

Strengthening Institutional Capacity for Quality Assurance

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Twinning Project

Strengthening Institutional Capacity for Quality Assurance

Twinning Reference Number: BA11-IB-OT-02

How did expert panels assess criterion b) Management, internal quality assurance and quality culture

- Status quo:
 - 8 accredited higher education institutions
 - 6 higher education institutions in the accreditation procedure
 - 8 reports for HEIs that are in the Register and 3 reports for HEIs that are in the process were processed in the analysis

Management, internal quality assurance and quality culture

- HEI has an efficient organisational and management structures, which are formalised by legal acts
- HEI promotes quality culture, develops a comprehensive and efficient internal quality assurance system with a view to enhancing the teaching process, scientific and research work, and the management and administration processes
- Internal quality assurance policy and procedures are defined by a formally adopted act
- HEI has a formal quality assurance body whose role, responsibilities and activities are clearly established by legal acts
- Role of students of all three cycles in the management of the higher education institution and in the internal quality assurance system is clearly and institutionally defined

Downsides

- The mechanisms for resolving identified weaknesses and for cooperation with business and practice with a view to obtaining information for the development of study programmes and the cooperation with alumni organisations not defined
- Second-cycle students are not sufficiently involved in management bodies and quality teams
- No procedures in place for enhancing management and quality
- Statutory requirements, quality system requirements and development strategy requirements insufficiently interlinked
- The indicators for: mobility of students, teaching and non-teaching staff, research, international cooperation, professor references not defined or insufficiently defined
- Lack of information regarding the manner in which the institution and quality assurance system function
- No feedback on enhancement measures

Enhancement recommendations

Quality strategy – Quality indicators

Collect data, **monitor** indicators, **check** the level of achieved quality and **develop** the quality strategy through indicators **on a regular basis**

A greater number of indicators needs **to be developed**, on the basis of which the implementation of the curriculum development strategy, scientific and research work, mobility of students and teaching and non-teaching staff, references, international cooperation, research, ... can be monitored,

The quality assurance system should also be used for the **enhancement of scientific and research work, management and administration process and for evaluation** of the said processes

Continue working on the development of the quality assurance strategy

Define the quality procedures, which will also define more precisely the responsibilities of all staff and deadlines for particular work procedures



Enhancement recommendations

Self-Evaluation Report

The procedures for drawing up the self-evaluation report need to be adopted and harmonised, as well as the reviews of self-evaluation rulebooks

SER to be made every 4 years **(and every year data required for monitoring the development of strategic objectives and key quality indicators to be monitored and collected)**

Define the forming and work of the SER commission or team on an annual basis and make a clear distinction between this body and the quality body

Enhancement recommendations

Data collection – surveys

Adopt survey rulebooks which will define the survey process

Introduce surveys for administrative staff, too

Survey **findings** must be **publicly presented**, i.e. feedback must be provided at all levels

Finally, the results must serve for **introducing corrective and preventive measures in order to resolve the identified weaknesses**

The entire process to be made **more transparent and efficient**, in the sense that the survey results are used in order to improve quality and monitor the indicators

All acts should be **standardised and publicly available**

Enhancement recommendations

Quality office

Strengthen quality offices in terms of the **personnel**

Select a person at institutional level to manage the quality centre (**different recommendations: vice-chancellor for teaching, Curriculum Committee member, office cannot be managed by someone from HEI management**)

- Establish quality assurance offices

Enhancement recommendations

Integration of higher education institution

Continue with the integration process

Continue with the development of **functional integration**

Academic integration should be the priority

Enhancement recommendations

Transparency and data availability

Quality assurance procedures to be made **publicly available and staff to be trained** on quality assurance procedures

Public availability refers to all procedures and accompanying documents – surveys, quality assurance procedures, strategy



Enhancement recommendations

Cooperation with business and alumni organisations

Improve cooperation as it may have a positive impact on the development of study programmes, curricula, personnel policy and in general on improving the work

Introduce **institutional cooperation formats** with business and alumni organisations

Enhancement recommendations

Role of students

Involve second-cycle **students** in management structures and quality teams

Work on raising awareness of students of the importance of their role at universities

Involve them directly in the writing of SERs and other strategic documents

Consider the level of involvement of students/student representative bodies in the analysis of results of evaluation surveys, as well as the possibility for them to propose corrective measures

Enhancement recommendations

Electronic document management system

Introduce electronic document management which will facilitate document flow irrespective of distance in some cases

Data on important parameters, such as student pass rate, missing, and this could be resolved by introducing an electronic platform



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Enhancement recommendations

Code of Ethics

Enhance the work of the Ethics Committee by promoting the work of the Committee amongst students and the academic community and familiarise them with the Code of Ethics and possibilities to report possible breaches of the Code

Evaluation average

3.5

Hvala Vam na pažnji!
Хвала Вам на пажњи!