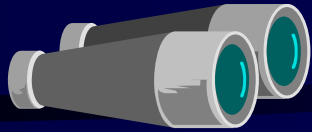


Summary in-house seminar:

- A. *Institutional development of AZVO*
- B. *Overview and overall evaluation of the seminars*

Tibor Szanto
CARDS 2003

In-house seminar for AZVO, Zagreb, 17 April 2008



In this seminar, first part

A. Institutional development of AZVO

- I. Relevance of the theme (ESG)
- II. What makes a good organisation?
- III. SWOT analysis of AZVO (discussion)
- IV. The future ahead

Questions, comments at any time!

ESG: Standards being most relevant to operation and development of agencies

2.4.2 DEVELOPMENT OF EXTERNAL QUALITY ASSURANCE PROCESSES

The aims and objectives of quality assurance processes should be determined before the processes themselves are developed, by all those responsible (including higher education institutions) and should be published with a description of the procedures to be used.

ESG: Most relevant standards₂

2.4.3 CRITERIA FOR DECISIONS

Any formal decisions made as a result of an external quality assurance activity should be based on explicit published criteria that are applied consistently.

ESG: Most relevant standards₃

2.4.5 REPORTING

Reports should be published and should be written in a style which is clear and readily accessible to its intended readership. Any decisions, commendations or recommendations contained in reports should be easy for a reader to find.

ESG: Most relevant standards₄

2.6.4 RESOURCES

Agencies should have adequate and proportional resources, both human and financial, to enable them to organise and run their external quality assurance process(es) in an effective and efficient manner, with appropriate provision for the development of their processes and procedures.

ESG: Most relevant standards₅

2.6.6 INDEPENDENCE

*Agencies should be independent to the extent both that they have **autonomous responsibility** for their **operations** and that the conclusions and recommendations made in their reports cannot be influenced by third parties such as higher education institutions, ministries or other stakeholders.*

ESG: Independence cont'd

2.6.6 INDEPENDENCE [G] (...) measures, such as:

- *its operational independence from higher education institutions and governments is guaranteed in official documentation (e.g. instruments of governance or legislative acts);*
- *the definition and operation of its procedures and methods, the nomination and appointment of external experts and the determination of the outcomes of its quality assurance processes are undertaken autonomously and independently from governments, higher education institutions, and organs of political influence;*
- *while relevant stakeholders in higher education, particularly students/learners, are consulted in the course of quality assurance processes, the final outcomes of the quality assurance processes remain the responsibility of the agency.*

ESG: Most relevant standards₆

2.6.7 EXTERNAL QUALITY ASSURANCE CRITERIA AND PROCESSES USED BY THE AGENCIES

The processes, criteria and procedures used by agencies should be pre-defined and publicly available. These processes will normally be expected to include:

- a self-assessment or equivalent procedure ...*
- an external assessment by a group of experts, including, as appropriate, (a) student member(s), and site visits ...*
- publication of a report ...*
- a follow-up procedure ...*

ESG: Most relevant standards₇

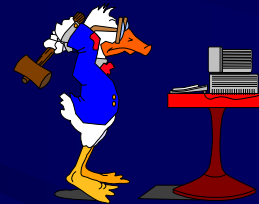
2.6.8 ACCOUNTABILITY PROCEDURES

Agencies should have in place procedures for their own accountability.

[Internal QA system]

What makes a good organisation?¹

1. Highly committed leadership
2. Qualified, experienced staff
3. Well defined roles and responsibilities
4. Participatory operation, open atmosphere
(creativity and innovation – open doors, open minds)
5. Good infrastructure



Partnership with, and respect from, clients

What makes a good organisation?₂

“Paperwork” and action:

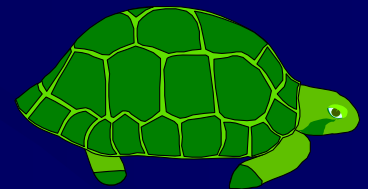
1. Clear and firm legal background
2. Mission and vision (aims and objectives)
3. Thorough and honest self-analysis
4. Strategy (based on 1-3 above)
5. Continuous self-reflection – **Checking attainment of aims and objectives**
6. Corrective measures as needed – **Closing the quality loop**



(C)SWOT analysis of AZVO₁

Constraints

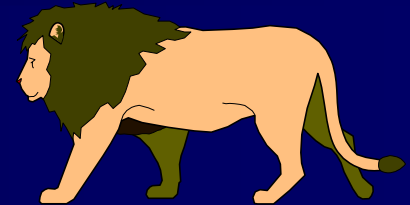
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(C)SWOT analysis of AZVO₂

Strenghts

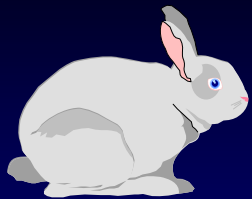
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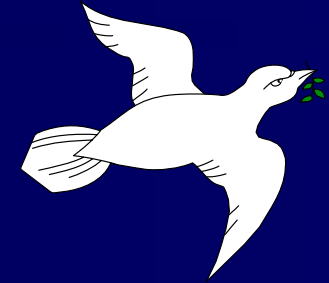
(C)SWOT analysis of AZVO₃

Weaknesses

- ...



(C)SWOT analysis of AZVO₄



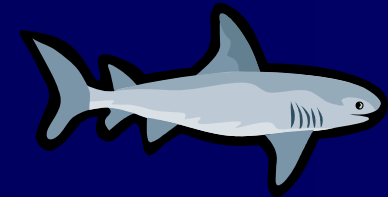
Opportunities

- ...

(C)SWOT analysis of AZVO₅

Threats

- ...



The future ahead

AZVO as part of the overall QA scheme in Croatia

Organisational setup, options:

Council(s) + Agency? (Continue with current setup?)

Separation kept with changing responsibilities?

One united organisation?

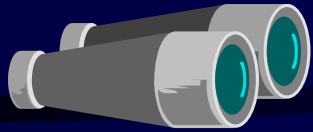


A.IV.

The future: what areas to develop at AZVO?

• ...





In this seminar, second part

B. Overview and overall evaluation of the seminars

- I. Structure, themes
- II. Implementation
- III. Feedback from participants
- IV. Major points

Questions, comments at any time!

Structure, themes of seminars

Internal QA at HEIs (I.)

External QA: types, foci (II-III.)

Methodology of external QA (IV-VIII., X-XI., XIV-XV.)

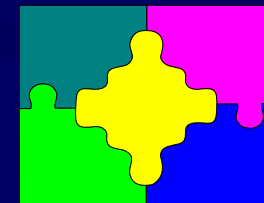
Information systems (IX., XII-XIII.)

Organisational setups in Europe (XVI.)

Project management (XVII.)

AZVO development + summary (XVIII.)

→ *Plus seminars for HEIs involving also agency relevant themes*



Overview of evaluation steps

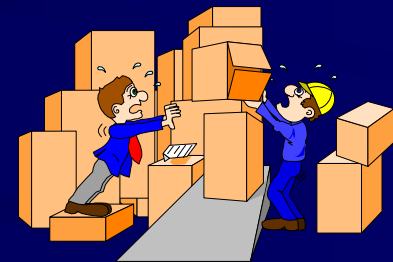
1. Criteria and procedures
2. Self evaluation
3. Expert tasks
4. Selection of experts
5. Training of experts
6. Site visit
7. Evaluation report
8. The results of evaluation
9. Feedback
10. Monitoring and follow-up
11. Closing the quality loop



Implementation of the seminars

Features (intended):

- Concise and focussed (still lengthy at times...)
- Theory and practice, many actual examples
- Participation of staff
 - presentation
 - discussion
 - feedback and evaluation
 - “follow-up” in cases
- Possibilities, options presented instead of “true” recepies!



Feedback from participants₁

 See grades in handout!

As to written comments:

- themes (+)
- structure, clarity (+)
- competence (+)
- length (–)
- actual examples (–) → (+)
- staff participation (–) → (+)
- overall (+)



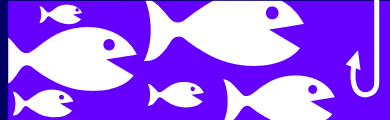


Feedback from participants₂

Current comments?

- ...

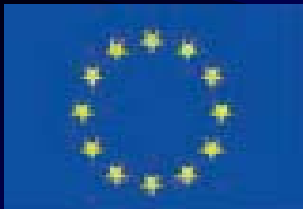
Major points of the seminars

1. Responsibility for quality lies basically with HEIs (internal QA - PDCA)
2. Independent external reflection is needed (ext. QA)
3. Aims, objectives, context → procedures and methods
4. QA of HE has become a profession (methodology!)
5. External QA agencies need qualified, well trained and experienced professionals
6. Selection and training of experts! 
7. Organisational setups: various models exist
8. Importance of internationalisation and networking
9. General framework for Europe: ESG

The final “message”

There is no royal way...

Cherish the European principles and values
and
act according to your local context and needs



Thank you for your
attention!

