

# ASHE INSTITUTIONAL AUDIT

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agency for science and higher education croatia

ENQA

eqar

# Legislative framework



- 2003 – Act on the Scientific Activity and Higher Education
- 2006 – ESG adopted in Croatia
- 2009 – Act on Quality Assurance in Higher Education and Science (defined the role of ASHE)

# Institutional Audit



- **Scope** → degree of development and efficiency of the internal QA system of HEIs
- **Outcome** → final report with recommendations for improvement and a certificate issued by ASHE

# QA Audit model in Croatia - I



- 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 - ***pilot project \* (3 HEIs)*** - University of Osijek, University of Zagreb, University of Rijeka

*\*FINHEEC Criteria and Auditing Targets used in pilot procedure – ASHE (national) criteria developed as result*



# QA Audit model in Croatia - II



- Seminars for HEIs
- Develop & promote quality culture
- In-house seminars for ASHE staff
- ASHE audit model, Audit Manual (2010)



# HEIs QA systems (September 2014)



- 155 QA units are established at HEIs
- 143 QA Ordinances/Regulations
- 116 QA Manuals
- 91 internal audits



# Training of auditors

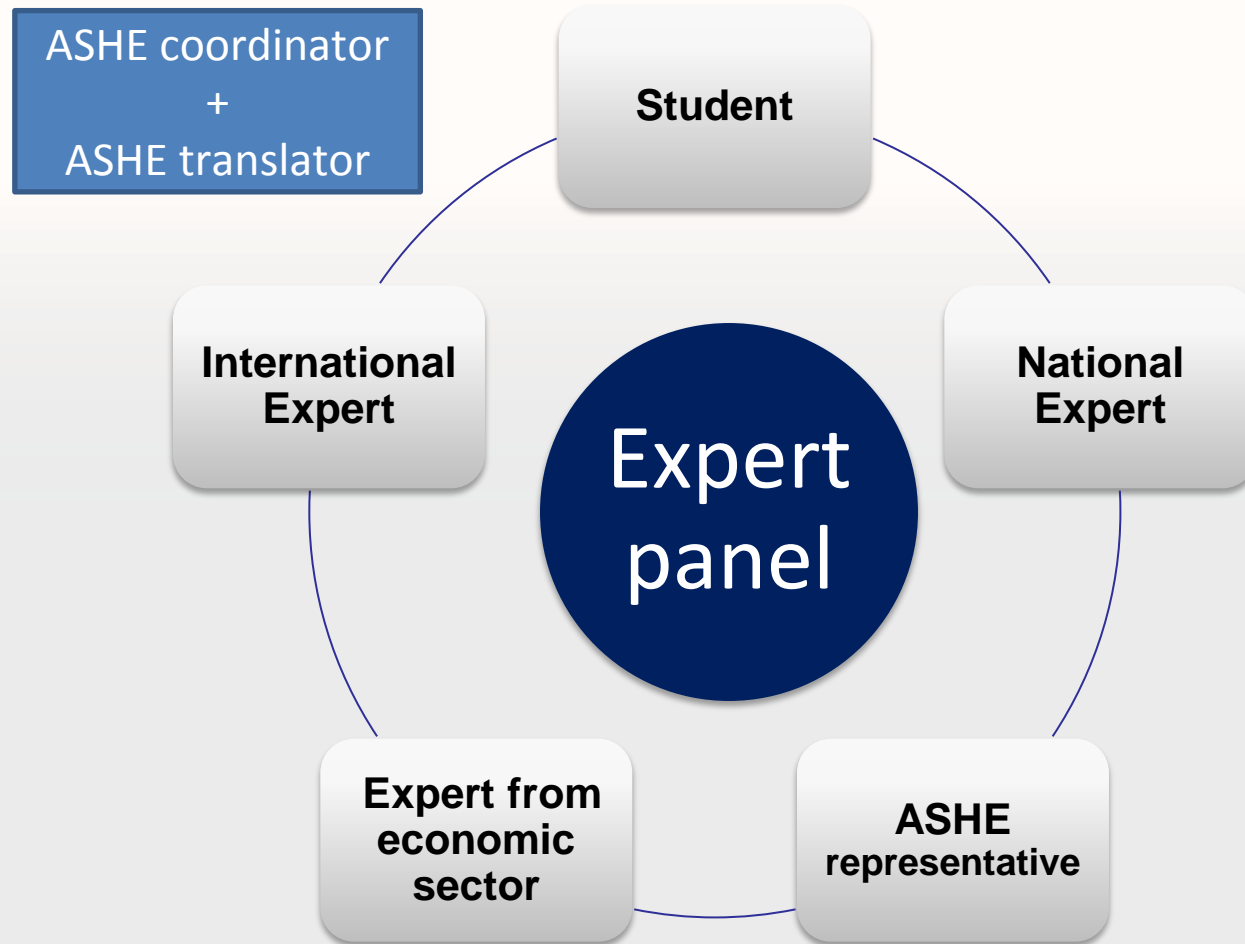


All groups of stakeholders (academic staff, students, business & industry rep., international peers)

ASHE audit expert database – 120+ (certificate)

Trainings in ASHE and online training module

# Audit - Expert Panel





# Audit criteria



- Standards: ESG 1.1-1.7
- Phases of development:
  1. Preliminary (absent)
  2. Initial (emerging)
  3. Developed
  4. Advanced

# Audit Procedure



## Annual plan of audits

Planning of audit  
(with HEI)  
– 4 months

HEIs' Internal  
Audit  
- 2 months



Site visit  
Day 0



Report  
+2 months



Follow-up  
+8 months



Final  
report



## ASHE Accreditation Council:

- Issues certificate to HEI's QA system
- Re-audit
- Re-accreditation

(11 certificates issued so far)

# Audits 2010-2015



2010 – **3** audits completed

2011 – **9** audits completed

2012 – **8** audits completed

2013 – **3** audits completed

...(4 ongoing, 1 discontinued)


2014 – **6** ongoing procedures




2015 – **6** procedures





# Published audit reports



 agency for science and higher education croatia

Q LOGIN |   

About us ▾ Quality ▾ Evaluations ▾ International Activities ▾ Science ▾ Higher Education ▾ Statistics ▾

Evaluations in higher education ▾

- Initial accreditation of study programmes +
- Initial accreditation of higher education institutions +
- Re-accreditation of higher education institutions +
- Reaccreditation of part of the activity of higher education institutions
- Audit of higher education institution ▾
  - Final Reports on External Audits
  - List of certified QAS at HEIs
  - Pilot project (CARDS 2003)
  - List of certified auditors
  - Meta-evaluation
- Thematic evaluation in higher education
- Feasibility of the public financing of study programmes of public universities
- Evaluation of amendments to approved study programmes that affect more than 20% of programme content

Evaluations in science +

External audits in 2012

Summary of Final Audit Report of the University of Zadar

Summary of Final Audit Report of the University of Rijeka

Summary of Final Audit Report of the University of Pula

Summary of Final Audit Report of the Polytechnic of Rijeka

Summary of Final Audit Report of the University of Zagreb

Summary of Final Audit Report of the Polytechnic of Požega

Summary of Final Audit Report of the Polytechnic Velika Gorica

- Audit Pilot Project Analysis
- Diagram of audit
- Audit Manual
- Criteria for assessing the level of development and efficiency of QA systems at HEIs
- Audit procedure outline
- ESG
- Ordinance on Audit
- Plan of external audits in 2010
- Plan of external audits in 2011
- Plan of external audits in 2012
- Plan of external audits in 2013
- Plan of external audits in 2014
- Plan vanjske prosudbe VU za 2015. godinu
- HEI documents for external audit



# Audit results – public universities



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

# Experiences: 2010-2014



## Strengths:

- Pilot tested procedure (no significant revisions)
- Full ASHE procedure - certificate „quality label”
- New type of ext. evaluation – different perception of QA
- Follow-up
- Uniform structure of reports (ASHE panel member – „anchor”)
- Continuous training of audit experts (annual workshops)
- Annual QA questionnaires
- Positive impact on HEIs

# Experiences: 2010-2014



## Impact on HEIs:

- Establishment of QA units – QA documentation
- Self-evaluation/internal audits - Quality Culture
- Strategic development
- Positioning at national and international levels
- Awareness of differences between ISO and ESG
- Students and ext. stakeholders in the QAS
- Monitoring of study programmes improved
- Stimulating mobility of teaching staff and students
- Transparency



# Experiences: 2010-2014



## Challenges:

- Length of procedure
- Evaluation questionnaires at the end of procedure - relevancy
- Annual planning – (lack of resources - max. 9 institutions)
- Different QA procedures (re-accreditation & audit) – perception and resources

## ... at HEIs

- Insufficient training of QA officers at HEIs
- Functionality of established QA systems

# Experiences: 2010-2014



- Inertia (resistance to changes)
- Lack of administrative support (and financing)
- QA documentation and procedures (esp. follow-up)
- QAS are mostly input-oriented
- Insufficient dissemination of good practice at national level



Need for national QA network?

# IDEAS FOR THE NEXT AUDIT CYCLE



Nazovite nas: 1-800-555-1212

AA Prijava Registracija

## O nama

Hrvatska mreža jedinica za osiguravanje kvalitete (CroQAnet) nacionalna je mreža jedinica za osiguravanje kvalitete svih visokih učilišta u RH.

Svrha ustroja jedinstvene mreže u RH je omogućiti svim dionicima u visokom obrazovanju razmjenu iskustva u osiguravanju kvalitete, primjeni dobre prakse, stručnog usavršavanja, razvoju kulture kvalitete, što bi služilo kao katalizator promjena u visokom obrazovanju. Mreža obuhvaća sljedeće aktivnosti VU.

1. Prikupljanje, kreiranje i prosljeđivanje informacija o iskustvima, dobroj praksi i trendovima u području osiguravanja kvalitete u visokom obrazovanju na nacionalnoj i na međunarodnoj razini
2. Razvijanje te poticanje primjene nacionalnih i međunarodno prihvaćenih standarda osiguravanja kvalitete u visokom obrazovanju
3. Iskazivanje kolektivnog shvaćanja važnosti osiguravanja kvalitete u visokom obrazovanju aktivnim sudjelovanjem u mreži
4. Promoviranje dobre prakse i poljšavanja kvalitete visokog obrazovanja
5. Pružanje podrške dionicima u stvaranju i objavljivanju usklađenja kvalitete
6. Poboljšanje oblikovanja podataka u skladu s jedinicama ECTS-a na postojećim studijskim programima (na visokim učilištima po znanstvenim područjima).

Razmjena informacija o osiguravanju kvalitete u visokom obrazovanju provodi se organiziranjem:

- Seminara, radionica i konferencija
- Tiskovinama (bilteni), objavljivanjem dokumenata vezanih uz osiguravanje kvalitete
- Bazama podataka o jedinicama za osiguravanje kvalitete s relevantnim dokumentima o rezultatima rada

# QA network



agency for science and higher education croatia



# IDEAS FOR THE NEXT CYCLE



*(more procedures require)*

## STREAMLINED TRAINING OF AUDITORS

- A) Preliminary online
- B) Selection (and training) of panel chairs
- C) In-depth preparation at panel meeting

# IDEAS FOR THE NEXT AUDIT CYCLE



## FOLLOW-UP

### 1st CYCLE

- 1 6 months follow up
- 2 Final (2nd) audit report



### 2nd CYCLE

- 1 4 months follow up
- 2 Meeting with HEI
- 3 HEI presents results at CroQAnet workshop (after 2 years)

# Thank you!



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