

Table 3.
Model for quality in higher education (developed based on Mililani (8))

	Input (resources)	Transformation (troughputs) (implementation)	Output (obtained results)
The social system	<ul style="list-style-type: none"> • Culture and environment (context): <ul style="list-style-type: none"> • global (tendencies in higher education in general; tendencies LIS education (generally)); • local (tendencies in higher education in Latvia; tendencies LIS education (locally)). • Expectations of potential external customers: employers, society (depends on development of society; values, norms etc.) 	<ul style="list-style-type: none"> • Culture change • Communication patterns • Behavioural patterns 	<ul style="list-style-type: none"> • Customer satisfaction (students satisfaction about possibilities to find a an appropriate job; employers satisfaction about graduates as a professionals; level of services and products offering by professionals) • Continuous improvement • Outcomes: impact on society, reputation of educational institution and its programmes, satisfaction in general.
The technical system	<ul style="list-style-type: none"> • Student characteristics (academic, demographic, needs and expectations; interests) • Faculty characteristics • Financial resources • Facilities (classrooms, library holdings, instructional equipments) • Programms, curriculum, courses, schedules • Support services (canteen, recreation, transportation etc.) 	<ul style="list-style-type: none"> • Design (courses, programs, class size) • Delivery (methods to deliver course material to student) • Measurement of the outputs (number and frequency of quizzes, assignments, examination) • Evaluation of the program, courses and the professors (student surveys, alumni, parents, employers) 	<ul style="list-style-type: none"> • Academic achievement • Graduation, dropout, failure • Post graduation (pas rates on professional examinations, additional education; success rates in getting admission in graduate schools) • Employment achievement (employer satisfaction)
The management system	<ul style="list-style-type: none"> • Policies • Mission, vision, goals • Strategies • People (administration, faculty, students) 	<ul style="list-style-type: none"> • Division of responsibilities • Patterns of power and authority • Administrative activities (planning; organizing; directing; coordinating, controlling) 	Controlling results (quality of products, services, feedback, decisions on the obtained data)