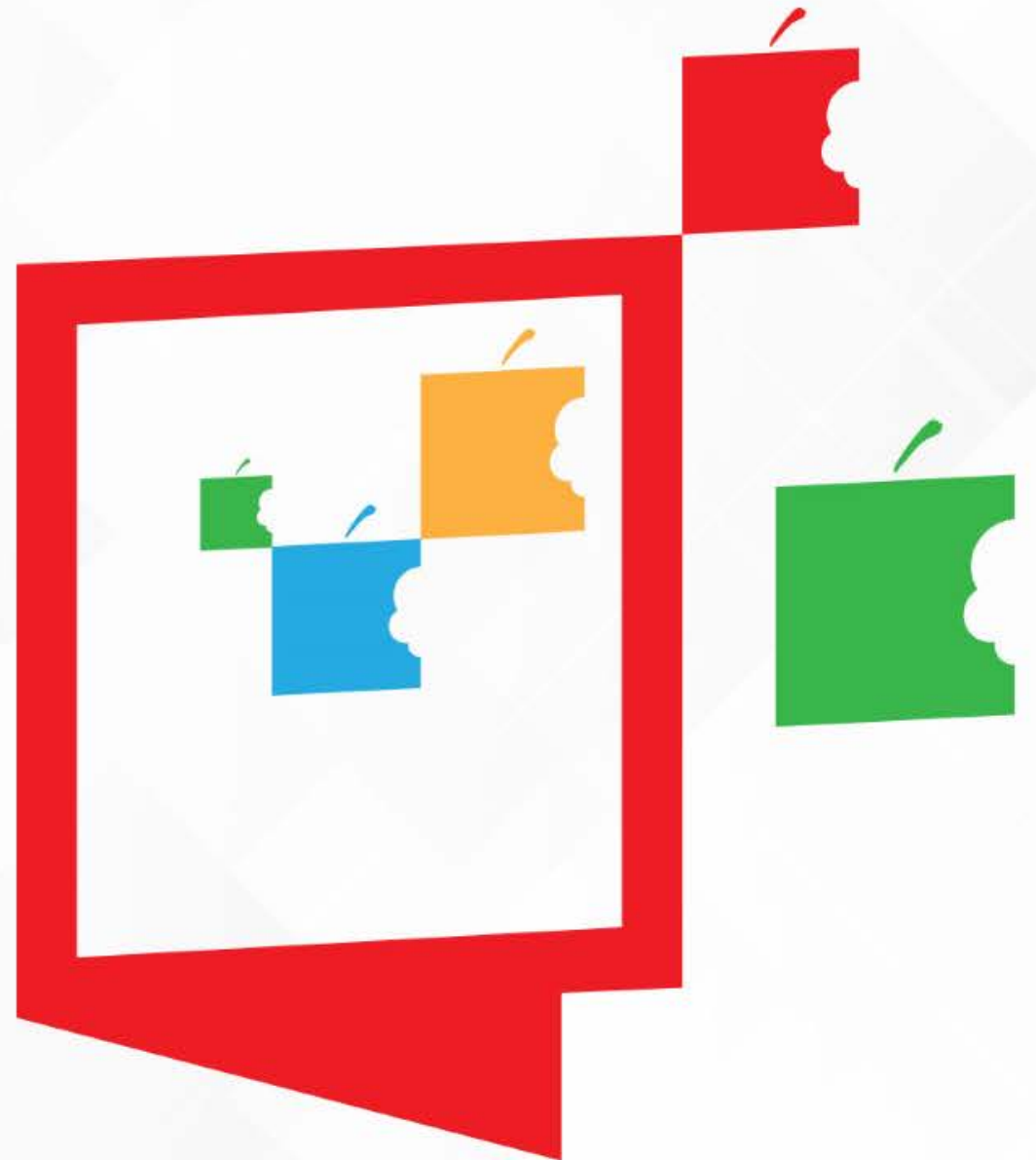


Stakeholder Involvement in External Quality Assurance – ASHE experience



agency for science and higher education

Improvement of quality assurance
and enhancement systems in higher education

OVERVIEW

- Definition
- ESG part III.
- ESG part II.



Definition of stakeholder

- A **stakeholder** is any person, organization, social group, or society at large that has **a stake in the business**. Thus, **stakeholders can be internal or external** to the business. A stake is **a vital interest in the business** or its activities. Stakeholders can be both **affected by a business and affect a business**.



- **Stakeholders can affect or be affected** by the organization's actions, objectives and policies. Some examples of **key stakeholders are** creditors, **directors, employees, government** (and its agencies), owners (shareholders), suppliers, unions, and **the community** from which the business draws its resources.

Stakeholders in external QA in EHEA

- Recommendation of the European Parliament and of the Council (98/561/EC) and (2006/143/EC) on **further European cooperation** in quality assurance in higher education;
- External QA directed by implementation of ESG in EHEA;
- Proposed by **E4** (key stakeholders' organisations) **in cooperation with EI, BUSINESSEUROPE and EQAR** → represent the members;
- Higher Education aims to support social cohesion, economic growth, global competitiveness, cultural development and personal development;
- Responsibility for Quality and Quality Assurance in Higher Education (internal & external) ↔ cooperation and active involvement of stakeholders;
- Accountability and enhancement.

3.1 Activities, policy and processes for QA

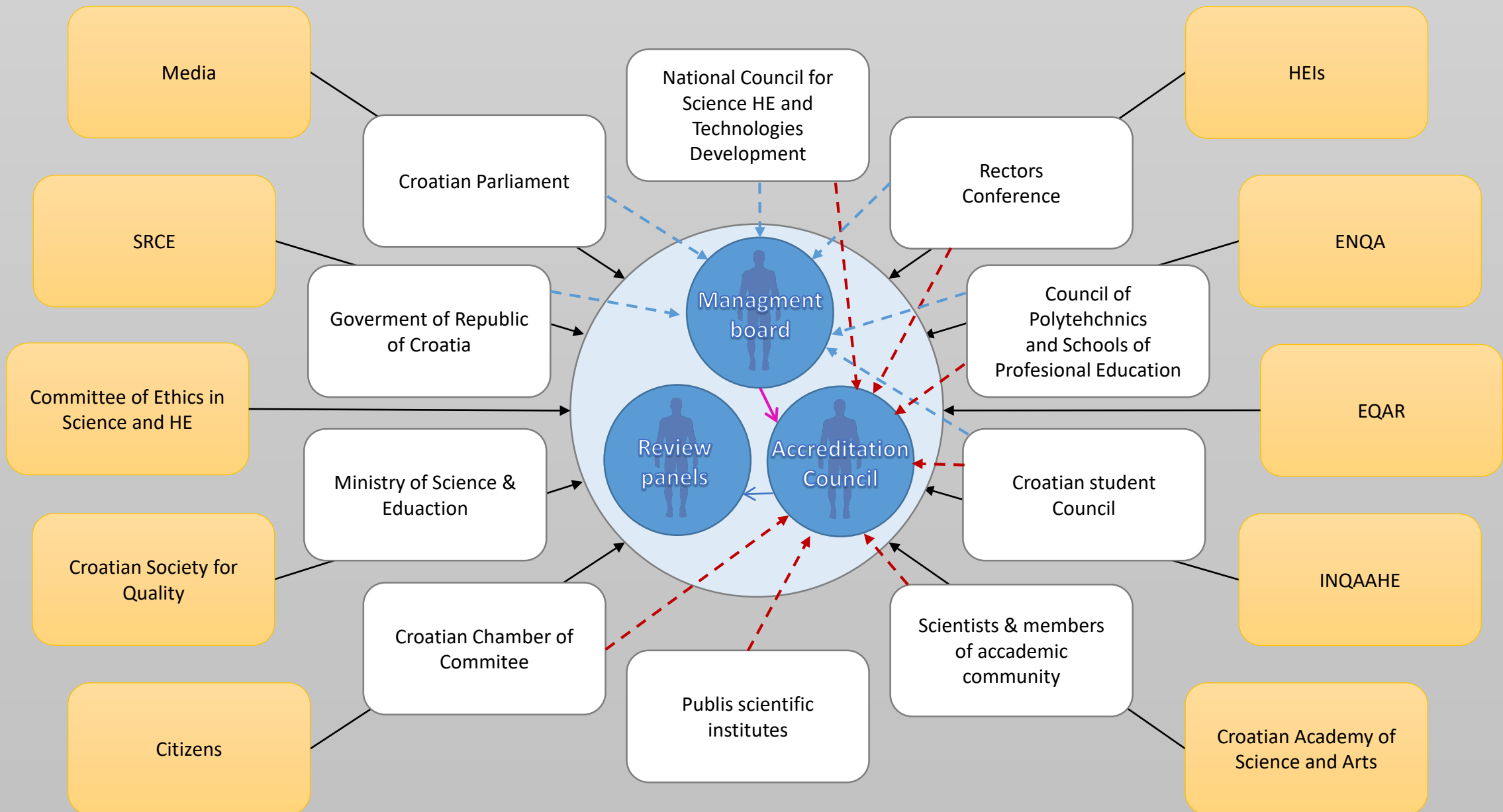
- Agencies should undertake external quality assurance activities as defined in Part 2 of the ESG on a regular basis. They should have clear and explicit goals and objectives that are part of their publicly available mission statement. These should translate into the daily work of the agency.
Agencies should ensure the involvement of stakeholders in their governance and work.
- ASHE Management board
 - ✓ Appointed by the Croatian Parliament;
 - ✓ Statute, Rules of procedure;
 - ✓ Engagement of external stakeholders in the governing process (1 employee), Service contract.



3.1 Activities, policy and processes for QA

- ASHE Management board

- Adopts ASHE's Statute (on the proposal of the Director and with the approval of the Ministry);
- Appoints and dismisses ASHE's Director / Deputy Director;
- Adopts the Ordinance on Internal Organisation of ASHE, ASHE's financial plans, ASHE's strategic plan and annual programmes as well as annual reports on ASHE's activities;
- Decides on the ASHE's annual budget, the remuneration for services provided to ASHE, etc.;
- Undertakes other activities in accordance with the law and ASHE's Statute.



3.1 Activities, policy and processes for QA

- Accreditation Council – an expert body, 11 members
 - ✓ Appointed by ASHE's Management board;
 - ✓ 11 members
 - ✓ Associate members coming from non-governmental and non-profit organizations that are **recognized as stakeholders in the area of science and higher education** and from the international community - appointed by decision of the Accreditation Council.
 - ✓ Regulated by the Staute, Service contract;
 - ✓ Rules of procedure;
 - ✓ Ethical codex;
 - ✓ ESG part II.



3.2 Official status

Agencies should have an established legal basis and should be formally **recognised** as quality assurance agencies **by competent public authorities**.

- In order to have the security that the **outcomes** of this process **are accepted** within the higher education system, **by the state, the stakeholders and the public**.
- ✓ Government Regulation on the Establishment of the Agency for Science and Higher Education;
- ✓ ASHE's status is regulated by the Act on Quality Assurance in Science and Higher Education (Croatian Parliament).

3.3 Independence

Agencies should be independent and act autonomously. They should have full responsibility for their operations and the outcomes of those operations **without third party influence**.

- ✓ Organizational, operational and independence of formal outcomes;
- ✓ External stakeholders participate in ASHE's governance and activities, BUT they are **acting in their personal capacity and are not representing their constituent organisations when working for the agency**;
- ✓ **Educate** your stakeholders → Ethical codex → Inspire confidence.

INDEPENDENCE

RESPONSIBILITY

AUTONOMY

3.4 Thematic analysis

- Results of thematic analysis → has an influence on changes in HEIs, study programmes and among stakeholders themselves

3.5 Resources

Agencies should have adequate and **appropriate resources**, both human and financial, to carry out their work.

- ✓ Be clear about your goals;
- ✓ Education – internal and external stakeholders;
- ✓ Selection criteria.



3.6 Internal QA and professional conduct

Agencies should have in place processes for internal QA related to defining, assuring and enhancing the quality and integrity of their activities.

Agencies need **to be accountable to their stakeholders**.

- Ensures that all persons involved in its activities are **competent and act professionally and ethically**;
- Includes **internal and external feedback** mechanisms that lead to a continuous improvement within the agency;
- Guards against intolerance of any kind or discrimination;
- Outlines **the appropriate communication** with the **relevant authorities** of those jurisdictions where they operate;
- Ensures that any activities carried out and the material produced by subcontractors are in line with the ESG, if some or all of the elements in its quality assurance activities are subcontracted to other parties;
- Allows the **agency to establish the status and recognition of the institutions** with which it conducts external quality assurance.

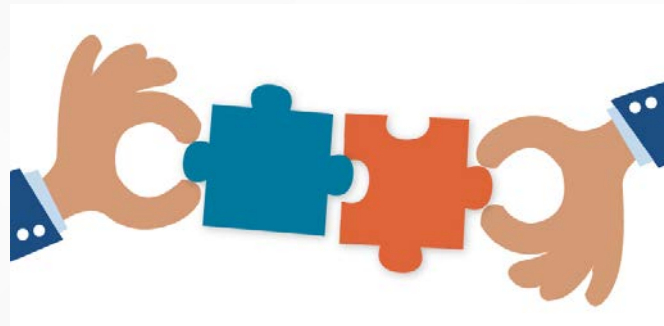
3.7 Cyclical external review of agencies

- Agencies should undergo **an external review** at least once every five years in order to demonstrate their compliance with the ESG.
 - ✓ ENQA (ENQA Secretariat, Review Coordinator, ENQA Board, Review Panel; ToR);
 - ✓ EQAR (ToR);
 - ✓ Impact on the status of the agency – reputation, trust.



2.1 Consideration of internal quality assurance

- External quality assurance **should address the effectiveness of the internal quality assurance processes** described in Part 1 of the ESG.
- The link between internal and external quality assurance;
- External QA supports institutional responsibility for QA →
Review Panel → meetings with representatives of different group of HEIs' stakeholders.



ESG 2.2 Designing methodologies fit for purpose

- External quality assurance should be defined and designed specifically to **ensure its fitness to achieve the aims and objectives** set for it, while taking into account relevant regulation. **Stakeholders should be involved** in its **design and continuous improvement**.
- External quality assurance needs to have clear aims **agreed by stakeholders**.
 - ✓ Working group for the proposition of a new legislation framework (representatives of the Ministry, the Rectors' conference, public scientific institutes, the Agency...);
 - ✓ Development/designing of new methodologies – working group appointed by the Accreditation Council (representatives of the AC, Agency staff, students' representatives and representatives the economic sector) → Public hearing → Collect stakeholders' feedback;
 - ✓ Follow-up Committee.

2.3 Implementing processes

- Self-assessment or an equivalent to it
 - ✓ ASHE workshops for HEIs' representatives – Management, HEIs' Coordinator, QA officers, teaching staff, IT professionals → SAR;
 - ✓ collecting feedback (written or oral).
- External assessment normally including a site visit
 - ✓ Review panel (external stakeholders – sign a consulting agreement with ASHE);
 - ✓ Translator – sometimes use of external stakeholders;
 - ✓ HEIs' Coordinator;
 - ✓ HEIs' internal and external stakeholders.
- Report resulting from the external assessment
 - ✓ Written by the review panel → HEIs take action;
 - ✓ HEIs' Coordinator – HEIs' official response to the report;
 - ✓ The Accreditation Council adopts the report → decision.
- Consistent follow-up
 - ✓ Follow-up Committee.



2.4 Peer-review experts

- External quality assurance should be carried out by **groups of external experts** that include (a) **student** member(s).
- At the core of external quality assurance is the wide range of expertise provided by peer experts, who **contribute** to the work of the agency through input from **various perspectives**, including those of institutions, academics, students and employers/professional practitioners.
- ✓ ASHE selection criteria is defined by the Procedure of reaccreditation of HEIs, the Audit Ordinance, etc.;
- ✓ Composition of the review panel and competences of its members;
- ✓ Training/briefing – workshops, case studies, *on-line* training;
- ✓ Collecting feedback on the training of experts → evaluations forms → improvement of trainings;
- ✓ Assessment of experts by coordinators and evaluated HEIs → database of experts.

2.5 Criteria for outcomes



- Any outcomes or judgements made as the result of external quality assurance should be based on explicit and published criteria that are applied consistently, irrespective of whether the process leads to a formal decision.
- ✓ Accreditation Council – consistent interpretation of criteria for outcomes and collected evidences, Rules of Procedures, Ethical Codex.




2.6 Reporting

- **Full reports by the experts** should be published, clear and **accessible to the academic community, external partners and other interested individuals**. If the agency takes any formal decision based on the reports, the decision should be published together with the report.
- ✓ Review panel → community and other interested individuals (external stakeholders);
- ✓ Used by the Accreditation Council for decisions, analysis and recommendations for the development of HEIs, study programmes and the Higher Ed system as a whole.

https://www.azvo.hr/en/evaluations/evaluations-in-higher-education/evaluation-outcomes?postupak=RVU

Login   Search...

 agency for science and higher education

About us ▾ Higher Education ▾ Science ▾ **Evaluations ▾** ENIC/NARIC office ▾ Publications ▾ Workshops ▾

Evaluation outcomes

Please select the type of evaluation:

Traži: Prikaz zapisa

Year	Institution name	Type of institution	Category of institution	Result of evaluation	Documents
2018	College of Agriculture in Križevci	Public	College	MZO: Issuance of a confirmation on compliance with the requirements (03.12.2018) AZVO: Issuance of a confirmation on compliance with the requirements (23.07.2018)	Accreditation recommendation (HR) (23.07.2018) Decision of the Ministry of science and education (HR) (03.12.2018) Report of the Expert Panel (EN) (16.01.2018) Report of the Expert Panel (HR) (16.01.2018) HEI's observation (HR) (18.04.2018)
2018	Faculty of Economics, University of Rijeka	Public	Faculty	MZO: Issuance of a confirmation on compliance with the requirements (03.12.2018) AZVO: Issuance of a confirmation on compliance with the requirements	Accreditation recommendation (HR) (23.07.2018) Decision of the Ministry of science and education (HR) (03.12.2018) HEI's observation (HR) (23.04.2018) Report of the Expert Panel (EN) (16.01.2018)

2.7 Complaints and appeals

- Complaints and appeals processes should be clearly **defined as part of the design of external quality assurance** processes and communicated to the institutions.
- ✓ Follow-up committee (external stakeholders).



Conclusions

- Agency's mission can be fulfilled only in cooperation with its stakeholders;
- Full compliance with ESG only in cooperation with its stakeholders;
- Communication;
- Education;
- Ethics;
- Cooperation between stakeholders has an influence on changes in the Agency and among stakeholders themselves.

Thank you for your attention!



Agency for Science and Higher Education

Donje Svetice 38/5
10000 Zagreb
Croatia

phone: + 385 1 6274 – 800

phone: + 385 1 6274 – 895

ured@azvo.hr

www.azvo.hr

<https://www.facebook.com/azvo.zg/>

<https://twitter.com/AZVOtweet>