questions, “A” or “R” type of questions, passing level determined according to Hofstee’s method). Discriminating value of the tests is regularly (at the end of each semester) controlled by each department’s quality control person.
happens on the basis of problems and complaints.

activities.

concerned are systematically involved in the planning of the activities.

- The planning is systematically being adjusted on the basis of measurements.

involved in the planning of the educational activities.

- Knowledge and experience from international cooperation are integrated in the planning of the educational activities.

- The organization compares the planning policy with that of other educational organizations.

The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 5) according to criterion 5a7. Educational activities are systematically planned prior to the beginning of each semester, on the level of the programs' courses. The academic staff in charge of a certain course prepare written "Course information" which are then published at the MFK's web page. The "Course information" document contains objectives of the course, detailed schedule of lectures, practicals, seminars and other forms of teaching including topics, dates, time, places and names of teachers who are in charge of certain topic. Besides, detailed information about necessary literature, modes of examination of student, method of scoring points for the students' achievements in the course, and all other relevant information about the course are printed in the "Course information" document.

The "Course information" documents are revised each school year, based on lessons learned from analysis of the previous year students' performance and of anonymous questionnaires completed by the students.
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5.a.8 Organization of the learning environment*

- Planning the learning environment happens on the basis of available lecturers and means.
- Individual lecturers decide about the work forms and the educational means.
- The planning of the learning environment starts from short-term objectives.
- The planning of the learning environment is also based on specific choices, like the group size, class rooms, means, tutoring.*
- Teams of lecturers decide about the work forms and educational means.
- The application of innovative forms educations is embedded in the general policy of the organization.
- External parties concerned are systematically involved in the development, evaluation and adjustment of the learning environment.
- The organization compares the planning of the learning environment with that of other educational organizations.
- The Medical Faculty in Kragujevac (MFK) is in phase 2 (score 3) according to criterion 5a8. The planning of the learning environment is dependent on group size, available classrooms and lecturers. However, the environment is also planned on the meetings of lecturers who are involved in a certain study course.
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### 5.a.9 Organization of research and field experience

- The planning of research and field experience happens on the basis of available lecturers and means.
- The organization of research and field experience happens on the basis of short-term objectives.
- Teams of lecturers decide about the organization of research and field experience.
- All internal parties concerned are systematically involved in the development, evaluation and adjustment of research and field experience.
- The planning of research and field experience happens in function of the educational view and objectives.
- Research and field experience are embedded in the general policy of the organization.
- External parties concerned are systematically involved in the development, evaluation and adjustment of research and field experience.
- The international cooperation fulfills a fundamental role in the organization of research and field experience.
- The organization compares the organization of both research and field experience with that of other educational organizations.
- The organization anticipates social development at the organization of research and field experience.
- The organization is prominent in the field of research and field experience.
- The organization systematically compares research and field experience with those of excellent organizations.

The Medical Faculty in Kragujevac (MFK) is in phase 2 (score 3) according to criterion 5a9. The students gain research experience through several courses in their study program; the lecturer who is the course leader decides on and plans what kind of research the student will undertake and helps students to formulate research questions. Clinical experience the students gain during obligatory surgery, internal medicine, emergency medicine and gynecology and obstetrics internship which lasts about a week each. The course leaders decide on and plan...
clinical cases to which students will be exposed during internship. The cases have to enable learning of skills which are objectives of the study program.

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**5.a.10 Student activities**

- The student activities are executed on the basis of ideas of individual lecturers.
- The student activities are didactically executed based on ideas of individual lecturers.
- Professionalization happens on the initiative of lecturers.
- The student activities are executed in consultation with groups of lecturers.
- Contact time and self-study time are budgeted and tuned in.
- The student activities are organized in the frame of a short-term policy.
- The student activities are based on the job and educational view.
- For every student activity, medium-term objectives are formulated.
- The internal parties concerned are systematically involved in the development, evaluation and adjustment of the student activities.
- The students are systematically being involved in the measurement and adjustment of the study load.
- The evaluation, development and adjustment of the study activities are embedded in the general long-term policy of the organization.
- External parties concerned are systematically involved in the development, evaluation and adjustment of the study activities.
- Participation in international cooperation is systematically being integrated in the student activities.
- The organization compares the planning of the study activities with that of other organizations.
- The organization is prominent in the field of the planning of student activities.
- The student activities are compared with those of excellent organizations. These results are being used for continuous improvement.
The Medical Faculty in Kragujevac (MFK) is in phase 2 (score 3) according to criterion 5a10. The student activities are executed according to consensus of all lecturers for a study course, who meet two times per month in order to coordinate their actions. Knowledge and skills which are to be acquired during a week determine intensity of active lecturing and home learning by the student for that week. The lecturers analyze progress and problems of the students on their meetings, and tune their actions on the basis of this analysis. A study course leader meets with students once monthly and takes feedback from them about study load.

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5.a.11 Lecturer activities

- The lecturer activities are executed on the basis of ideas of individual lecturers.
- The lecturer activities are didactically executed on the basis of ideas of individual lecturers.
- Professionalization happens on the initiative of lecturers.
- The lecturer activities are executed in consultation with groups of lecturers.
- The lecturer activities are didactically executed in consultation with groups of lecturers.
- The lecturer activities are organized in the frame of a short-term policy.
- The lecturer activities are based on the job and educational view.
- For all lecturer activity, medium-term objectives are formulated.
- The internal parties concerned are involved in the development, evaluation and adjustment of the lecturer activities.
- The development, evaluation and adjustment of lecturer activities and the continuous professionalization are embedded in the general long-term policy of the organization.
- External parties concerned are involved in the development, evaluation and adjustment of the lecturer activities and in the continuous professionalization of the lecturers.
- The students are systematically pays attention to the continuous professionalization of the lecturers.
- Participation in international cooperation is considered as a form of professionaliza-
- The organization is prominent in the field of professionalization of lecturers.
- The lecturer activities are compared with those of excellent educational organizations. These results are being used for continuous improvement.
The Medical Faculty in Kragujevac (MFK) is in phase 2 (score 3) according to criterion 5a11. As it was mentioned before, the lecturers engaged for certain study course meet two times per month in order to coordinate their actions. The lecturers analyze progress and problems of the students on their meetings, and tune their actions on the basis of this analysis. The study methods and best practices are also discussed at these meetings, with an aim to improve overall performance of the study course.

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5.a.12 Student and study career coaching*

- Monitoring the learning course of the students is different from lecturer to lecturer.
- Tutoring happens ad hoc.
- Improving the tutoring is a task of the individual tutor.
- The organization systematically registers and analyses the progress of the learning course of the students.
- Tutoring happens on request of students.
- A responsible person for the tutoring is assigned.
- For all students, there is a systematic student coaching and study career coaching. This happens on the basis of systematic analyses of the inflow and of the information of the progress of the learning course.
- All internal parties concerned are involved in the development, evaluation and adjustment of the student and education program, and the organization of the education environment.
- External parties concerned are involved in the development, evaluation and adjustment of the student and education environment.
- The organization uses data from the analysis of the progress and from the study career coaching for the development and adjustment of the educational program, the information and the organization of the learning environment.
- The organization is prominent in the field of student coaching and study career coaching.
- The student coaching and study career coaching are compared with those of excellent organizations.
The Medical Faculty in Kragujevac (MFK) is in phase 2 (score 4) according to criterion 5a12. Although there is systematic tutoring of the students in the last 2 years (each tutor has on average 6 students and each student has a tutor), it is directed only towards controlling progress of the students and advising how to acquire certain knowledge and skills. Since the framework of the program is rather fixed, and there is only one educational outcome per study program, there is little space for shaping career of a student.

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5.a.13 Educational evaluation

- Individual lecturers evaluate their own training branches or educational activity.
- Teams of lecturers evaluate training branches in form and content.
- They use procedures for the educational evaluation.
- The educational evaluation is based on short-term objectives.
- The organization systematically organizes the evaluation of form and content of training branches and educational activities.
- All internal parties concerned are involved in the development, evaluation and adjustment of the educational evaluation.
- The educational evaluation is embedded in the general policy of the organization.
- External parties concerned are involved in the development, evaluation and adjustment of the educational evaluation.
- The educational evaluation mentions which knowledge and experience from international organizations.
- The organization is prominent in the field of educational evaluation.
- The educational evaluation is compared with that of excellent organizations.
The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 5) according to criterion 5a13. According to the written procedure, each year the form and content of the study programs are evaluated through questioning lecturers and students, and through external evaluation of each course. The reports on the evaluation results are discussed at meetings of the QA Committee of MFK, and after endorsement published on the MFK’s web site. Therefore, according to the evaluation results lecturers can adapt their future activities and improve performance and satisfaction of their students.

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5.a.14 Service by educational supporting services

- The services for educational support organize their service autonomous.
- The services for educational support work with short-term objectives.
- There are process descriptions for services by the supporting services.
- The service is being evaluated.
- The educational supporting services dispose of targets for medium-term.
- All internal parties concerned are being involved in the development, evaluation and adjustment of the educational supporting services.
- The service by the educational supporting service is integrated in the long-term targets of the overall policy of the organization.
- External parties concerned are being involved in the development, evaluation and adjustment of the service by the educational supporting.
- The organization is trend-setting regarding service by educational supporting services.
- The service by educational supporting services is being compared with one of excellent training programs.
The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 2) according to criterion 5a14. There is only one service available through which the students may direct their complaints. It is called “black box”, where students can put their written complaints. A person from the MFK’s management prints the complaints and publishes them on the MFK’s web page, so the lecturers which are mentioned in the complaints could understand what problems the students have with their course or examination method. However, effects of this service are problematic, because students write anonymous complaints; sometimes it is turned out in a vengeance and pamphlets.

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| 5.b.1 View on research | - The view in research is an individual matter. | - Teams of investigators have a collective view on research and they use this to compose (parts of) the program and | - The organization has a well motivated collective view on research. | - This view is consistently | - The organization involves systematically external parties concerned in the development and evaluation of the view on research. | - The organization is innovative and proactive regarding research. | - The view on research is fitted |
The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 5) according to criterion 5b1. There is Commission for Research of the MFK, which reviews all research programs at MFK, and grants funds for consumables and equipment. Through this Commission the management of MFK formulates the organization's collective view on research.

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5.b.2 Research program

- The development of the research program depends on the wishes of the individual investigator and the available information.
- The research program is being developed on the basis of material, which is collected by teams of investigators according to a collective plan.
- The organization works systematically on the research program.
- The research program is fitted in with the view on research.
- The organization compares its view on research with one of excellent educational institutes.
- The organization compares its view on research with one of other organizations.
- The organization anticipates in its research program on
- The organization is socially responsible for the research program.
- The organization is in with a view on the society.
- The organization compares its view on research with one of other organizations.
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- The organization compares its view on research with one of other organizations.
The research program is being developed on the basis of short-term targets.

- Internal parties concerned are being systematically involved in the development, evaluation and adjustment of the research program.
- The efficiency of the research program is being systematically evaluated on the basis of measurement of performance.
- The organization compares its research program with one of other organizations.

The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 5) according to criterion 5b2. The MFK has two scientific macro-projects, one for the field of surgery and another for the field of internal medicine. The projects are integrative, and have sub-projects devoted to genetics, pharmacology, immunology, histology etc. of the disorders which are research topics. The macro-projects are refereed and analyzed at meetings of the Commission for Research, and after improvements and endorsement they are directly funded by the MFK. Results of the macro-projects are evaluated on every 6 months, and tuning of the project activities is made on the basis of the results of these evaluations.

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5.b.3 Acquiring and contracting

- Individual co-workers acquire assignments for research.
- Contracts are drawn up ad hoc.
- A team co-workers is responsible for the acquisition of research assignments.
- They use procedures for the acquisition of research assignments.
- Research assignments are being acquired on the basis of short-term targets.
- The contract is done on the basis of standard contracts.
- The acquisition and contract of research assignments are done as part of the research program.
- Internal parties concerned are being systematically involved in the acquisition and contract of research assignments.
- The way of acquiring and contracting is being systematically evaluated and adjusted.
- The acquisition and contract of research assignments is fit in with long-term objectives of the general policy of the organization.
- External parties concerned are being involved in the acquisition and contract of research assignments.
- The organization compares its way of acquiring and contracting with one of other organizations.
- The organization is trendsetting regarding acquisition and contract of research assignments.
- The organization compares its acquisition policy with one of excellent research institutes.
- While acquiring and contracting of research assignments, the organization anticipates on social developments.

The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 5) according to criterion 5b3. The research projects that are funded by Medical Faculty are contracted between the research teams and MFK. Within the contracts, committed funds and obligations of the research team members are clearly stated. The research team have to publish at least one paper in a journal from the ISI list, and one paper more in the journal of the MFK, "Serbian Journal of Clinical and Experimental Research". If these conditions are not met, the research team has to return used funds to the MFK.

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The Medical Faculty in Kragujevac (MFK) is in phase 2 (score 3) according to criterion 5b4. The project teams of researchers are responsible for the execution of their research projects; it is on them to prepare internal procedures for execution of the project.

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5.b.5  
**Reporting and publication**

- The reporting and publication of research belongs to the individual responsibility of the investigator.
- Teams of investigators are responsible for the reporting and publication of research.
- They use procedures during the reporting and publication of research.
- Reporting and publication are done on the basis of short-term objectives.
- The organization has a publication policy.
- The organization disposes of systematic procedures for reporting and publication of research.
- Internal parties concerned are being systematically involved in the realization and adjustment of reporting and publication.
- The reporting and publication of research are fit in with the general policy of the organization.
- External parties concerned are being systematically involved in the realization, evaluation and adjustment of research assignments.
- The organization is trendsetting regarding reporting and publication of research.
- The organization compares the reporting and publication of research with one of excellent research institutes.

The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 2) according to criterion 5b5. Although the investigators are organized in research teams, and the teams are responsible for reporting and publication of the research, procedures for publication of the research are not used. The publication depends on informal relations between the researchers, which is not good practice.
**5.b.6 Evaluation**

- The individual investigator is responsible for the evaluation of research assignments.
- Teams of investigators are responsible for the evaluation of research assignments.
- They use procedures for the evaluation of research assignments.
- The organization disposes of systematic procedures for the evaluation of research assignments.
- Internal parties concerned are being systematically involved in the evaluation and adjustment of researches.
- The evaluation of research is fit in with general policy of the organization.
- External parties concerned are being systematically involved in the evaluation of research assignments.
- The organization compares the evaluation of its research with one of other research institutes.
- The organization is trendsetting regarding research evaluation.
- The organization compares the evaluation of its research with one of excellent research institutes.

The Medical Faculty in Kragujevac (MFK) is in phase 3 (score 5) according to criterion 5b6. The Committee for Research of the MFK conducts systematic evaluation of research projects conducted at the MFK. The evaluation is done according to pre-defined criteria written in some sub-Statutory acts of the MFK. The results of evaluation are sent to the research groups for adjustment of their research, and all internal parties are made aware of the evaluation results.

<table>
<thead>
<tr>
<th>5.2 Research</th>
<th>Phase 1 Activity oriented</th>
<th>Phase 2 Process oriented</th>
<th>Phase 3 System oriented</th>
<th>Phase 4 Chain oriented</th>
<th>Phase 5 Total Quality Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

54
<table>
<thead>
<tr>
<th>5.b.7</th>
<th>Partnerships and internationalization</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Entering into partnerships and international co-operation are done on individual initiative of investigators.</td>
<td></td>
</tr>
<tr>
<td>- Teams of investigators take initiatives for partnerships and international co-operation.</td>
<td></td>
</tr>
<tr>
<td>- The development of partnerships and international co-operation for research are mostly done on the basis of medium-term objectives.</td>
<td></td>
</tr>
<tr>
<td>- Internal parties concerned are systematically involved in the development, evaluation and adjustment of partnerships and international co-operation regarding research.</td>
<td></td>
</tr>
<tr>
<td>- The organization is trendsetting regarding partnerships and international cooperation.</td>
<td></td>
</tr>
<tr>
<td>- The development of partnerships and international co-operation for research are done as part of the general policy of the organization.</td>
<td></td>
</tr>
<tr>
<td>- External parties concerned are being systematically involved in the development, evaluation and adjustment of partnerships and international cooperation regarding research.</td>
<td></td>
</tr>
<tr>
<td>- The organization compares the development of partnerships and international cooperation with one of excellent research institutes.</td>
<td></td>
</tr>
<tr>
<td>- Entering into partnerships and international cooperation the organization anticipates on social developments.</td>
<td></td>
</tr>
</tbody>
</table>

The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 2) according to criterion 5b7. The collaboration with research organizations and teams abroad in all cases up to now was based on individual initiative of the MFK's researchers. However, after some piling-up of individual research connections, there are now some elements of institutional collaboration.
The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 1) according to criterion 5d1. At the MFK there is no any official attitude to social services. There are only individuals opinions and views of the managing staff.
**5.d.2 Program for social service**

- The development of the program for social service depends on the wishes of the individual co-worker and the disposable information.
- The program for social service is being developed on the basis of material that has been collected by a group of co-workers, following a collective plan.
- The program for social service is being developed on the basis of short-term aims.
- The organization is working systematically on the development of the program for social service.
- This program for social service fits in the view on social service.
- Internal parties concerned are being systematically involved in the development, evaluation and adjustment of the program for social service.
- The program for social service fits in the long-term aims of the general policy of the organization.
- External parties concerned are being systematically involved in the development, evaluation and adjustment of the program for social service.
- The program for social service is being compared with that from other organizations.
- The program for social service fits in the view on social service.
- In the program for social service, people anticipate on social evolutions.
- The program for social service is being compared with excellent organizations.
- The program for social service is trend-setting.
- The organization justifies the program for social service.

The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 1) according to criterion 5d2. At the MFK there is no any kind of program for social services, except for giving to female members of the staff small premium (around 50 euro) on the occasion of the March the 8th.

<table>
<thead>
<tr>
<th>5.d Social service</th>
<th>Phase 1 Activity oriented</th>
<th>Phase 2 Process oriented</th>
<th>Phase 3 System oriented</th>
<th>Phase 4 Chain oriented</th>
<th>Phase 5 Total Quality Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
| 5.d.3 | **Acquiring and contracting** | - Mainly the individual co-worker acquires tasks for social service.  
- Contracts will be set up ad hoc.  
- A group of co-workers is responsible for acquiring the tasks for social service.  
- Tasks are being acquired on basis of short-term aims.  
- Contracting happens on the basis of standard contracts.  
- The acquisition and contracting of tasks for social service happens on the field of the program for social service.  
- Internal parties concerned are being involved with the acquisition and the contracting of tasks for social service.  
- The way of acquisition and contracting is being evaluated and adjusted in a systematic way.  
- The acquisition and contracting of tasks for social service fit in the long-term aims of the general policy of the organization.  
- External parties concerned are being involved in the acquisition and contracting of tasks for social service.  
- The organization compares its acquisition policy with other organizations.  
- When acquiring and contracting of tasks for the development of arts, the organization anticipates social developments.  
- The organization is trend-setting in the acquisition and contracting of tasks for social service.  
- The organization compares its acquisition policy with excellent organizations. |

The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 1) according to criterion 5d3. At the MFK there is no any kind of program for social services, and therefore there is no need for contracting.
<table>
<thead>
<tr>
<th>5.d</th>
<th>Social service</th>
<th>Phase 1</th>
<th>Activity oriented</th>
<th>Phase 2</th>
<th>Process oriented</th>
<th>Phase 3</th>
<th>System oriented</th>
<th>Phase 4</th>
<th>Chain oriented</th>
<th>Phase 5</th>
<th>Total Quality Management</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Score</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
</tr>
</tbody>
</table>

**5.d.4 Realization**

- The realization of tasks for social service is the responsibility of the individual co-worker.
- Teams of co-workers are responsible for the realization of tasks for social service.
- They use procedures for the realization of social service.
- The organization disposes of procedures for the realization of tasks for social service.
- Internal parties concerned are being involved in the realization of tasks for social service in a systematic way.
- External parties concerned are being involved in the realization of tasks for social service.
- The organization compares the realization of its tasks for social service with those of other organizations.
- The organization is trend setting in the realization of tasks for social service.
- The organization compares the realization of its tasks for social service with those of excellent organizations.
- The realization of social service is being improved on the basis of the analysis of social evolutions.

The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 1) according to criterion 5d3. At the MFK there is no any kind of program for social services, and therefore there is no question of realization.
6. Customer results
<table>
<thead>
<tr>
<th>Customer results</th>
<th>Phase 1 Data</th>
<th>Phase 2 Trends</th>
<th>Phase 3 Targets</th>
<th>Phase 4 Benchmarking</th>
<th>Phase 5 Total Quality Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

### 6.a Students

**a.1 Measurements of perception**

#### a.1.1 Study load

- The organization disposes of data about the way students perceive study load.
- The organization disposes of trend data about the way by which students perceive study load. These trends are the result of the comparison of data over several years.
- The organization compared the data about the way by which students perceive study load with the objectives. The result of these comparisons is being documented. This data is being used.
- The organization compared the data about the way by which students perceive study load with the data of other organizations. The organization scores better than the average educational organization. The result of these comparisons is being documented. This data is being used to learn from them.
- The organization compared the data about the way by which students perceive study load with those of excellent organizations at home as well as abroad. The organization scores considerably better than the average educational organization. The result of these comparisons is being documented. This data is being used.

The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 0) according to criterion 6a1. In the questionnaires which are anonymously completed by the students at the end of each school year, the students are not questioned specifically about their perception of study load.
<table>
<thead>
<tr>
<th>6 Customer results</th>
<th>Phase 1 Data</th>
<th>Phase 2 Trends</th>
<th>Phase 3 Targets</th>
<th>Phase 4 Benchmarking</th>
<th>Phase 5 Total Quality Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

### 6.a Students

#### a.2 Performance indicators

| a.2.1 Complainants | - The organization disposes of data about the amount of students’ complaints. | - The organization disposes of trend data about the complaints on the basis of comparisons of data over several years. | - The organization compared the data about the complaints with the objectives. The result of that comparison is being documented. This data is being used. | - The organization compared the data about the complaints with those of other organizations. The organization scores better than the average educational organization. The result of that comparison is being documented. This data is being used to learn from them. | - The organization compared the data about the complaints with those of excellent organizations at home as well as abroad. The organization scores considerably better than the average educational organization. The result of that comparison is being documented. This data is being used. |

The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 1) according to criterion 6a2. The students complaints are collected and published as anonymous in the “Black box” link of the MFK’s web site. The published complaints are publicly available. However, there are no quantitative and trend data.
6 Customer results

<table>
<thead>
<tr>
<th>Score</th>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Data</td>
<td>Trends</td>
<td>Targets</td>
<td>Benchmarking</td>
<td>Total Quality Management</td>
</tr>
</tbody>
</table>

### 6.b Field of action

#### b.1 Measurements of perception

<table>
<thead>
<tr>
<th>b.1.1</th>
<th>The quality of the graduates</th>
</tr>
</thead>
<tbody>
<tr>
<td>- The organization disposes of data about the way by which the field of action perceives the quality of the graduates.</td>
<td></td>
</tr>
<tr>
<td>- The organization disposes of trend data about the way by which the field of action perceives the quality of the graduates. These trends are the result of the comparison of data over several years.</td>
<td></td>
</tr>
<tr>
<td>- The organization compared the data about the way by which the field of action perceives the quality of the graduates with the objectives. The result of these comparisons is being documented. This data is being used.</td>
<td></td>
</tr>
<tr>
<td>- The organization compared the data about the way by which the field of action perceives the quality of the graduates with the data of other organizations. The organization scores better than the average educational organization. The result of these comparisons is being documented. This data is being used to learn from it.</td>
<td></td>
</tr>
<tr>
<td>- The organization compared the data about the way by which the field of action perceives the quality of the graduates with those of excellent organizations at home as well as abroad. The organization scores considerably better than the average educational organization. The result of these comparisons is being documented. This data is being used.</td>
<td></td>
</tr>
</tbody>
</table>

The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 1) according to criterion 6b1. The Dean of the MFK every 3 years sends letters to Health care facilities within the region, asking for an opinion on quality of the MFK’s graduates who are employed at these facilities. The data are collected and published within the Self-evaluation report of the MFK. However, the request for the opinion is not structured, so the answers vary in scope and quality.
The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 1) according to criterion 6b2. The MFK have data about sponsoring of research projects by external parties and publishes it on its web page. However, the data are not complete, and trends from year to year are not shown. Besides, these data are not used systematically for planning future activities.
### 6 Customer results

<table>
<thead>
<tr>
<th></th>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

#### 6c Government

**c.1 Measurements of perception**

**c.1.1 Quality of the teaching process**

- The organization disposes of data about the way by which the government perceives the quality of the teaching process. These trends are the result of the comparison of data over several years.

- The organization compared the data about the way by which the government perceives the quality of the teaching process with the objectives. The result of these comparisons is being documented. This data is being used.

- The organization compared the data about the way by which the government perceives the quality of the teaching process with those of other organizations. The organization scores better than the average educational organization. The result of these comparisons is being documented. This data is being used to learn from them.

- The organization compared the data about the way by which the government perceives the quality of the teaching process with those of excellent organizations at home as well as abroad. The organization scores considerably better than the average educational organization. The result of these comparisons is being documented. This data is being used.

The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 0) according to criterion 6c1. The only opportunity where quality of teaching process is checked by the Serbian government is process of accreditation. It is scheduled at every 5 years, and MFK has to document quality of the research process. After the process of accreditation is finished, opinions and marks (on the scale from 1 to 10) of external evaluators are issued, so the MFK could have an insight in what a governmental body (Accreditation Commission) thinks of quality.
of teaching process at MFK. The pinions of external evaluators are communicated to the MFK’s academic staff.

<table>
<thead>
<tr>
<th>6 Customer results</th>
<th>Phase 1 Data</th>
<th>Phase 2 Trends</th>
<th>Phase 3 Targets</th>
<th>Phase 4 Benchmarking</th>
<th>Phase 5 Total Quality Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

### 6.c Government

#### c.2 Performance indicators

<table>
<thead>
<tr>
<th>c.2.1 The number of government assignments</th>
</tr>
</thead>
<tbody>
<tr>
<td>- The organization disposes of data about the number of government assignments.</td>
</tr>
<tr>
<td>- The organization disposes of trend data about the number of government assignments on the basis of comparisons of data over several years.</td>
</tr>
<tr>
<td>- The organization compared the data about the number of government assignments with the objectives. The result of this comparison is being documented. This data is being used.</td>
</tr>
<tr>
<td>- The organization compared the data about the number of government assignments with those of other organizations. The organization scores better than the average educational organization. The result of this comparison is being documented. This data is being used to learn from them.</td>
</tr>
<tr>
<td>- The organization compared the data about the number of government assignments with those of excellent organizations at home as well as abroad. The organization scores considerably better than the average educational organization. The result of this comparison is being documented. This data is being used.</td>
</tr>
</tbody>
</table>

The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 1) according to criterion 6c2. The assignments given to the MFK from Serbian government are very rare, and data about them are archived at the MFK. However, no trend data or data on comparison with other Medical Faculties in Serbia or abroad are prepared.
7. Co-operator results
### 1 Perception measurements

<table>
<thead>
<tr>
<th>1.1 Leadership</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>- The organization disposes of data about the way co-workers perceive leadership.</td>
<td>- The organization disposes of trend data about the way in which co-workers perceive leadership. These trends are the result of the comparison of data over several years.</td>
<td>- The organization compared the data about the way in which co-workers perceive leadership with the targets. The result of this comparison has been documented. This data is being used.</td>
<td>- The organization compared the data about the way in which co-workers perceive leadership with these of other organizations. The organization scores better than the average educational organization. The result of these comparisons has been documented. This data is being used to learn from them.</td>
<td>- The organization compared the data about the way in which co-workers perceive leadership with those of excellent organizations at home as well as abroad. The organization scores considerably better than the average educational organization. The result of these comparisons has been documented. This data is being used.</td>
</tr>
</tbody>
</table>

The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 0) according to criterion 7.1. There are no data on the way co-workers perceive leadership of the Dean or other members of the Dean's Collegiums. Such data are not collected by the management.
### 1 Performance indicators

<table>
<thead>
<tr>
<th>2.1 Sick leave</th>
<th>Phase 1 Data</th>
<th>Phase 2 Trends</th>
<th>Phase 3 Targets</th>
<th>Phase 4 Benchmarking</th>
<th>Phase 5 Total Quality Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>- The organization disposes of data about sick leave.</td>
<td>- The organization disposes of trend data about sick leave on the basis of comparisons of data over several years.</td>
<td>- The organization compared the data about sick leave with the targets. The result of this comparison has been documented. This data is being used.</td>
<td>- The organization compared the data about sick leave with these of other organizations. The organization scores better than the average educational organization. The result of this comparison has been documented. This data is being used to learn from it.</td>
<td>- The organization compared sick leave with these of excellent organizations at home as well as abroad. The organization scores considerably better than the average educational organization. The result of this comparison has been documented. This data is being used.</td>
<td></td>
</tr>
</tbody>
</table>

The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 1) according to criterion 7.1. The MFK possess exact data on sick leave for each employee, but these data are not systematically disposed to all co-workers and are not statistically managed. The data are also not currently used for planning.
8. Impact on society
### Impact on society

<table>
<thead>
<tr>
<th>Phase 1</th>
<th>Phase 2</th>
<th>Phase 3</th>
<th>Phase 4</th>
<th>Phase 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Data</td>
<td>Trends</td>
<td>Targets</td>
<td>Benchmarking</td>
<td>Total Quality Management</td>
</tr>
</tbody>
</table>

| Score | 0 | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

#### 1 Perception measurements

**1.1 Example:**

*Image in the local society*

- The organization disposes of data about the way society looks at the education. These trends are the result of the comparison of data over several years.

- The organization compared the data about the way society looks at the education with the targets. The result of these comparisons has been documented. This data is being used.

- The organization compared the data about the way society looks at the education with those of other organizations. The organization scores better than the average educational organization. The result of these comparisons has been documented. This data is being used.

- The organization compared the data about the way society looks at the education with those of excellent organizations at home as well as abroad. The organization scores considerably better than the average educational organization. The result of these comparisons has been documented. This data is being used.

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The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 1) according to criterion 8.1. The MFK only collect the data on preferences of high school graduates towards certain higher educational fields (medicine, dentistry, pharmacy, natural sciences, etc.). The graduates from 10 high schools from central Serbia are exposed to an anonymous questionnaire, and the collected data are statistically managed, tabulated, graphed and communicated to the MFK's management. These data are used for planning enrollment policy at MFK. However, any other way how society looks on medical education is not searched for.
<table>
<thead>
<tr>
<th>8 Impact on society</th>
<th>Phase 1 Data</th>
<th>Phase 2 Trends</th>
<th>Phase 3 Targets</th>
<th>Phase 4 Benchmarking</th>
<th>Phase 5 Total Quality Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 2 Performance indicators

#### 2.1 example:

**Degree of disposing the infrastructure**

- The organization disposes of data about the degree in which it places its infrastructure at the disposal of the local society.
- The organization disposes of trend data about the degree in which it places its infrastructure at the disposal of the local society. These trends are the result of the comparisons of data over several years.
- The organization compared the data with the degree in which it places its infrastructure at the disposal of the local society. The result of that comparison has been documented. This data is being used.
- The organization compared the data with the degree in which it places its infrastructure at the disposal of the local society with those of other organizations. The organization scores better than the average educational organization. The result of this comparison has been documented. This data is being used to learn from it.
- The organization compared the data with the degree in which it places its infrastructure at the disposal of the local society with those of excellent organizations at home as well as abroad. The organization scores considerably better than the average educational organization. The result of these comparisons has been documented. This data is being used.

The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 0) according to criterion 8.2. Although MFK often places its infrastructure (lecturing halls with equipment) at the disposal of the local society, this is only occasionally documented in the link “News” at the MFK’s web site. The data are neither quantified, nor is a trend worked out.
9. End results
The Medical Faculty in Kragujevac (MFK) is in phase 2 (score 3) according to criterion 9.a.1. The costs per student are calculated from year to year, and trend data are formed and analyzed. However, due to highly centralized and controlled way of financing Universities in Serbia, the budget that MFK receives from Ministry of Education is fixed per student and the MFK has no means to increase the tuition fee. Even the tuition fee for self-financing students is controlled by the Ministry of Education, and could not be increased by the MFK over certain
limit. Therefore, the MFK pays little attention to the data about the costs per student, since it cannot be used for planning finances.

<table>
<thead>
<tr>
<th>9 End results</th>
<th>Phase 1 Data</th>
<th>Phase 2 Trends</th>
<th>Phase 3 Targets</th>
<th>Phase 4 Benchmarking</th>
<th>Phase 5 Total Quality Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Score</td>
<td>0</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>

### a Core results

#### a.2 Non-financial results

**a.2.1 example:**

**Market share of students**

- The organization disposes of data about the market share of students. These trends are the result of the comparisons of data over several years.
- The organization compared the data about the market share of students with the targets. The result of this comparison has been documented. This data is being used.
- The organization compared the data about the market share of students with these of other organizations. The organization scores better than the average educational organization. The result of this comparison has been documented. This data is being used to learn from it.
- The organization compared the data about the market share of students with these of excellent organizations at home as well as abroad. The organization scores considerably better than the average educational organization. The result of this comparison has been documented. This data is being used.

The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 1) according to criterion 9.a.2. The data on market share are not followed. Although initial efforts to organize Alumni organization of the MFK's students were made, this organization was never started with work. Therefore, the data on employment of our students are lacking. On the other hand, the number of students interested in enrollment at MFK if followed from year to year, so trend data exist for the last 10 years.
The Medical Faculty in Kragujevac (MFK) is in phase 1 (score 2) according to criterion 9.b.1. The passing percentages are followed for each study course annually, and the courses which are “outliners” are pointed to. However, there is neither effective method to correct anomalies, nor desired target value is pointed out. Therefore, the data on passing percentages are not used for improvement of the examination process.