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UNIRI

Quality Assurance and Monitoring – University level – University of Rijeka

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Theme-based training of teaching staff for acquiring new teaching and learning
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University of Nis



www.swarm.ni.ac.rs

**Strengthening of master curricula in water resources
management for the Western Balkans HEIs and stakeholders**

Project number: 597888-EPP-1-2018-1-RS-EPPKA2-CBHE-JP



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1. EHEA - ESG
2. Quality Assurance in Higher Education in Croatia
3. University of Rijeka – in general
4. QA structure at UniRi
 - Organisation
 - Internal audit procedure
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1. European Higher Education Area




<http://www.ehea.info/page-quality-assurance>



One of the purposes of the Bologna Declaration (1999) was to encourage European cooperation in quality assurance of higher education with a view to developing comparable criteria and methodologies. The European Ministers of Education adopted in 2005 the "Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG)" drafted by the European Association for Quality Assurance in Higher Education (ENQA) in co-operation and consultation with its member agencies and the other members of the "E4 Group" (ENQA, EUA, EURASHE and ESU). A new version was adopted in 2015 at Yerevan.

European standards and guidelines

ESG 2015



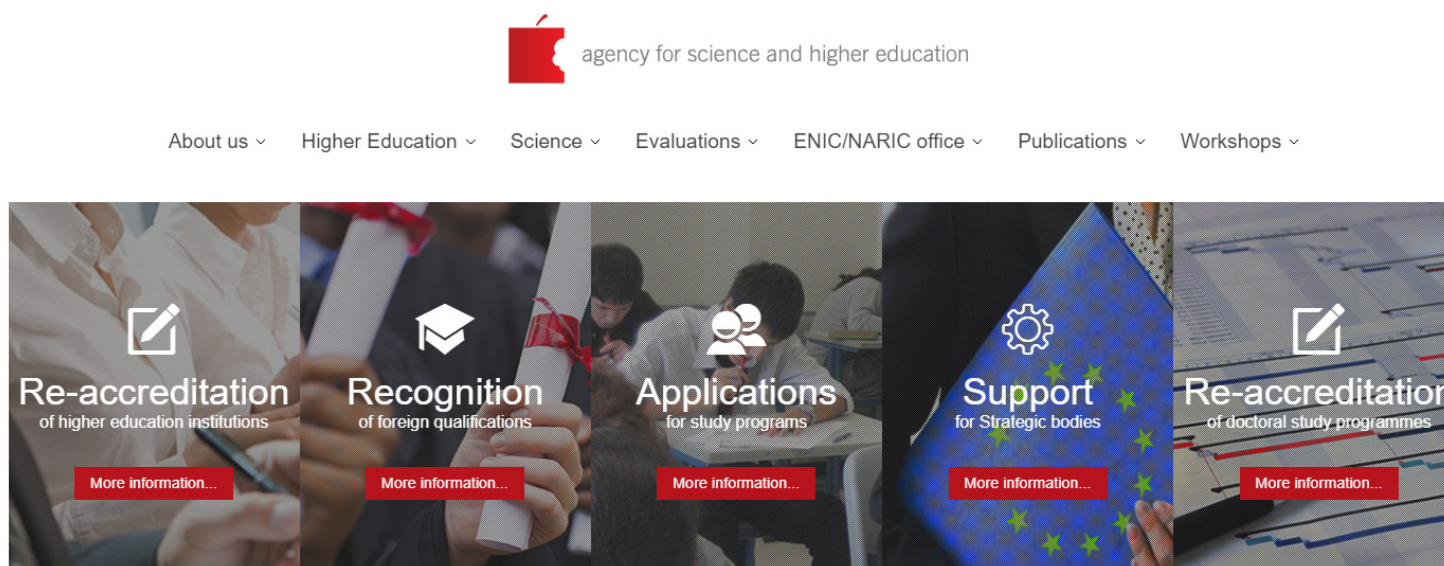
Old ESG – Part 1	New ESG – Part 1
1.1 Policy and procedures for quality assurance	1.1 Policy for quality assurance
1.2 Approval, monitoring and periodic review of programmes and awards	1.2 Design and approval of programmes
1.3 Assessment of students	1.3 Student-centred learning, teaching and assessment
1.4 Quality assurance of teaching staff	1.4 Student admission, progression, recognition and certification
1.5 Learning resources and student support	1.5 Teaching staff
1.6 Information systems	1.6 Learning resources and student support
1.7 Public information	1.7 Information management
	1.8 Public information
	1.9 On-going monitoring and periodic review of programmes
	1.10 Cyclical external quality assurance



 Standards and Guidelines for Quality Assurance
in the European Higher Education Area

https://enqa.eu/wp-content/uploads/2015/11/ESG_2015.pdf

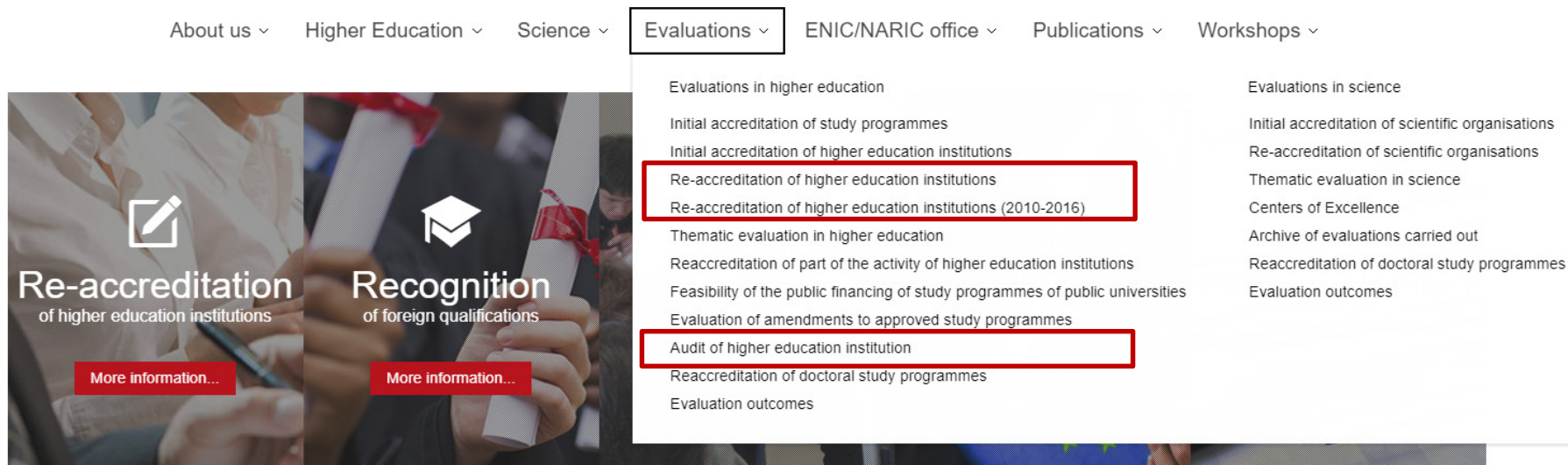
2. QA in HE in Croatia

Establishment of the Agency for Science and Higher Education (AZVO) and the newly constituted **National Council for Higher Education**, an expert and advisory body tasked with the development and quality of higher education in Croatia (2005)



<https://www.azvo.hr/en/>

- **Law for Quality Assurance in Science and Higher Education came into force in the spring of 2009.**



The screenshot shows the AZVO website navigation menu. The 'Evaluations' dropdown menu is open, listing various accreditation and evaluation services. Two items are highlighted with red boxes: 'Re-accreditation of higher education institutions (2010-2016)' and 'Audit of higher education institution'. Below the menu, there are two main sections: 'Re-accreditation of higher education institutions' and 'Recognition of foreign qualifications', each with a 'More information...' button.

Navigation menu items: About us ▾ Higher Education ▾ Science ▾ Evaluations ▾ ENIC/NARIC office ▾ Publications ▾ Workshops ▾

Evaluations dropdown menu items:

- Evaluations in higher education
- Initial accreditation of study programmes
- Initial accreditation of higher education institutions
- Re-accreditation of higher education institutions
- Re-accreditation of higher education institutions (2010-2016)
- Thematic evaluation in higher education
- Reaccreditation of part of the activity of higher education institutions
- Feasibility of the public financing of study programmes of public universities
- Evaluation of amendments to approved study programmes
- Audit of higher education institution
- Reaccreditation of doctoral study programmes
- Evaluation outcomes

Evaluations in science dropdown menu items:

- Evaluations in science
- Initial accreditation of scientific organisations
- Re-accreditation of scientific organisations
- Thematic evaluation in science
- Centers of Excellence
- Archive of evaluations carried out
- Reaccreditation of doctoral study programmes
- Evaluation outcomes

Main sections:

- Re-accreditation of higher education institutions (with 'More information...' button)
- Recognition of foreign qualifications (with 'More information...' button)

<https://www.azvo.hr/en/>



Re-Accreditation of HE Institution

- Every 5 years, board with international members (at least 5, one of which is student)

- CRITERIA:
 1. Internal QA and social role of the higher education institution (ESG 1.1., ESG 1.7., ESG 1.8)
 2. Study Programmes (ESG 1.2., ESG 1.9.)
 3. Teaching process and student support (ESG 1.3, ESG 1.4, ESG 1.6)
 4. Teaching and institutional capacities (ESG 1.5, ESG 1.6)
 5. Scientific/artistic activity

[https://www.azvo.hr/images/stories/novosti/ENG_STANDARDS_FOR_THE_EVALUATION_OF_QUALITY - UNIVERSITIES.pdf](https://www.azvo.hr/images/stories/novosti/ENG_STANDARDS_FOR_THE_EVALUATION_OF_QUALITY_-_UNIVERSITIES.pdf)

Audit of HE Institution

1. Quality policy

The basis and the core of the process; general direction and goals related to the quality of all activities and processes whereby HEI mission statement is achieved.

2. Planning and management

Establishing goals for the purpose of accomplishing HEI's mission; determining processes and resources necessary for achieving these goals; identifying risks and opportunities; managing processes

3. Implementation and monitoring

Implementation of planned processes; monitoring of implementation

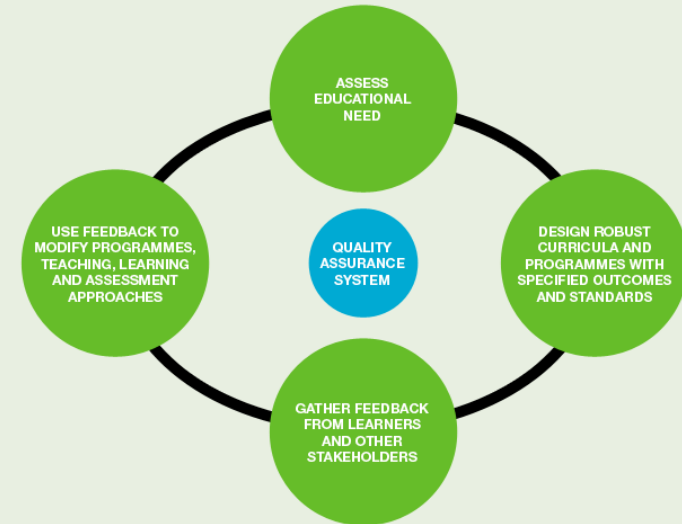
4. Evaluation

Evaluation of planned processes and the results thereof against the defined goals and objectives; analyses and reports on the results of this evaluation

5. Improvements, innovations, impact

Implementation of measures for improvement based on the results of process evaluation; innovation in processes; impact of QA processes on the development of HEI

THE QUALITY ASSURANCE CYCLE

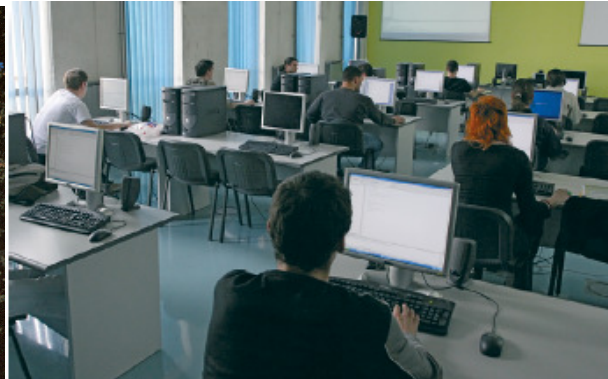


<https://www.azvo.hr/en/evaluations/evaluations-in-higher-education/audit-of-higher-education-institution>

3. University of Rijeka



- **State funded** university under the direct authority of the Ministry of Science and HE (like all the universities in Croatia), **founded in the year 1973**
- Today the University has around **17000 students** enrolled at university and vocational study programs



- **12 faculties and 5 departments**



<https://uniri.hr/en/home/>

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www.swarm.ni.ac.rs



4. Quality assurance at UniRi

- **Office for Quality Improvement** was established at the University of Rijeka in the year 2003.
- Rulebook for Quality assurance – 2003.
- **QA teams (today Boards) at University constitute institutions were established in 2003.**
- ***Strategies of the University of Rijeka: first 2007.-2013. and second 2014.-2020., accepted by the Senat***
- ***Handbook for Quality of Studying of the University of Rijeka: first edition 2010., second edititon 2015.***
- ***Quality Assurance Policy – 2009.***

QA Policy

The University of Rijeka actively promotes the value of ensuring quality:

- By instituting and improving its quality assurance system following **European guidelines for quality assurance in higher education**, and other national and academic norms
- By promoting **the active involvement of all constituents and continuous student engagement** in our quality assurance system
- By basing its study programs **on innovative scientific research at the University**
- By actively **including students** in the educational process and other academic activities
- By creating an **inspiring environment for academic work**
- By promoting **internationally relevant research and developing study programs that ensure its active role in local economic progress** and social wellbeing
- By demanding **transparency and responsibility** in all managerial activities
- By monitoring educational quality indicators and, according to the findings, periodically revising its policies, goals, and practices, all with the aim of ensuring the highest degree of quality

Rector
Prof. Snježana Prijić-Samaržija, PhD

<https://uniri.hr/en/about-university/quality-assurance-system/>

UniRi QA Organisation



About University

UNIRI The University of Rijeka	→
Structure	↓
Quality Assurance System	→
System organization	
International Relations and ERASMUS	↓
Center for EU projects	→

System organization

The University of Rijeka's Quality Assurance System consists of the following organizational units:

Quality Assurance and Improvement Committee at the University of Rijeka ↓

Quality Assurance Council ↓

Quality Assurance and Improvement Center at the University of Rijeka ↓

Quality Assurance and Improvement Committees at the University's constituents ↓

Contact ↓

<https://uniri.hr/en/about-university/quality-assurance-system/system-organization/>

Vice-Rector for QA assurance and enhancement

QA Comitee:

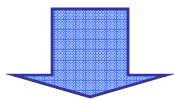
- carries out strategic planning and makes decisions on guidelines and procedures for quality advancement

**QA Rector's
Council**

QA CENTER:

- instigates and coordinates diverse initiatives and development programs aimed at promotion of highest standards in all activity areas

**University
level**



**Faculty/academy/
department level**

QA BOARD:

- Self-evaluation, development of quality indicators, evaluation of the success of studying and causes of poor, ineffective and overly long studying

UniRi QA goals

- **To create a common basis** to be able to verify the effectiveness of quality assurance systems, through the **internal and external evaluation procedures**.
- Taking into account European, national and University standards, regulations, guidelines and good practices, an effort was made to design the **Quality Assurance Handbook** that will provide a **common base for institution evaluation**, comparison and improvement of the achieved quality levels.

QA Handbook

- The Quality Assurance Handbook at the University level was developed with the main goal of **setting standards and criteria for constituent institutions** so that they can recognise **elements in organisation and delivery of studies that can assure their quality.**
- In the Handbook **quality criteria** for the university undergraduate, graduate, doctoral and vocational studies as well as for the long life learning programs **were developed.**

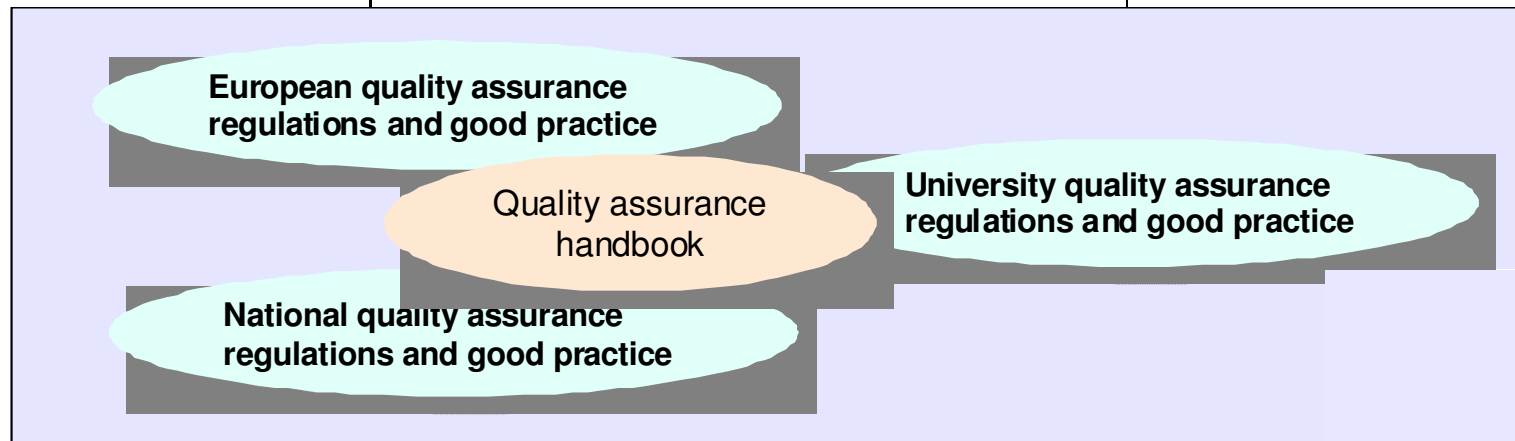




QA Handbook

- **ESG**
- **INQAAHE – Guidelines of good practice**
- **UNESCO/OECD guidelines on “Quality provision in cross-border higher education”**

- **University Statute**
- **University Study Rulebook**
- **Quality Assurance Rulebook**
- **University Ethical Codex**
- **Other formal regulations and procedures**



- **The Act on Scientific Activity and Higher Education**
- **Regulation on the Measures and Criteria for Evaluating the Quality and Efficiency of Institutions and Study Programs**
- **Law for Quality Assurance in Science and Higher Education**

UniRi QA Handbook – 2010.

The handbook elaborates main quality assurance issues recognised by the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG, 2005.):

1. Policy and procedures for quality assurance
2. Approval, monitoring and periodic review of programs and awards
3. Assessment of students
4. Quality assurance of teaching staff
5. Learning resources and student support
6. Information systems
7. Public information



1st cycle of internal audit - Selfevaluation procedure

NAZIV SASTAVNICE:			
Kriteriji kvalitete studiranja na sastavnici - samovrednovanje			
KRITERIJ (prema indikatorima)	djelovanje		
	da	ne	navesti dodatne informacije koje upućuju na dokaze postupanja prema indikatorima (pojašnjenja, poveznice na mrežne stranice ili dokumente u prilogu te sl.)
I. Strategija razvoja i postupci osiguravanja kvalitete			
1. Sastavnica posjeduje misiju i viziju s kojom su upoznati zaposlenici			
2. Sastavnica posjeduje strategiju razvoja za tekuće razdoblje temeljenu na Strategiji Sveučilišta u Rijeci			
3. Sastavnica posjeduje postupke za implementaciju strategije razvoja			
4. Strategija razvoja predviđa aktivnu ulogu studenata i ostalih partnera			
5. Sastavnica posjeduje formalno usvojen institucijski akt o osiguranju kvalitete s definiranim područjima djelovanja te ustrojem i djelovanjem jedinica za osiguranje kvalitete			
6. Sastavnica posjeduje ustrojene i funkcionalne jedinice za osiguranje kvalitete			
7. Sastavnica posjeduje priručnik za osiguranje kvalitete i drugu primjenjivu dokumentaciju potrebnu za provedbu osiguranja i unapređenja kvalitete na sastavnici			
8. Sastavnica provodi interne prosudbe učinkovitosti institucijskog sustava osiguranja kvalitete u cilju kontinuiranog unapređenja sustava			
II. Odobrenje nadziranje i periodični pregled programa i kvalifikacija			
1. Sastavnica posjeduje definiranu proceduru izrade i izmjene studijskih programa usklađene sa Sveučilišnim i nacionalnim propisima			
2. Sastavnica posjeduje definiranu proceduru izrade i izmjene programa cijeloživotnog učenja usklađene sa Sveučilišnim i nacionalnim propisima			
3. Sastavnica posjeduje formalne mehanizme nadgledanja i periodične revizije svojih studijskih programa i kvalifikacija usklađene sa Sveučilišnim i nacionalnim propisima			(opisati)
4. Sastavnica posjeduje formalne mehanizme nadgledanja i periodične revizije svojih programa cijeloživotnog učenja usklađene sa Sveučilišnim i nacionalnim propisima			



Results of the 1st internal audit cyclus

snage

- Student evaluation (grading)
- Quality assurance of teaching staff
- Resources for teaching and learning
- Public information

slabosti

- Goals, organization and function of QA system;
- QA documentation (procedures)
- Study approval process, evaluation of studies and revision procedure
- QA of science and research
- QA information availability



Handbook edititon 2016. – 2nd internal audit cyclus

New standards based on ESG 2015. included.

Students centered learning, teaching and assessment

Student admission, progression, recognition and certification

On-going monitoring and periodic review of programmes

Cyclical external quality assurance



Internal audit procedure - standards

1. Policy for quality assurance
2. Design and Approval of programmes
3. Student centred learning, teaching and assessment
4. Student admission, progression, recognition and certification
5. Teaching staff
6. Learning resources and student support
7. Information management
8. Public information
9. On-going monitoring and periodic review of programmes
10. Cyclical external quality assurance



Standards:

QA practices accepted and verified in European higher education area (EHEA)

Guidelines:

short description of procedures needed to acquired standards

Referent documents:

documents at university, national and EU level which are connected to standard

Good practice examples from university or its constituents



EXAMPLE

- (1) Standards** - meaning expected level of quality and base for the quality evaluation
- Standards are based on the ESG standards for internal quality assurance units and fulfilled with some specific conditions that are connected with the Croatian higher education tradition and present University administrative system
-

EXAMPLE OF STANDARD – Quality assurance of teaching staff

Institutions should have ways of satisfying themselves that staff involved with the teaching of students are qualified and competent to do so. They should be available to those undertaking external reviews, and commented upon in reports. (ESG)

Teachers should be evaluated continuously in order to assure continuous improvement. Teachers should have all necessary support for their teaching skills improvement.



(2) Criteria – measure and/or referent value by which is valued the achievement of certain targets or standards

- Criteria has the main task to set a level to which institutions should aim in their work.
- It is also important to set standards that can be reached by all the constitutes, preferably, in next 3-5 years.

EXAMPLE OF CRITERIA – *Quality assurance of teaching staff*

Basic criteria for the academic promotion of teaching staff are defined by national regulations and they have to be respected.



(3) Referent documents - As referent documents are listed:

- **documents at EU level** and examples of good practice
- **regulations at national level**
- **University rulebooks and other document**
- ***Indicators are extracted from different sources (documents) in order to facilitate the use of different national regulations and prepare faculties / academy / departments to satisfy regulated indicators.***

EXAMPLE OF INDICATORS – *Quality assurance of teaching staff*

University Strategy:

- indicator a.6 – enable teaching staff to have continuous opportunity for improving teaching skills (organization of education)
- Indicator d.1 - Introduce practitioners as visiting teaching staff at the studies



(4) Examples of good practice - meaning existing procedures application of which assures improved performance of higher education institutions or study program.

- Good practice from the University constitutes are collected and faculties/academy/departments are encouraged to develop their own practices and to share it within the University. The handbook will be upgraded with continuously new examples of good practice.

EXAMPLE OF GOOD PRACTICE – *Quality assurance of teaching staff*

- *Above minimum requirements faculties/academy/departments have their own additional requirements for the academic promotion;*
- *Before becoming assistant professors, academic staff has the opportunity to work on their teaching skills through institutional programmes.*

Internal audit procedure

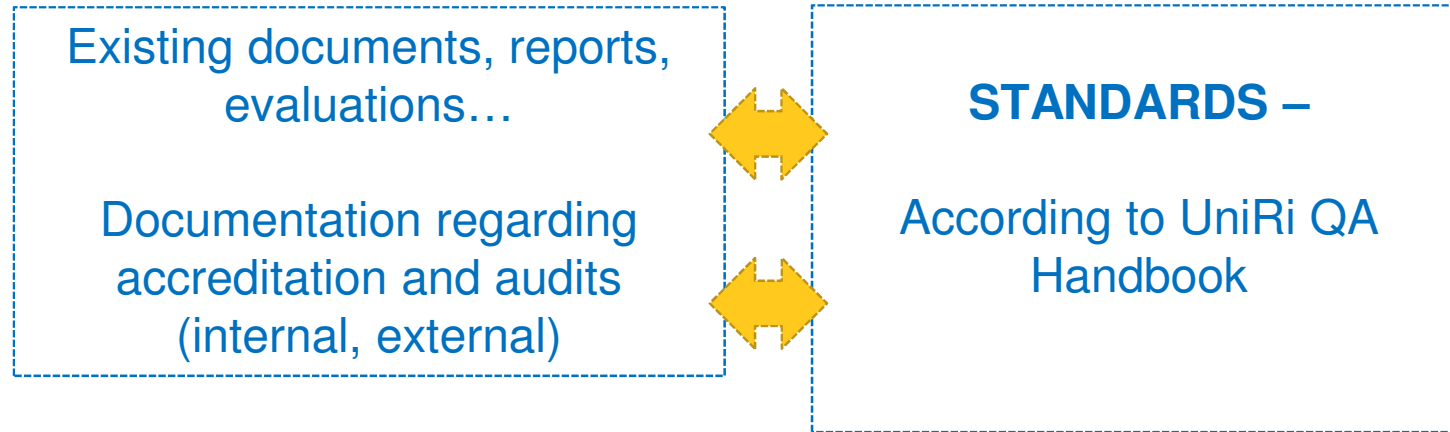
Internal audit is done every three years at each constituent and includes four phases:

- ▶ I. phase: Planning
- ▶ II. phase: Audit (selfevaluation, preparation, visit)
- ▶ III. phase: Report
- ▶ IV. phase: Follow-up





Selfevaluation



<p>STRENGTHS Short explanation</p>	<p>NEED IMPROVEMENTS:</p> <ul style="list-style-type: none">- ACTIVITIES- TERMS- RESPONSABILITIES
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Thematic evaluations

- Evaluation of the Bologna reformed studies – 2009./10.
- Evaluation of graduate studies – 2012./13.
- **Students satisfaction questionnaire – from 2016.**
- Teachers satisfaction questionnaire – 2019.



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