

QUALITY ENHANCEMENT AT PUBLIC UNIVERSITIES IN CROATIA

Vesna Dodiković-Jurković, Ph.D.
September 2014



agency for science and higher education croatia

ENQA

eqar

Overview



- Internal QA units
- ASHE audit model
- Audits at universities



Legislation framework



- 2003 - Act on the Scientific Activity and Higher Education
- MSES - Education Sector Development Plan 2005-2010
- 2006 – ESG were adopted in Croatia
- 2006 – Establishment of QA Units at HEIs
- 2009 - Quality Assurance Act



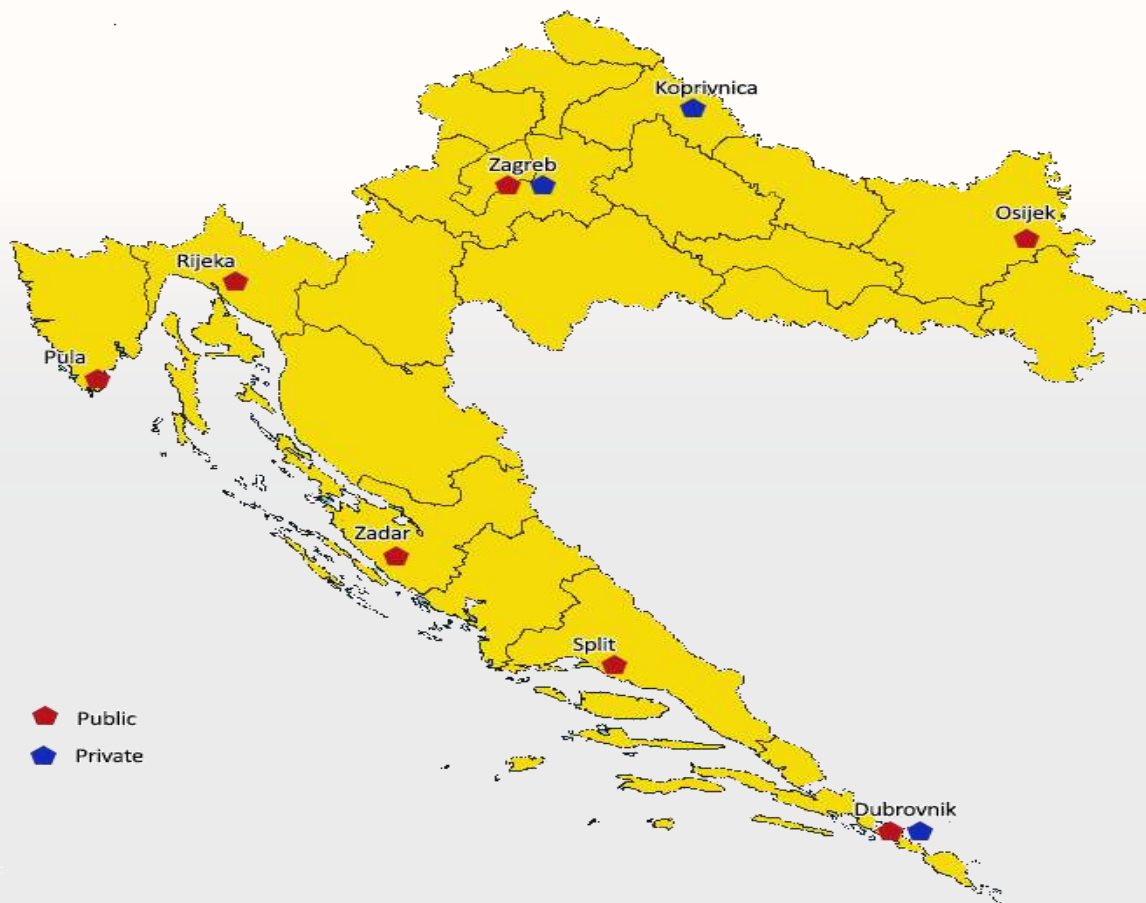
HEIs QA systems



- 135 QA units are established at HEIs
- 135 QA Ordinances/Regulations
- 110 QA Manuals
- 55 internal audits



Universities - 10



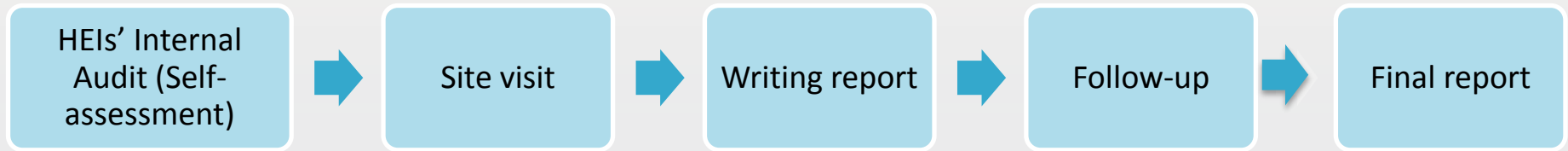
An Audit model in Croatia



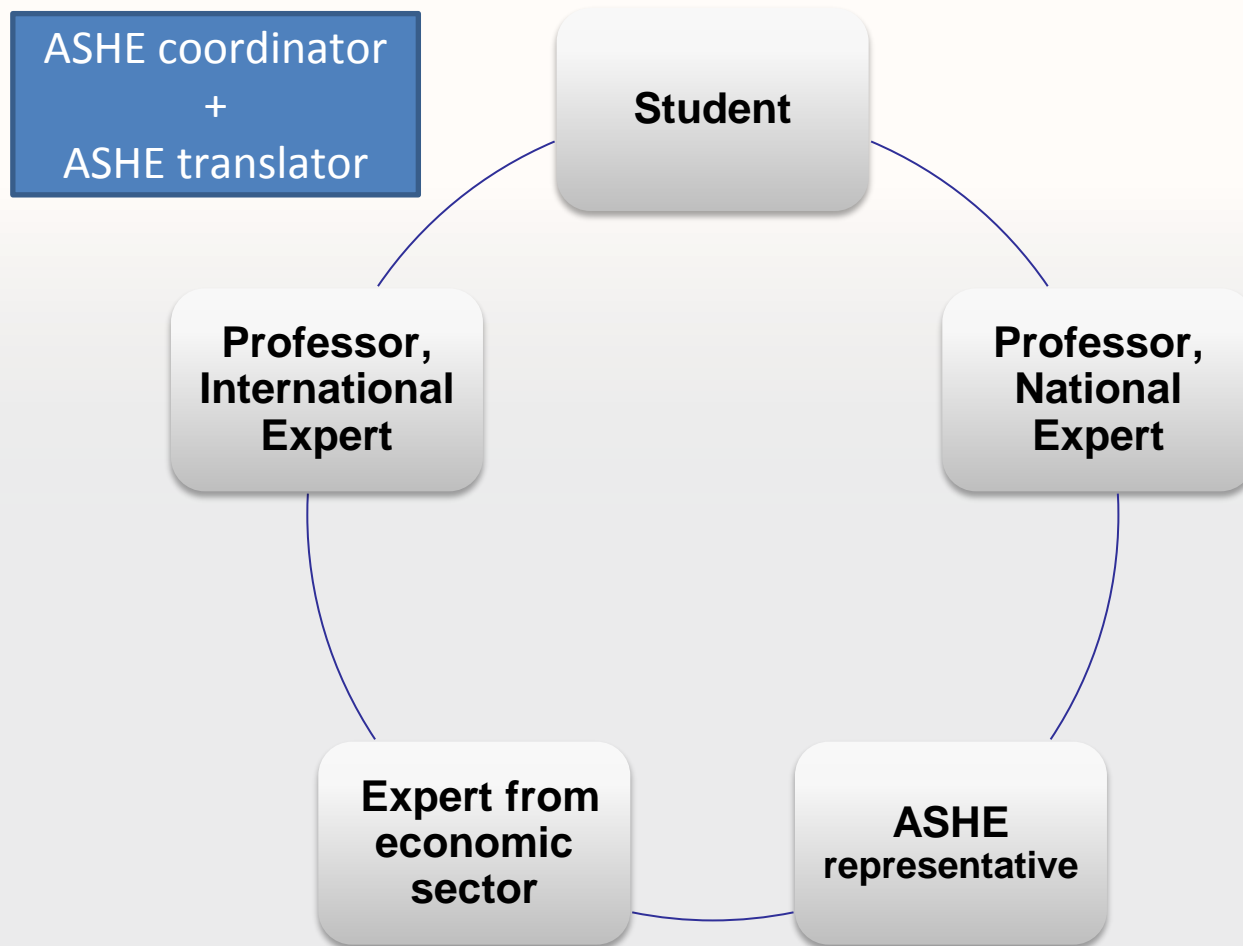
- CARDS 2003 project “Furtherance of the Agency for Science and Higher Education in its Quality Assurance Role and Development of a Supporting Information System“ in 2006/08
- Seminars for HEIs
- In-house seminars for ASHE staff
- Develop & promote quality culture
- ASHE developed audit model, Audit Manual
- Pilot project – 3 Universities

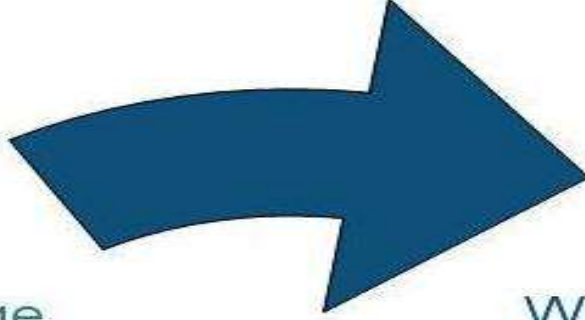


Audit Procedure



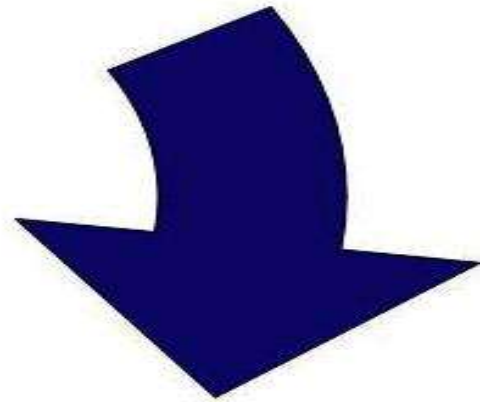
Audit- Expert Panel





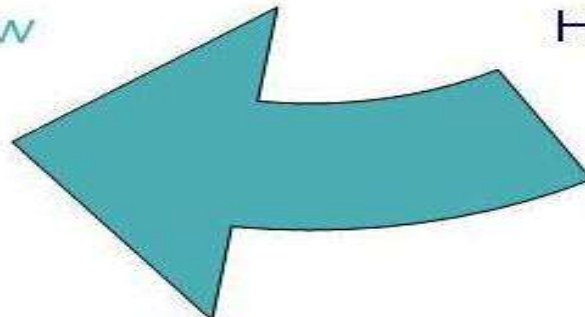
PLAN

What are you trying to do?



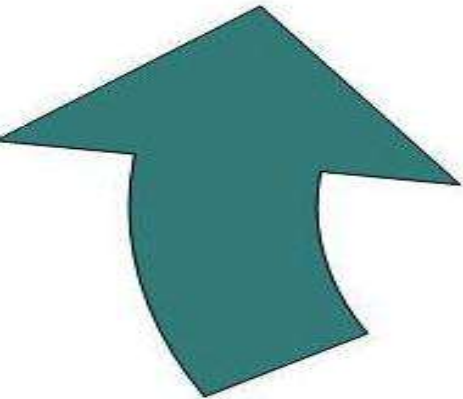
DO

How are you trying to do it?



CHECK

How do you know it works?



ACT

How do you change to improve?

ASHE Criteria



1 PRELIMINARY PHASE

2 INITIAL PHASE

3 DEVELOPED PHASE

4 ADVANCED PHASE





- The institution has a quality policy and connected procedures for quality assurance and enhancement of all its activities.
- Quality assurance unit – is it only formal?
- HEIs/University – goals, expectations, internal QA culture, effectiveness

QA Units at Universities



Name of the University	Year in which QAS was established	Name of the main QAS body	Full title of QA regulations document	Full title of QA manual	Internal audit carried out
University of Dubrovnik	2009	Committee for Internal Quality Assurance and Improvement, 2009, 10 members 2 year mandate	Regulations on System of Quality Assurance and Improvement at the University of Dubrovnik 23/9/2013	Quality Manual, 2/2/2014	YES
Josip Juraj Strossmayer University of Osijek	2005	Committee for the Advancement and Quality Assurance in Higher Education, Josip Juraj Strossmayer University of Osijek	Ordinance on the Quality Assurance System at the Josip Juraj Strossmayer University of Osijek, 29/9/2006 and Decision on the Amendments of the Ordinance, 26/6/2012	Quality Manual, 15/07/2013	YES
Juraj Dobrila University of Pula	2007	Main Quality Assurance Board, 12 members	Regulations on Quality Assurance System of the Juraj Dobrila University of Pula, 1/3/2013	University of Juraj Dobrila in Pula Quality Manual, march 2013	YES
University of Rijeka	2004	University of Rijeka Quality Assurance Committee; 23 members, became University of Rijeka Quality Assurance and Improvement Committee	Ordinance on the Quality Assurance and Improvement System at the University of Rijeka	University of Rijeka - Manual for Quality of Studying, June 2012	YES defined by Manual
University of Split	2007	Quality Enhancement Centre, 31/05/2007	Regulations on the Quality Assurance System of the University of Split, 19/12/2013	Quality Assurance Handbook of the University of Split 20/02/2014	YES
University of Zadar	2004	Commission for Quality Improvement, 2002, 8 members	Ordinance on the Quality Assurance System at the University of Zadar, 19/12/2012	Manual of Quality at the University of Zadar 19/03/2012	YES
University of Zagreb	2002	Quality Management Board of the University of Zagreb, 2002, 9 members	Ordinance on the Quality Assurance System at the University of Zagreb, 18/1/2011	Handbook on Quality Assurance at the University of Zagreb, June 2012	YES 10/05/2012



Internal Audit



- **Scope** → degree of development and efficiency of the internal QA system of HEIs
- ESG standards part I
- Integrated QA system (ISO+ESG)



Internal Audit Committee



Name of higher education institution	Internal audit cycle Year	Number members Internal Audit Committee	Mandate of IAC members Year	Representative of the Management	Representative of scientific-teaching staff	Representative of the assistants	Representative of the administrative-technical staff	Representative of the students	Representative of the external stakeholders
University of Dubrovnik	Once a year	5	2	-	2	-	1	1	1
Josip Juraj Strossmayer University of Osijek	Once a year	2	-	1	-	-	1	-	-
Juraj Dobrila University of Pula	Once every 2 years	5	2 years (per Regulations) 4 years (per Decision)	-	3	-	1	1	-
University of Rijeka	Once every 3 years	At least 2	1						
University of Split	Once a year	8	Until revoked	-	7	-	-	1	-
University of Zadar	Once a year	5	4	-	2	-	1	1	1
University of Zagreb	Once every 2 years	10	1 year	-	7	-	1	1	1



Audit results



HEI	ESG 1.1.	ESG 1.2.1.	ESG 1.2.2.	ESG 1.3.	ESG 1.4.	ESG 1.5.	ESG 1.6.	ESG 1.7.	Overall assessment of QA system:
University of Dubrovnik	INITIAL/ DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED PHASE/ CERTIFICATE
University of J. J. Strossmayer in Osijek	INITIAL PHASE	DEVELOPED PHASE	INITIAL/ DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED PHASE	INITIAL/ DEVELOPED PHASE	DEVELOPED PHASE	INITIAL/ DEVELOPED PHASE
University of Juraj Dobrila in Pula	DEVELOPED PHASE	INITIAL PHASE	INITIAL PHASE	DEVELOPED PHASE	INITIAL/ DEVELOPED PHASE	INITIAL/ DEVELOPED PHASE	INITIAL/ DEVELOPED PHASE	DEVELOPED PHASE	INITIAL/ DEVELOPED PHASE
University of Rijeka	DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED/ ADVANCED PHASE	DEVELOPED PHASE	ADVANCED PHASE	DEVELOPED PHASE/ CERTIFICATE
University of Split	PRELIMINARY/INITIAL PHASE	INITIAL PHASE	DEVELOPED PHASE	PRELIMINARY/INITIAL PHASE	INITIAL/ DEVELOPED PHASE	DEVELOPED PHASE	INITIAL/ DEVELOPED PHASE	DEVELOPED/ ADVANCED PHASE	INITIAL/ DEVELOPED PHASE
University of Zadar	INITIAL/ DEVELOPED PHASE	INITIAL/ DEVELOPED PHASE	INITIAL/ DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED PHASE	INITIAL/ DEVELOPED PHASE	INITIAL/ DEVELOPED PHASE	DEVELOPED/ ADVANCED PHASE	INITIAL/ DEVELOPED PHASE
University of Zagreb	INITIAL PHASE	DEVELOPED PHASE	INITIAL/ DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED PHASE	DEVELOPED PHASE	INITIAL/ DEVELOPED PHASE	DEVELOPED PHASE	INITIAL/ DEVELOPED PHASE



Audits impact at Universities



- Self evaluation quality culture
- Participation of students and external stakeholders in the QA system
- Strategic development
- Positioning of Universities at national and international levels
- Awareness of differences between ISO and ESG
- Mobility of teaching staff and students
- Improvement of the monitoring process for study programmes
- Capacity building of teaching staff
- Transparency of QA system



Impact on development of HE system



- Development of quality culture
- Work in line with standards and legislation
- Enhancement-led external QA procedures
- Public reports with recommendations
- Cooperation with all stakeholders in Croatian HE and Research Area
- Cooperation with other foreign QA agencies and stakeholders
- Improving quality and efficiency of education
- Reforming national higher educational agenda



Thank you





Thank you for your attention!

[https://www.azvo.hr/index.php/en/vrednovanja/
postupci-vrednovanja-u-visokom-
obrazovanju/audit-visokih-ucilista](https://www.azvo.hr/index.php/en/vrednovanja/postupci-vrednovanja-u-visokom-obrazovanju/audit-visokih-ucilista)

