


Summary in-house seminars

**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!

17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 2

A.I.

**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.*

17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 3

A.I.

**ESG: Most relevant standards<sub>2</sub>**

**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.*

17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 4

A.I.

**ESG: Most relevant standards<sub>3</sub>**

**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.*

17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 5

A.I.

**ESG: Most relevant standards<sub>4</sub>**

**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.*

17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 6

Summary in-house seminars

A.I.

### ESG: Most relevant standards<sub>5</sub>

#### 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.*

17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 7

A.I.

### ESG: Independence<sub>cont'd</sub>

#### 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.

17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 8

A.I.

### ESG: Most relevant standards<sub>6</sub>

#### 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 ...

17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 9

A.I.

### ESG: Most relevant standards<sub>7</sub>

#### 2.6.8 ACCOUNTABILITY PROCEDURES

*Agencies should have in place procedures for their own accountability.*

[Internal QA system]

17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 10

A.II.

### What makes a good organisation?<sub>1</sub>

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




17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 11

A.II.

### What makes a good organisation?<sub>2</sub>

“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



17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 12


Summary in-house seminars

A.III.

### (C)SWOT analysis of AZVO<sub>1</sub>

Constraints

- ...




17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 13

A.III.

### (C)SWOT analysis of AZVO<sub>2</sub>

Strenghts

- ...




17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 14

A.III.

### (C)SWOT analysis of AZVO<sub>3</sub>

Weaknesses

- ...




17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 15

A.III.

### (C)SWOT analysis of AZVO<sub>4</sub>

Opportunities

- ...




17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 16

A.III.

### (C)SWOT analysis of AZVO<sub>5</sub>

Threats

- ...



17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 17


A.IV.

### 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?



17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 18

Summary in-house seminars

A.IV. **The future: Possible activities**


Evaluation    Accreditation    Audit

Inst. / faculty		✓ →	Now? Later?
New progr.		✓	
Exist. progr.	?	← ✓	
Subject			
Theme	?		


17 April 2008                      AZVO in-house seminar, Zagreb                      19  
 Tibor Szanto, CARDS 2003

A.IV. **The future: what areas to develop at AZVO?**

- ...



17 April 2008                      AZVO in-house seminar, Zagreb                      20  
 Tibor Szanto, CARDS 2003



**In this seminar, second part**

B. Overview and overall evaluation of the seminars


- Structure, themes
- Implementation
- Feedback from participants
- Major points

Questions, comments at any time!

17 April 2008                      AZVO in-house seminar, Zagreb                      21  
 Tibor Szanto, CARDS 2003

B.I. **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*



17 April 2008                      AZVO in-house seminar, Zagreb                      22  
 Tibor Szanto, CARDS 2003

B.I. **Overview of evaluation steps**

- Criteria and procedures
- Self evaluation
- Expert tasks
- Selection of experts
- Training of experts
- Site visit
- Evaluation report
- The results of evaluation
- Feedback
- Monitoring and follow-up
- Closing the quality loop




17 April 2008                      AZVO in-house seminar, Zagreb                      23  
 Tibor Szanto, CARDS 2003

B.II. **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!



17 April 2008                      AZVO in-house seminar, Zagreb                      24  
 Tibor Szanto, CARDS 2003


Summary in-house seminars

B.III. **Feedback from participants<sub>1</sub>**

■ ■ ■ See grades in handout!


As to written comments:

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



17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 25

B.III. **Feedback from participants<sub>2</sub>**




Current comments?

- ...

17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 26

B.IV. **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

17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 27

B.IV. **The final “message”**

There is no royal way...

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



17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 28

Thank you for your  
attention!



17 April 2008 AZVO in-house seminar, Zagreb  
Tibor Szanto, CARDS 2003 29