

JURAJ DOBRILA UNIVERSITY OF PULA
QUALITY ASSURANCE SYSTEM



QUALITY ASSURANCE MANUAL
JURAJ DOBRILA UNIVERSITY OF PULA

Pula, February 2012

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1. INTRODUCTION

A prerequisite for achieving the mission and the vision of the Juraj Dobrila University of Pula ([item 3.4.](#)) is a strong and unambiguous commitment to quality in all of the segments of activity which the University clearly defined in its *Quality Policy* ([item 4.1](#)).

The University has therefore established a Quality assurance system based on the principles of higher education internal quality assurance, whose main task is to disseminate the culture of quality among all of the stakeholders of the University by means of a continuous and systematic monitoring and improvements, in order to meet and exceed quality requirements.

The Quality Assurance Manual is a baseline document which describes the applied Quality assurance system, and serves as a guidebook for governing the efforts of all stakeholders of the University. Familiarity with the features and a consistent application of principles of the Quality assurance system, both at the level of the individual and of the entire academic community, is the only way to achieve the objectives and preserve the values of the University, because *quality is a responsibility of each individual as well as of all of us as members of the academic community!*

Rector

Robert Matijašić, D.Sc., professor

2. OBJECTIVES AND STRUCTURE OF THE MANUAL

The purpose of this Quality Assurance Manual (hereinafter: the Manual) is to define key areas of activity of the University, and within those define quality standards and guidelines for all of the internal and external stakeholders. In this sense, the Manual represents steps which should be taken so that the development of the University could be based on a continuous improvement of efficiency of the entire system. It is also a reference point for continuous development of new measures for ensuring, managing, promoting and improving quality, and for monitoring those measures as defined by the Manual. The Manual is a baseline document for the implementation of quality assurance system strategy and a basis for the development of culture of quality of the University and all of its stakeholders.

The Manual has been developed by using relevant national and foreign references, national legal acts and acts of the institution, which are listed at the end of this Manual.

The structure of the Manual corresponds to the areas which have been identified as crucial for outlining University's activities, and which are listed in the [Criteria for the assessment of quality of higher education institutions within Universities](#) (Agency for Science and Higher Education - ASHE, 2010) and [Standards and Guidelines for Quality Assurance in the European Higher Education Area](#) (ENQA, 2009) (hereinafter: ESG)¹. Such a structure is also a basis for comparison of the University and its study programmes with the accredited European Union programmes.

Each chapter (area) defines its basic general and specific features (ways in which the areas are organised), expected standards and criteria, as well as indicators, procedures and analyses on the basis of which amendments to the existing situation and measures are carried out, and new objectives for future periods are set. Procedures, indicators and required forms which are (partially or entirely) developed and used by the Quality Assurance System, and which stem from each of the areas, are summarized in the document entitled *Quality Manual – Procedures* which can be found at the end of this Manual, but are also accessible directly from their respective chapters.

It is also possible to access additional information about specific segments of the Manual which are located elsewhere in the Manual, on the web pages or in the Annexes of the Manual from the text of the Manual.

¹ Standards defined in the Manual stem from the said documents and are labelled as ASHE (Agency for Science and Higher Education) or ESG (European Standards and Guidelines)

3. UNIVERSITY MANAGEMENT

STANDARD 1:

The institution is clearly defined as a higher education institution by its mission statement and other documents which describe its activities. The mission of the higher education institution is to contribute to the society through the development of education, learning and scientific research, as well as other objectives determined by the specific characteristics of a higher education institution and its position in the society. (ASHE)

3. 1. Historical Review of the University

During the 1950's, it became clear that Istria will require a growing number of highly educated people, primarily those from the economic and teaching profession. A crucial incentive for the maturation of such an attitude was provided by two leading Istrian intellectuals of the period: dr. Mijo Mirković and prof. Tone Peruško. Thanks to the Mirković's efforts, the first two-year higher education school of economics was opened in 1960/1961 (Higher School of Economics), while Peruško is particularly responsible for the opening of the Pedagogical Academy in Pula in 1961/1962, whose headmaster he was. The Higher School of Economics has developed into the "Dr. Mijo Mirković" Faculty of Economics and Tourism, while the Pedagogical Academy became the Faculty of Philosophy in Pula and Higher Teacher Education and Training School in Pula. Juraj Dobrila University of Pula was founded on the 11th of October, 2006, and it was registered with the Commercial Court Registry in Pazin on the 21st of December 2006, as a legal successor of the "Dr. Mijo Mirković" Faculty of Economics and Tourism, Faculty of Philosophy in Pula and Higher Teacher Education and Training School in Pula.

3. 2. Internal Structure

The University is organised on the basis of an integrated structure principle, using the department-based structure with common administrative and technical services, which allows an efficient and high-quality way of accomplishing the mission, objectives and development strategy. The components of the University are the Departments which are structured

according to the classification of science into areas (social, humanistic, artistic and bio-technical) and fields (economics, education sciences, linguistics, history, music, biology), thus allowing the teaching and scientific research component to be integrated into a whole. The Departments are structured in the way which acknowledges scientific and functional criteria, as well as particularities of the academic and social context of the University.

The Components of the University are the following:

University Departments:

1. [Department of Economics and Tourism „Dr. Mijo Mirković“](#)
2. [Department of Educational Sciences](#)
3. [Department of Studies in the Italian Language](#)
4. [Department of Humanities](#)
5. [Department of Music](#)

Autonomous Studies:

1. [University Undergraduate Studies in Marine Science](#)
2. [University Postgraduate Studies](#) providing the University doctoral study programmes

Other Components and Structural Units:

1. [University Library](#)
2. [Administrative and technical services and offices](#)
 - 2.1. Financial-accountancy affairs service
 - 2.2. Students administrative service and HEIIS
 - 2.3. Legal affairs and personnel service
 - 2.4. General administrative service
 - 2.5. IT service
 - 2.6. International cooperation office
 - 2.7. Academic recognition office
 - 2.8. Science and research office
 - 2.9. Quality assurance office

3. 3. University Bodies

The management structure of the University is represented by the following University bodies:

1. [Rector](#)
2. [Senate](#)
3. [University Council.](#)

3. 4. Policy, Mission and Vision Statements, and General Strategy of the University

The mission and vision statements, along with the values of the University, have been defined by means of a [Development Strategy](#) which was adopted on the 42nd University Senate session held on June 13, 2011.

Vision Statement

Juraj Dobrila University of Pula will become a unique, open, inclusive and distinguished University, oriented towards sustainable development and historical, cultural and natural heritage, and closely linked with the social community.

The University will meet the principles of the Bologna Declaration and provide competitive programmes with a high level of mobility of students, teaching and administrative staff. It will develop programmes which are based on sustainable development principles, and will move towards natural sciences (maintaining and preservation of the Adriatic sea and coastline) and technical sciences.

Mission Statement

The University shall implement and develop scientific research, artistic and teaching activities by taking into account the particularities of the Istrian heritage, and in cooperation with the local, national and international public economic entities.

Through innovation and development of the existing social, humanist and artistic programmes, the University shall provide high-quality, modern and original university programmes which are in line with the market needs, and develop postgraduate specialist and doctoral study programmes which lead to highly specialised qualifications and education which adheres to the lifelong learning and education requirements.

The University shall ensure a high level of student standard; provide social, psychological and scientific support to students; design activities which allow an increased participation of students in scientific research and artistic processes and projects; increase the quality of communication and availability of administrative and technical services, and cater for the careers of its students by being closely linked with the local community.

The University shall provide support to the improvement and development of administrative staff, as well as scientific and financial support to the professional improvement of its teaching staff.

Values

1. *Knowledge and excellence*
2. *Originality and innovativeness*
3. *People*
4. *Individualisation and creativity*
5. *Openness (inclusiveness)*
6. *Ethics*
7. *Social responsibility*
8. *Heritage and multilingualism*

The Development Strategy expresses the strategic intentions and objectives, as well as activity plans according to the functional areas and components of the University.

Quality Assurance System has been highlighted as a support for University process management, with the purpose of achieving the mission, vision and strategic objectives.

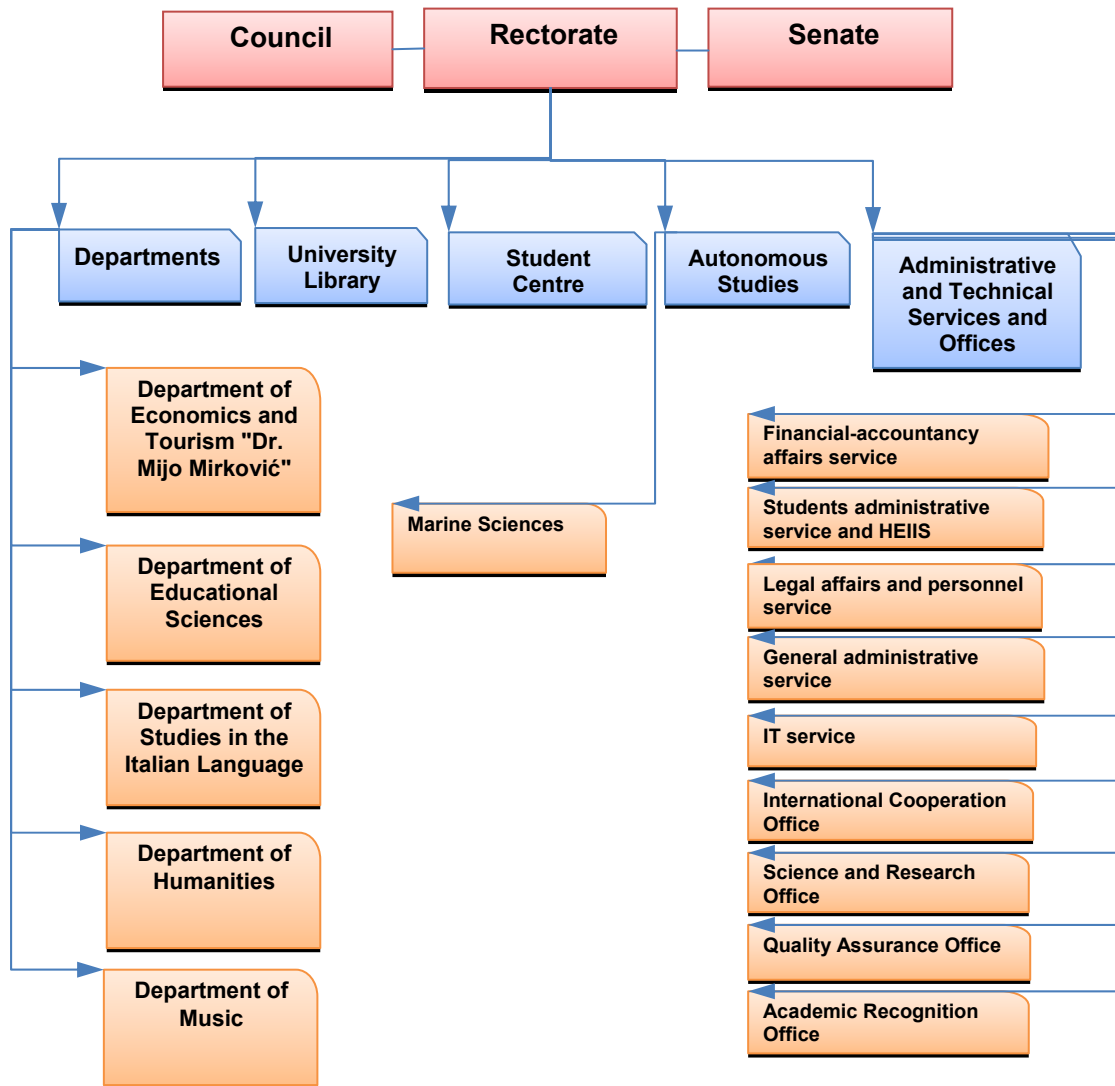
3. 5. Internal Legal Documents

The internal organisation and activities of the University are regulated by the following legal acts:

1. University Statute (consolidated text)
2. University Student Assembly Statute
3. Regulations on Final Thesis and Final Music Performance at University Undergraduate and Professional Study Programmes
4. Regulations on Amendment to Regulations on Final Thesis and Final Music Performance at University Undergraduate and Professional Study Programmes
5. Regulations on Organisation of Employment Positions
6. Regulations on Quality Assurance System
7. Regulations on Studies
8. Regulations on Student Assembly and other Student Organisations
9. Ethics Committee Code of Practice
10. Code of Conduct
11. Regulations on the Appointment Procedure and Rights of Professors Emeritus
12. Regulations on Selection Procedure for Promotion of Lecturers, Scientists and Associates to Academic Levels and Corresponding Employment Positions at the University
13. Regulations on Postgraduate Doctoral Study Programme
14. Ordinance on Amendment to Regulations on Postgraduate Doctoral Study Programme
15. Regulations on Preparation of Postgraduate Specialist Programme Thesis
16. Regulations on Application and Submission of Postgraduate Specialist Programme Thesis

17. Regulations on Form of Diploma Certificates and Diploma Supplements and Contents and Form of University Credentials and Certificates
18. Regulations on Assessment of Assistants
19. Regulations on Assessment of Research Fellows
20. Regulations on Assessment of Students in Undergraduate and Graduate Study Programmes at Juraj Dobrila University of Pula within the European Credit Transfer and System Framework
21. Regulations on Credit Financing of University Employees
22. Regulations on Issuing the Certificates on Relevant Acquired Professional and Academic Title and Level
23. Regulations on Publishing Activities
24. Regulations on Financing of the Student Assembly and Student Programmes
25. Regulations on University Financial Operations
26. Regulations on Student Associations Records
27. Regulations on Presenting the Rector's Award
28. Regulations on Diploma Thesis / Diploma Music Performance at University Graduate Study Programmes and Integrated Undergraduate and Graduate Study Programme
29. Regulations on Amendment to Regulations on Diploma Thesis/ Diploma Music Performance at University Graduate Study Programmes and Integrated Undergraduate and Graduate Study Programme
30. Regulations on Academic Recognition of Foreign Higher Education Qualifications and Study Terms
31. Regulations on Study Programmes Accreditation
32. Regulations on Amendment to Regulations on Study Programmes Accreditation
33. Regulations on International Mobility
34. Regulations on the Conduct of Election of Senate Members
35. University Council Rules of Procedure
36. Senate Rules of Procedure
37. University Committees Rules of Procedure
38. Department Expert Councils Rules of Procedure
39. Regulations on Amendment to Regulations on Studies
40. Code of Ethics

3. 6. Organisational Scheme



3. 7. Ethics

Core values and ways of abiding by the code of ethics in the activities related to research, teaching and relationship with students in the University are regulated by means of Articles 6 and 7 of the [Statute](#) and the [Code of Ethics](#) of the University.

The Code of Ethics **defines** a set of principles from the area of morality and professional ethics as guidelines for professional performance and public activities of all members of the university community, especially in the following areas:

- *academic freedom,*
- *professional behaviour,*
- *respect for human rights,*
- *respect for the principles of equality and justice.*

The Code also describes the principles related to professional rights and obligations, and regulates unacceptable behaviour such as discrimination and harassment.

University Ethics Committee is in charge of the implementation of and adherence to the Code of Ethics, the interpretation of the Code of Ethics and implementation of the procedure for determining violation of the Code of Ethics. Its activities are regulated by the Code of Conduct of the Ethics Committee.

3. 8. Information Systems

STANDARD 2

Institutions should ensure that they collect, analyse and use relevant information for the effective management of their programmes of study and other activities (ESG)

3. 8. 1. Information Systems in Administrative and Technical Services and Offices

Apart from using the HEIIS (Higher Education Institutions Information System), each Administrative service and office creates its own database for its own internal and external application, with regard to the sphere of its activities. Management structures can at any time

require data or reports on a given segment of activity, and readymade forms can be developed for such frequently required reports.

Among the obligatory forms are those required by the Ministry of Science, Education and Sports, those which are used in the University re-accreditation processes, and those which are required by the Quality Assurance System.

3. 8. 2. Quality Assurance System (Quality Assurance Office) Information System

Quality Assurance Office represents an integrated system which implies the creation of a comprehensive, updated information system which would encompass all of the segments of this Manual, and summarise the main features of Components' activities in one place.

The Quality Assurance Offices's system identifies both quantitative and qualitative indicators, which is why the analyses and reports produced on the basis of those indicators are particularly significant for the analysis of the overall efficiency of the Quality Assurance System, as well as of the University and its components in general. Therefore, the said information should be used for an effective management of all of the activities of the University.

4. QUALITY POLICY AND QUALITY ASSURANCE PROCEDURES

STANDARD 3

Institutions should have a policy and associated procedures for the assurance of the quality and standards of their programmes and awards. They should also commit themselves explicitly to the development of a culture which recognises the importance of quality, and quality assurance, in their work. To achieve this, institutions should develop and implement a strategy for the continuous enhancement of quality. The strategy, policy and procedures should have a formal status and be publicly available. They should also include a role for students and other stakeholders. (ESG)

4. 1. Quality Assurance Policy

The University's quality assurance policy determines the principles governing the concepts of quality and quality improvement, and can be phrased in the following way:

The University is committed to the assurance and continuous improvement of quality of all its activities in accordance with all of the regulatory, professional and other requirements of its internal and external stakeholders.

The achievement of the above mentioned policy is based on the following principles:

1. The main purpose of quality assurance is the improvement of quality of student experience and the maintenance of academic standards.
2. The University acknowledges the fact that high quality implies harmonisation with the needs and desires of students, attention to the demands of all of the stakeholders and cooperation with the Agency for Science and Higher Education.
3. The University is aware that improvement implies the need to encourage staff (with the contribution from students and external advisors and institutions) to take into account the effectiveness of learning and teaching and the appropriateness of the set and achieved standards, which is why the established Quality Assurance System needs to be applied to all of the activities and all of the levels of the University and its components.

4. The entire teaching and non-teaching staff are expected to personally take responsibility for the quality of studying, teaching and support provided to students.
5. Students are expected to share responsibility for the effectiveness of their own learning through partnership and engagement in all of the segments of University's activities, especially through active participation in quality assurance committees and evaluation of quality of studies.
6. Continuous improvement of teachers' knowledge, acquisition of new and/or improvement of the existing competences (through various forms of training), mobility, scientific research, professional or artistic activities), and transfer of those competences by means of the teaching process and involvement of students in research and projects represent the basis for a high-quality education at the University.
7. The University staff needs to be able to work in a motivating environment whose characteristics are the following:
 - defined expectations and standards,
 - encouragement of continuous improvement and innovativeness,
 - access to possibilities for development and improvement,
 - active collection of feedback from students and other stakeholders, without duplication of efforts.
8. The University Quality Assurance System:
 - is a three-level system based on ESG,
 - is supported by the principles of equality, justice and ethics,
 - is making an effort to consistently promote good practice and improvement of quality of the entire institution,
 - is trying to facilitate the achievement of strategic goals of the University,
 - includes feedback mechanisms at the level of components and the entire institution, which provide comparable information and form the basis for fostering changes and improvement of the University's performance, as well as of the performance of the Quality Assurance System itself, and
 - ensures that the University Senate and the University Council review reports on the effectiveness of the quality management policy and practice.
9. All of the standards, policies and procedures shall be appropriately documented and easily accessible to the staff, students and other interested parties, primarily through the Quality Assurance Manual.
10. The University shall continuously monitor the effectiveness of its quality assurance procedures in order to allow itself and others to work in accordance with the good

practice, in the best interest of students and in an effort to maintain high academic standards.

11. The University will continuously cooperate with the professional and regulatory authorities which are relevant for its activities, in particular with the Agency for Science and Higher Education.

4. 2. Quality Assurance System Requirements

Quality Assurance System requirements are of both *internal and external origin*, i.e. they express the will of all internal (students, teachers, administrative, technical and support staff, and management) and external stakeholders (other levels of the education system, economy, local and national authorities, culture, health sector...).

Quality assurance systems of higher education institutions in the Republic of Croatia are organised according to the E4 group documents (**ENQA** – European Association for Quality Assurance in Higher Education, **EUA** – European University Association, **ESU** – European Student Assembly, **EURASHE** – European Association of Higher Education Institutions), created at the request of the EU member states ministers and ministers of countries which have signed the Bologna Declaration, whose aim is to establish the European High Education Area (EHEA). The basic document for implementation of both internal and external assessment of quality assurance systems - *Standards and Guidelines for Quality Assurance in the European Higher Education Area*“ or **ESG**) – was adopted in May, 2005, at the Bergen ministerial conference, and the Republic of Croatia adopted it following the decision of the National Council for Higher Education on May 17, 2006.

The above mentioned document outlines the basic principles of internal and external quality assurance which represent significant guidelines in the formation of the Quality Assurance System:

- higher education providers are primarily responsible for quality and quality assurance of their services,
- it is necessary to protect the interests of the society for quality and higher education standards,
- the quality of academic programmes must be developed and improved for students and other higher education stakeholders in the entire European Higher Education Area,

- it is necessary to have successful and effective organisational structures within which study programmes can be provided and supported,
- transparency and foreign expertise are important in quality assurance processes,
- it is necessary to foster the culture of quality in higher education institutions,
- it is necessary to develop processes by means of which higher education institutions can demonstrate their responsibility, including the responsibility for investing public and private resources,
- quality assurance for the purpose of responsibility is fully compatible with quality assurance for the purpose of improvement,
- institutions must be able to demonstrate their quality both nationally and abroad,
- the applied processes should not hinder diversity and innovation.

Quality Assurance System contains the international *ISO 9001:2000* standard requirements, which are not contradictory to the above mentioned requirements.

4. 3. Historical Review of the University's Quality Assurance System

The present day Quality Assurance System has been developed on the basis of activities and experience of legal predecessor's quality assurance units – present-day Components of the University, all of the relevant circumstances, regulatory acts and examples of good practice. The importance of quality has been recognised already at the fourth session of the University's Senate (September, 2007), when the Regulations on the Quality Management System (now: Regulations on the Quality Assurance System) was adopted. In December of 2007, the University's Quality Assurance Service (now: Quality Assurance Office) was established, and in January 2008 the University's Quality Committee (now: University's Main Quality Assurance Board) was constituted, which was followed by the constitution of a number of Quality Assurance Committees in various components of the University.

4. 4. Objectives, Structure and Internal Organisation of the Quality Assurance System

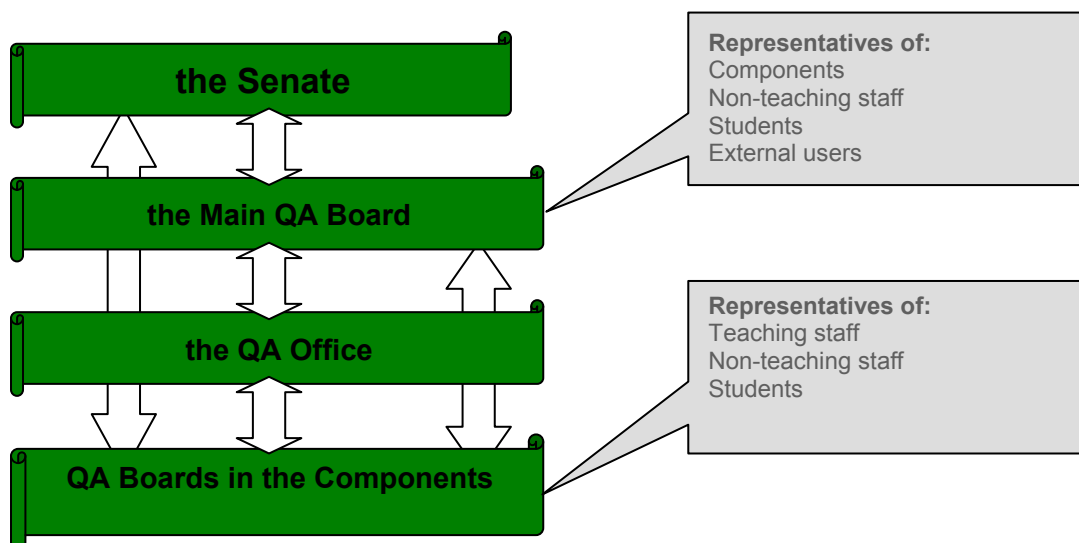
The main objective of the Quality Assurance System is to establish institutional mechanisms for a systematic evaluation and coordination of initiatives and development programmes with the purpose of promoting a high level of standards in the professional and expert development of stakeholders in all of the areas of activity of the University.²

General provisions, evaluation areas, structure and activities of the Quality Assurance System are defined in the *Juraj Dobrila University of Pula Regulations on the Quality Assurance System*. On the basis of the above mentioned Regulations, the following structural units have been established:

- [the University's Main Quality Assurance Board](#) chaired by the Vice-Chancellor for Teaching and Student Affairs,
- [the University's Quality Assurance Office](#),
- [Quality Assurance Boards in various components of the University](#).

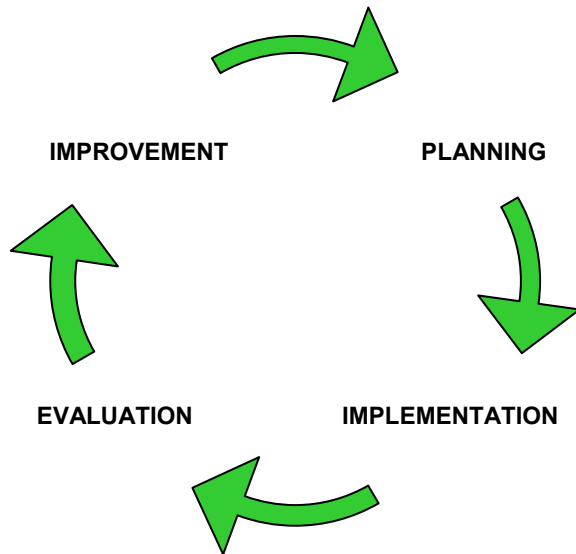
The first two units were formed at the level of the University, while the third one was formed at the level of components of the University. Both of the levels of Quality Assurance Committees represent advisory bodies to each of the levels.

Interdependence, responsibility and composition of the structural units is shown graphically below:



² Regulations on Quality Assurance System of the Juraj Dobrila University of Pula

The system functions as a cyclical process of quality assurance and improvement:



4. 5. The System Documentation

Due to the division of the University into departments, the main documents related to the Quality Assurance System are produced at the level of the University. In this sense, the following documents have been adopted:

- *Regulations on Quality Assurance System*
- *Quality Assurance Manual* containing procedures and processes

Apart from the above mentioned, guidelines for activities of the System's structural units are outlined in the *yearly and long-term activity plans* which are formed on the basis of the current situation analysis and need to be approved by every higher authority of the System and by the Senate.

The Quality Assurance System documentation represents a unique set of documents which is stored in the QA Office, and it consists of the following elements:

- Regulations on Quality Assurance System,
- Quality Manual with Procedures and all of the documents it refers to,
- all of the analyses, results and reports which stem from the activities of the System.

4. 6. Assessment of the Quality Assurance System

The establishment of a feedback and self-assessment mechanism is crucial for a high-quality performance of the Quality Assurance System. Seen that the Quality Assurance System Strategy is based on a combination of defined standards and criteria on the one hand, and mechanisms for quantitative and qualitative assessment of quality on the other, the assessment of the Quality Assurance System and its efficiency can be done only through insight into both of the mentioned elements. Quality Assurance System is assessed by means of both external (primarily MoSES and ASHE) and internal assessment, which are aimed at a continuous improvement through corrective and preventive activities and recommendations.

4. 6. 1. External Evaluation

External assessment is primarily carried out by ASHE, by means of the following procedures:

1. [Feasibility of the public financing of study programmes of public universities](#)
2. [Initial accreditation of study programmes](#)
3. [Initial accreditation of higher education institutions](#)
4. [Re-accreditation of higher education institutions](#)
5. [Thematic validation in higher education](#)
6. [Audit of higher education institution](#)

4. 6. 2. Internal Evaluation

Four basic elements for the internal assessment of the Quality Assurance System are the following:

1. Quantitative and qualitative indicators outlined in this Manual
2. SWOT analysis ([PO1](#))
3. Internal review of the Quality Assurance System (according to elements as defined by ESG) ([PO2](#))
4. Self-analysis of the University and Criteria for the assessment of quality of higher education institutions within the University ([PO3](#))

5. STUDY PROGRAMMES

STANDARD 4

Each study programme is designed in accordance with clearly defined students' learning outcomes and international standards. The higher education institution has established mechanisms for approval, monitoring and improvement of its programmes and qualifications. (ASHE)

5. 1. The List of Study Programmes Currently Provided at the University

Department / Study Programme	Duration of study (in years)	ECTS
DEPARTMENT OF ECONOMICS AND TOURISM „DR. MIJO MIRKOVIĆ“		
Undergraduate university study in Economics	3	180
Undergraduate university study in Business Economics ; courses in: Financial Management, Tourism, Business Informatics, Marketing Management, Management and Entrepreneurship	3	180
Undergraduate university study in Informatics	3	180
Undergraduate university interdisciplinary study in Culture and Tourism	3	180
Graduate university study in Economics	2	120
Graduate university study in Business Economics ; courses in: Financial Management, Tourism and Development, Business Informatics, Marketing Management, Management and Entrepreneurship	2	120
Graduation university study in Culture and Tourism	2	120
Postgraduate specialist study in Human resources and the Knowledge Society	1	60
Postgraduate specialist study in European Integration, Regional and Local Economic Development	1	60
Postgraduate university study in New Economics	3	180
DEPARTMENT OF EDUCATIONAL SCIENCES		
Integrated university Teacher education study provided in Croatian	5	300
Integrated university Teacher education study provided in Italian	5	300
Professional studies in Pre-School Education in Croatian	3	180
Professional studies in Pre-School Education in Italian	3	180
DEPARTMENT OF MUSIC		
Undergraduate university study in Music Pedagogy	4	240
Undergraduate university study in Classic Accordion	4	240
Undergraduate university study in Piano	4	240
Undergraduate university study in Solo Singing	4	240
Graduate university study in Music Pedagogy	1	60
Graduate university study in Classic Accordion	1	60
DEPARTMENT OF HUMANITIES		
Single-subject course of studies:		
Undergraduate university study in Croatian Language and Literature ; teaching courses	3	180
Undergraduate university study in History	3	180
Undergraduate university study in Italian Language and Literature	3	180

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Graduate university study in Croatian Language and Literature ; teaching and scientific courses	2	120
Graduate university study in History , scientific courses	2	120
Two-subject course of study:		
Undergraduate university study in Croatian Language and Literature ; teaching and general courses	3	180
Undergraduate university study in History	3	180
Undergraduate university study in Italian Language and Literature ; teaching and translating courses	3	180
Undergraduate university study in Latin Language and Roman Literature	3	180
Graduate university study in Croatian Language and Literature ; teaching courses	2	120
Graduate university study in History , teaching courses	2	120
Graduate university study in Italian Language and Literature ; teaching and translating courses	2	120
DEPARTMENT OF STUDIES IN THE ITALIAN LANGUAGE		
Undergraduate university study in Italian Language and Literature , teaching, literary-cultural and philological courses	3	180
Graduate university study in Italian Language and Literature , teaching, literary-cultural and philological courses	2	120
UNDERGRADUATE UNIVERSITY STUDY		
MARINE SCIENCES		
POSTGRADUATE UNIVERSITY STUDY		
Postgraduate Doctoral Study , courses in Finances, Accountancy, Marketing, Management, Tourism	3	180

5. 2. List of Lifelong Learning Programmes

- [«The Small Investor»](#)
- [«Business Plan Development»](#)
- [«Using Knowledge to Achieve Competitiveness in Istrian Agro-Tourism»](#)
- [Seminar for taking the professional examination for office manager](#)
- [Seminar for taking the professional examination for tour guides in the Istrian County area](#)
- [Training programme in the area of public procurement](#)
- [Programme for acquiring pedagogical competences](#)

5. 3. Approval, Monitoring and Periodic Reviews of Programmes and Awards

STANDARD 5:

Institutions should have formal mechanisms for the approval, periodic review and monitoring of their programmes and awards. (ESG)

5. 3. 1. Study Programme Approval

When designing and proposing new study programmes, it is necessary to:

- consider whether they are in line with the mission, vision and strategic objectives of the University, needs of the community in which the programmes will be provided, and available resources for its provision,
- develop a feasibility study on the provision of the study programme in accordance with the Higher Education Institutions Network strategic document and other study programmes in the Republic of Croatia,
- keep in mind the comparability of the said programmes with those which are provided in the immediate or broader community, taking into consideration recommendations from numerous interested parties,
- include all individuals who will be providing and supporting the programme, as well as all of the others who have an interest in it, into its design.

According to the Article 20, paragraph 10 of the Quality Assurance in Science and Higher Education Act, *University study programmes are launched and provided on the basis of the decision by the University's Senate, on the basis of a previously conducted assessment of the unit for internal quality assurance and improvement system, which focuses on the conditions prescribed by the Regulations mentioned in the Article 26 of this Act³.*

In order to formalise the overall process in the University, *Regulations on Study Programmes Accreditation in the Juraj Dobrila University of Pula* have been produced, which define the procedure for the development of new study programmes and amendments to the existing ones.

³ This refers to the Regulations on the content of the License and conditions for the issuance of the License to perform higher education activities, provision of study programmes, and re-accreditation of higher education institutions (Official Gazette, 45/09)

Integral parts of the Regulations are the feasibility study form and the proposed amendments to the study programme form. The feasibility study form has been developed on the basis of the Rector's Conference (2004) guidelines and all of the requirements defined in the *Regulations on the content of the License and conditions for the issuance of the License to perform higher education activities, provision of study programmes, and re-accreditation of higher education institutions* (Official Gazette, 45/09).

Description of the study programme development and approval process (PO4)

5. 3. 2. Periodic Reviews and Monitoring of Programmes and Qualifications

Monitoring of study programmes is a prerequisite for their timely adjustment to the internal and external conditions in which they are provided. Therefore the data on successfulness of a programme must be continuously collected on a yearly basis. On the other hand, it is also necessary to collect opinions of all internal and external stakeholders of the quality assurance system, who are highly significant for planning the development of the existing and new University programmes.

Monitoring of University study programmes is achieved by means of the following indicators:

1. Prerequisites for Provision

In order to allow an unobstructed teaching process, it is necessary to ensure the following:

1. clarity, accurateness and completeness of curricula and detailed syllabi, ([PO5.1](#))
2. correct definition of the study programmes learning outcomes, as well as teaching methods and contents by means of which the learning outcomes will be achieved,
3. availability and sufficiency of education resources (more details in [Chapter 10](#)).

2. Course profile analysis ([PO5.2](#))

3. Analysis of the Report on lessons provided ([PO5.3](#))

4. Student assessment and teacher self-assessment of quality of teaching and seminars / practical exercises ([PO5.4](#) and [PO5.5](#))

5. Analysis of attractiveness of the study programme and profile of candidates applying for the programme and those who have enrolled the first year of studies ([PO5.6](#))

6. Analysis of quantitative standards of teaching performance ([PO5.7](#))

7. Analysis of academic performance ([PO5.8](#))

8. Analysis of reasons for academic failure ([PO5.9](#))
9. Analysis of the number of graduated and unemployed students ([PO5.10](#))
10. Quality Assessment of studies – current students ([PO5.11](#))
11. Quality Assessment of studies – graduated students ([PO5.12](#))
12. Employers Survey ([PO5.13](#))

5. 3. 3. Amendments to the Study Programmes

The overall process of amendments to the study programme is based on the results of activities / procedures mentioned in the previous paragraph and provisions of the Regulations on Accreditation of University Study Programmes.

All of the amendments to the study programmes are entered into a relevant form which is also the Annex to the Regulations on accreditation. With regard to the number of amendments to the study programme, the appropriate procedure as defined in the Regulations shall be applied.

[Description of the amendments to the study programme process \(PO6\)](#)

5. 4. Review and Recognition of Acquired Competences and Qualifications

5. 4. 1. Student Transfers

The procedure of student transfers to the University is regulated by Articles 48–52 of the Regulations on Studies.

5. Student Transfers

Article 48

Students who have completed a study programme within the regular timeframe at any other university in Croatia and completed the requirements for enrolment in the next academic year, as prescribed by this University, may continue with an equal study programme at the University in the same academic year.

In addition to the application for transfer, the student shall attach original documents that are required in accordance with the enrolment procedure, student transcript and temporary diploma supplement, study programme of the former study course, requirements for enrolment in the next academic year and transfer certificate from the former university programme.

Relevant completed academic terms shall be recognised for students that are granted transfer to the University according to paragraph 1 of this Article. Completed exams

that are recognised are the exams in subject courses with curricula corresponding to the curricula of the respective subject courses at this University.

Article 49

Transfer referred to in paragraph 1 Article 51 may be granted only within the regular enrolment period for the academic year, in the period between 1 September and 30 September.

The student application for transfer shall be considered by the Teaching Committee, i.e. any other competent body of the university department or university studies.

The decision granting transfer shall consider the following:

- year of study the student requesting a transfer is enrolling*
- student status*
- which exams that have been completed at the other higher education institution are recognised at this University, based on the opinion of the faculty member teaching in the field*
- completing differential exam requirements*
- accepting enrolment in accordance with the provisions of the Regulations.*

Students that have failed to fulfil their student obligations at the other higher education institution cannot continue an equal study programme at this University.

Article 50

A student who has studied in another higher education institution abroad can ask to be allowed transfer to the University in accordance with the requirements defined by Articles 51 and 52.

6. Transfer to another study programme within the University

Article 51

Students may be granted the right to transfer to another study programme within the higher education institution, from single-major to double-major study programme or from double-major to single-major study programme, i.e. from one study programme to another. Transfer of the study programme is allowed only once during the studies.

Students may not request transfer to another study programme within the University at the beginning of the first year of studies.

Requests for transfer to another study programme are submitted by the end of the academic year at the latest and are considered within 7 days from the date of submission, and the students are granted the right to enrol by 15 October at the latest.

Article 52

The transfer to another study programme referred to in Article 51 shall be granted if there are still vacancies available at the desired study programme, with regard to quota provided for the study programme.

The transfer is approved by the competent body of the university department or independent university studies.

Students are obliged to fulfil lecture requirements for all courses and complete differential exams of the study programme they have transferred to, within one academic year.

Recognition of exams is regulated by Article 71 of the Regulations on Studies:

Member of the teaching staff may recognise an exam completed at any other higher education institution if the course subject corresponds in content and volume to the one

enrolled. In case there are significant differences, the faculty member may request from the student to complete the full exam or only the difference between the exams.

Students requesting recognition of exams completed at any other higher education institution shall submit with the request the study programme or the extract from the study programme demonstrating the content of the subject course and the certificate from the higher education institution certifying that the exam requirements are completed.

5. 4. 2. Recognition of Foreign Higher Education Qualifications

Recognition of foreign higher education qualifications (FHEQ) and study periods is done in accordance with the *Act on Recognition of Foreign Education Qualifications* ("Official Gazette", No. 158/03, 198/03 and 138/06), article 38 of the *Statute of the Juraj Dobrila University of Pula*, and *Regulations on Academic Recognition of Foreign Higher Education Qualifications and Study Periods in the Juraj Dobrila University of Pula*. The Academic recognition of foreign higher education qualifications and study periods in the University is the responsibility of the [Office for Academic Recognition of FHEQ](#).

Academic recognition refers to the recognition of foreign higher education qualifications solely for the purpose of further education at the University. Academic validation of foreign higher education qualifications is carried out in accordance with the Criteria for validation of foreign higher education qualifications as defined by the Agency for Science and Higher Education.

Recognition of Study Periods refers to the recognition of study periods spent in a foreign higher education institution solely for the purpose of further education at the University. The process of study period recognition takes into account the certificate or grade transcript provided by the higher education institution, which demonstrates that the student has successfully met the necessary requirements during the said study period, if there is a previously reached agreement between the University and the higher education institution in question or competent authority responsible for the relevant study period.

Additional information about this procedure can be found on the [Office for Academic Recognition of Foreign Higher Education Qualifications and Study Periods web pages](#).

6. STUDENTS

STANDARD 6

Higher education institution ensures quality of its students by means of an appropriate selection procedure, support in achieving progress throughout the studies and various other forms of support. (ASHE)

According to their particularities, and for the purpose of quality assurance of students, the University and its components:

- define the selection procedure for enrollment and analysis of profiles of applicants and registered students,
- continuously monitor success of their students by means of a study programme successfulness assessment,
- monitor the appropriateness of student workload and availability of elective courses,
- inform students and encourage them to make various types of contribution,
- develop elements of student standard,
- improve education resources and student support systems,
- collect feedback from graduated students and their employers,
- implement other activities to improve the study experience.

6. 1. Assessment of Students

STANDARD 7:

Students should be assessed using published criteria, regulations and procedures which are applied consistently. (ESG)

Grading of students is a part of the teaching process which is highly significant for the achievement of key competences of students. The content and the objectives of a given

course, along with teaching methods which have been applied, must allow acquisition of learning outcomes on a defined level.

Students' performance in a (subject) course is assessed and graded during teaching, i.e. during classes and on the final exam, according to the study programme and syllabus.

Grading of students is carried out by means of the European Credit Transfer System (ECTS), the national numeric grading system, and the success rate expressed as a percentage.

Clearly defined and publicly available criteria, rules and procedures for assessing students' learning outcomes guarantee transparency of the overall procedure and ensure equality and objectivity of assessors. For this purpose, the University has developed and adopted the *Regulations on Assessment of Students in Undergraduate and Graduate Study Programmes at Juraj Dobrila University of Pula within the European Credit Transfer and System Framework* (hereinafter: Regulations on Assessment).

6. 1. 1. Criteria, Rules and Procedures for Assessing Student's Learning Outcomes

In order to ensure transparency of the grading process, it is necessary to ensure that the following requirements are met:

- All teachers have an obligation to harmonise their method of assessing learning outcomes with the *Regulations on Assessment*
- The grading method needs to be clearly elaborated in the syllabus of each course (this is established by means of the [PO5.1](#) procedure) and must be explained during the introductory lecture
- The syllabus for each of the courses needs to be published on the relevant Department's webpage before the beginning of classes
- If teachers are applying various types of examination during a semestre, they are obliged to give feedback to their students within the shortest possible period of time
- Exam procedures must be carried out identically each time in order to ensure equal possibilities of achieving the same result
- Exam takers must not be alone when taking an exam (there needs to be at least one exam witness)
- Wherever possible, one should not rely on the assessment of only one examiner
- Examination terms must be defined in accordance with the Regulations on assessment

- Examination terms must be published on the relevant Department's webpage
- Grade appeal procedure must be clear and consistently implemented
- Survey of students' exam experiences (is carried out as a part of the [PO5.11](#) and [PO5.12](#) procedure).

6. 1. 2. Grade Appeal Procedure

All students have the right to the grade appeal procedure. The procedure is defined in Articles 67 and 68 of the Regulations on Studies:

Article 67

Member of the teaching staff is obliged to provide the students with an explanation of the final grade.

Students dissatisfied with an exam grade are entitled to submit a formal grade appeal. The appeal is submitted to the head of the department within 24 hours following the disclosure of the grade. The appeal must be substantiated.

In case the appeal is resolved in favour of the student, the head of the department shall issue a decision allowing retaking of the exam, appointing the faculty staff committee and defining the date for retaking the exam.

The faculty staff committee shall be constituted of the president and two members. The faculty member teaching the subject course cannot be a member of the committee.

Article 68

Retaking of the exam shall be organised not later than three days following the date of submission of the appeal.

Written exam or written part of the exam shall not be taken before the committee, which is in charge of reviewing and assessing the results.

Based on the grades proposed by all members of the committee, the president of the committee decides on the final grade, and records the grade in the student transcript in case the grade is positive. The final grade cannot be positive if two members of the committee proposed a negative grade.

The committee shall hold minutes during the course of the exam.

Students may not file an appeal against the decision of the faculty member committee.

6. 1. 3. Completion of Studies

Completion of studies procedures are defined in the following Regulations:

- Regulations on Studies
- Regulations on Final Thesis and Final Music Performance at University Undergraduate and Professional Study Programmes
- Regulations on Amendment to Regulations on Final Thesis and Final Music Performance at University Undergraduate and Professional Study Programmes
- Regulations on Diploma Thesis / Diploma Music Performance at University Graduate Study Programmes and Integrated Undergraduate and Graduate Study Programme
- Regulations on Amendment to Regulations on Diploma Thesis/ Diploma Music Performance at University Graduate Study Programmes and Integrated Undergraduate and Graduate Study Programme
- Regulations on Application and Submission of Postgraduate Specialist Programme Thesis
- Regulations on Postgraduate Doctoral Study Programme
- Ordinance on Amendment to Regulations on Postgraduate Doctoral Study Programme

6. 2. Relationships with Graduated Students

Maintaining contact with students who have completed graduate / master / doctoral studies is one of the foundations for establishing a close link between the University and the local and broader community. Namely, graduated students' associations are established in order to allow students to network among themselves and to establish links with the University, encouraging cooperation with entities which employ former students, implementation of various projects and numerous other activities which are defined by the Statute of a given association.

Creating a database which contains data on all of the graduated students can be useful for determining their possible employment trends, lengths of unemployment periods and similar.

A very significant contribution made by graduated students and their employers is reflected in their assessment of quality of the overall study experience on the one hand, and quality of graduated students on the other ([5. 3. 2.](#)).

6. 3. Student Assistance and Support

6. 3. 1. Providing Information to Students

Information provided to students before, during and after their studies must originate from various sources. Apart from the sources such as the Internet and various publications (described in more detail in [6. 5.](#)), students can obtain all of the information in Administrative and technical services and offices. Listed below are some of the main areas:

AREA OF INTEREST	SOURCE
General information about the University / Department / Study Programmes	University / Department / Study Programmes Secretariat
Students' rights and obligations, status regulation, health insurance	Students Administrative Service and HEIS
International exchange and recognition of FHEQ	International exchange office, Office for recognition of FHEQ
Quality of studying	Quality Assurance Office, Main Quality Assurance Committee, Quality Assurance Committees in each of the Components of the University

In order to facilitate communication, a [Directory](#) of all of the employees of the University containing their telephone numbers and e-mail addresses has been uploaded to the University's webpages.

6. 3. 2. Student Support

Apart from the common administrative and technical services and offices, student support system is also organised on the level of the Components of the University, and comprises:

- teachers – who must provide counselling sessions for issues related to teaching and final / graduation / postgraduation theses
- mentors / tutors (either teachers or students) – who guide, i.e. monitor students throughout their studies
- practical training supervisor
- [Psychological counselling for students](#)

6. 4. Students' Contribution

As the most significant beneficiaries of the system, the students must be allowed:

- to actively participate in and contribute to all of the segments of activities of the University, especially through the activities of the Student Assembly and by appointing students' representatives to University and Department councils / committees and the University Senate,

- to develop cooperative relationships with the teaching and non-teaching staff, as well as with management representatives, by means of thematic meetings and other forms of communication,
- to have various forms of expression through the establishment of [student associations](#) and participation in organised activities (e.g. [sports](#)) and various projects,
- to have their rights protected and represented by the student ombudsman,
- to have all of the segments of their study assessed and to be given feedback,
- to have support and assistance during studies (explained in more detail in the [item 6.3.](#)), especially for foreign students and students with special needs.

6. 4. 1. Student Assembly

Student Assembly is a student organisation whose rights and obligations are regulated by means of the Act on Scientific Activity and Higher Education, Act on the Student Assembly and other student organisations, and statutes of their respective Universities.

General provisions, principles and basic tasks, structural organisation and funding of the Student Assembly of the Juraj Dobrila University of Pula are regulated by means of the *Statute of the Student Assembly of the Juraj Dobrila University of Pula*.

Other acts which regulate the Student Assembly and other student associations are the following:

- Regulations on student organisation records
- Regulations on funding of the Student Assembly and student programmes of the Juraj Dobrila University of Pula
- Regulations on Student Assembly and other student organisations

6. 4. 2. Student Pleader

Student pleader is a person appointed by the Student Assembly, whose rights and obligations are currently defined only by the Article 17 of the Act on Student Assembly and Other Student Organisations.

According to the said article, the pleader receives complaints from students and discusses the specific issues with his/her supervisors. He/she also counsels students on how to realise

their rights. He/she acts as a mediator in the process of solving of potential problems or cases of violation of students' rights. He/she can participate in disciplinary procedures which involve students. In the process of solving those problems, the pleader communicates vertically according to the existing hierarchy in the University, i.e. from the professor to Rector. For the moment these are simply general guidelines which can be used as a starting point for the activities of a student pleader. When all Universities in Croatia have appointed their respective, legally required student ombudsmans, the development of concrete Regulations will begin.

6. 4. 3. Contribution to the Quality Assurance System

Students have a possibility to play an active role in the Quality Assurance System by appointing their representatives to the Main Quality Assurance Committee and Quality Assurance Committees within University components, as well as by being involved in the Quality Assurance Office initiatives. Also, students can at any time send their proposals and complaints to the following e-mail address: kvaliteta@unipu.hr or put them into specific mailboxes.

6. 5. Providing Information to Students and General Public

STANDARD 8

Institutions should regularly publish up to date, impartial and objective information, both quantitative and qualitative, about the programmes and awards they are offering. (ESG)

The public nature of the University's activities and business secret is regulated by means of Articles 134–136 of the University Statute.

Informing the public is a prerequisite for accomplishing all of the activities of the University. Namely, by providing information to the public, the University creates an image of itself, thus directly influencing the perception of all internal and external stakeholders.

Public information activities are designed both at the level of the University and of its individual Components. The basic forms of providing information about the University's activities are the following:

1. brochures about the University and its Components,
2. University year-book,
3. internet promotion,
4. television stations appearances,
5. radio and TV advertisements,
6. *jumbo* posters,
7. Open Days of the University,
8. orientation-motivation workshops,
9. notice boards,
10. web pages etc.

[Webpages of the University](#) and its components are the basic and most accessible source of information for all of the interested parties, and they should contain information about all of the areas described in this Manual. Therefore, the following information need to be published:

1. general information about the University and its Components (including historical review, mission, vision and structural organisation),
2. the Quality assurance system,
3. study programmes (including learning outcomes, curricula and syllabi for each of the courses),
4. teaching and non-teaching staff,
5. scientific research activities,
6. international cooperation,
7. business cooperation,
8. education resources and student support system, etc.

Students' satisfaction with the areas 6.3. – 6.5. is surveyed by means of procedures [PO5.11](#) and [PO5.12](#)

7. TEACHERS

STANDARD 9

Higher education institution demonstrates that it employs a sufficient number of teachers with appropriate qualifications in order to achieve its education objectives, establish and monitor academic rules and ensure sustainability of its study programmes. (ASHE)

STANDARD 10

Institutions should have ways of satisfying themselves that staff involved with the teaching of students are qualified and competent to do so. They should be available to those undertaking external reviews, and commented upon in reports. (ESG)

The University received an acknowledgement from the European Commission for a successful implementation of the Human resources strategy for researchers and adopted the human resources management strategy for researchers. A high-quality human resources management related to the teaching staff requires the use of all of the indicators outlined in this chapter.

7. 1. Analysis and Division of Tasks of the Teaching Staff

A prerequisite for a continuous and high-quality performance of tasks by the teaching staff is the determination of clear rules for the division of tasks. These rules must be based on the principle of equality and justice, and it is necessary to define the current situation which is based on the following indicators:

1. number of members of the teaching staff,
2. structure of the teaching staff,
3. teaching workload,

4. number of mentorships,
5. performance of functions,
6. participation in the work of the University bodies / committees,
7. management of and involvement in projects,
8. obligations related to master's degrees / doctoral degrees / promotion to academic levels and corresponding employment positions,
9. teaching obligations in other higher education institutions, etc.

The listed indicators must be a part of a teacher's portfolio which is continuously updated.

If the outlined indicators show excessive workload of a specific teacher, the Management is obliged to re-distribute his/her obligations and tasks.

Also, if the said teacher asks for permission to teach in another higher education institution, the Management should deny it.

7. 2. Promotion to Academic Levels (Scientific-teaching, Artistic-teaching, Teaching and Honorary Titles)

General requirements for promotion to individual academic levels have been defined by the Act on Scientific Activity and Higher Education, the requirements for promotion to scientific staff are defined by the National Council for Science, minimum requirements on educational, teaching and professional work for appointment to scientific-teaching and teaching levels are prescribed by the Rector's Conference, i.e. Council of Universities and University Colleges of Applied Sciences.

Person promoted to scientific-teaching, artistic-teaching and teaching level should have necessary psychological and physical characteristics.

The manner of verifying fulfilment of the stated requirements is prescribed by *Regulations on Selection Procedure for Promotion of Lecturers, Scientists and Associates to Academic Levels and Corresponding Employment Positions at the Juraj Dobrila University of Pula*.

Requirements and procedure for the appointment of honorary academic title of professor emeritus are regulated by *Regulations on the Appointment Procedure and Rights of Professors Emeritus at the Juraj Dobrila University of Pula*.

7. 3. Evaluation of Performance and Contribution by the Teaching Staff

Various aspects of teachers' performance need to be continuously assessed by means of defined mechanisms. The ideal approach implies the use of statutory indicators which were developed by the respective institution. For this purpose, the University can apply:

1. assessment of quality of teaching and seminars / practical exercises by students,
2. self-assessment of quality of teaching and seminars / practical exercises,
3. teaching workload and average size of student groups,
4. reports on lessons provided,
5. analysis of academic performance – area: Examinations,
6. number and structure of published papers,
7. number of mentorships,
8. total tasks of the teaching staff (item 7.1),
10. external commitments of teachers (other education institutions, institutes, organisations, public administration, etc.),
11. other relevant data

The University regulates this area by means of the Regulations on Assessment of Assistants and Regulations on Assessment of Research Fellows.

[Description of the teachers' performance and contribution evaluation process \(PO7\)](#)

7. 4. Improvement of Teaching Competences

In the interest of a continuous implementation of new ideas and concepts (both profession-specific and didactic) in the teaching process, the teachers need to be allowed to have a continuous access to various forms of training. Each teacher needs to be motivated to use the available opportunities. Teachers whose quality of teaching and seminars / practical exercises was assessed as poor need to have an obligation to attend training programmes.

7. 5. Teaching Staff Feedback

Considering the fact that the members of the teaching staff perform the most significant activities of the University, it is extremely important to ask for their opinions about all of the areas outlined in this Manual. In this way it is possible to obtain highly useful information on the perception of the University's activities, work conditions and satisfaction of the teaching staff, as well recommendations for improvement.

[Description of the procedure used for assessing the quality of University's activities and teaching staff work conditions \(PO8\)](#)

8. SCIENTIFIC, ARTISTIC AND PROFESSIONAL ACTIVITIES

STANDARD 11

Higher education institution regularly carries out research activities whose result is an original piece of work which contributes to the overall knowledge, and is based on the results of basic, developmental and applied research. (ASHE)

8. 1. List of Currently Run Scientific Projects

The following scientific projects are currently run in the University:

Ord. No.	Project Manager	Project Code	Title of the Scientific Project
1.	Vesna Girardi-Jurkić	140-0000000-0867	Ancient cemeteries and funeral rites in the North Adriatic
2.	Dr. sc. Nevenka Tatković	140-0000000-0982	ICT and Position of Students in the Bologna Process
3.	Prof. dr. sc. Goran Filipi	140-0000000-1320	Istrian-Romanian Etymologies
4.	Prof. emeritus Ivan Zoričić	140-0000000-2680	Stress Fluctuations in the Standard Croatian Language
5.	Prof. dr. sc. Miroslav Bertoša	140-1400822-0812	Elite and Marginal Groups in Istria from the 16th to the 18th Century
6.	Dr. sc. Ivan Jurković	140-1400822-0813	Medieval Istria: Area of Unity and Opposites (from the 6th to the 16th Century)
7.	Dr. sc. Slaven Bertoša	140-1400822-0814	Istrian Society from the 16th to the 19th Century: Historical and Cultural Topics
8.	Prof. dr. sc. Robert Matijašić	140-1400822-0932	Population and Economy of Istria from the end of Prehistory to the Bizantine Period
9.	Dr. sc. Rita Scotti-Jurić	140-1401173-0905	Intercultural Approach to Linguistic, Literary and Didactic Topics
10.	Dr. sc. Elvi Piršl	140-1401173-0983	Education for Intercultural Competence
11.	Prof. dr. sc. Denisa Krbec	145-0000000-2451	Sustainable Tourism in Croatia: the Development of an Action Plan for Sustainability of the Istrian Tourism
12.	Dr. sc. Sandra Krtalić	145-0000000-2592	What Type of Public Finance System Does Croatia Need in the 21st Century?
13.	Prof. dr. sc. Ljiljana Maurović	145-0811403-2452	Reform of Corporate Management in the EU and Croatian Legal System
14.	Dr. sc. Ines Kersan-Škabić	145-1452453-2449	Competitiveness of SME – Formation of Clusters in the Croatian Economy
15.	Dr. sc. Lorena Mošnjak Škare	145-1452453-2450	Accountancy Standards for SME in Croatia: Development and Harmonisation with Europe

16.	Dr. sc. Marinko Škare	145-1452453-2454	Institutional Aspects and Development in the Accession of the Republic of Croatia to the EU
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8. 2. Baseline Documents

Scientific, artistic and professional activities are regulated by means of Articles 121–124 of the University's Statute.

The baseline for defining science, art and research strategies for all of the higher education institutions, including Juraj Dobrila University of Pula, consists of the following documents:

- *The Lisbon Strategy (2000)*, revised document from 2005 and EUROPE 2020 (basic strategic documents of the European Union);
- *Science and Educational Policies in Central and Eastern Europe, Balkans, and Caucasus and Baltic Countries (UNESCO, 2010)*;
- *Strategic Development Framework, 2006 – 2013*;
- *Science and Technology Policy of the Republic of Croatia, 2006 – 2010*;
- *2007 – 2010 Action Plan - Science and Technology Policy of the Republic of Croatia*;
- *Action Plan to Encourage Investment in Science and Research*;
- *Recommendations based on the discussion entitled „Innovativeness, Research University and Knowledge-Based Enterprise*;
- *Strategic document: „Network of Higher Education Institutions and Study Programmes in the Republic of Croatia“*;
- *other relevant documents*

The University's Science, Arts and Research Strategy is developed and implemented by the University's Senate, Vice-Chancellor for Science and Research, Committee for Scientific and Artistic Activities, as well as heads of departments and all of the University's teaching staff.

Science, Arts and Research Strategy should encompass the following areas:

- regulation of rules by means of which scientific and artistic priorities are set and procedures for conducting research and research plans are defined,
- definition of mechanisms for evaluating the contribution of the research to the overall performance of the teacher and the University, regional development and development of science in general,
- definition of criteria for scientific or artistic productivity which the doctoral dissertation mentors must meet,

- definition of ways to monitor and support research fellows and associates,
- definition of mechanisms for ensuring that the Code of Ethics in research is met,
- definition of mechanisms for ensuring effectiveness of scientific, artistic and research activities,
- definition of activities and mechanisms for strengthening scientific, artistic and research profile by creating a positive and motivating environment
- definition of principles for networking with Croatian and foreign researchers in higher education institutions, other institutions and economic entities, for the purpose of strengthening the cooperation in this area and developing joint projects
- other relevant areas.

8. 3. Indicators of Research Activities, Scientific Productivity and Professional Activity

The basis for the assessment of quality of the University's research activity, scientific productivity and professional activity, and the foundation for planning all of the activities, should be represented by at least the following indicators:

1. number of research fellows,
2. ratio of research fellows against the total number of teachers,
3. number of postgraduate students,
4. number of doctoral candidates,
5. number of doctoral candidates employed at the University,
6. number of research fellows who have supported their doctoral thesis,
7. proportion of teachers who are active mentors to the doctoral candidates,
8. number of scientific and professional projects, and projects implemented in partnership with the industry,
9. number of papers written by the teaching staff by category and authorship,
10. ratio of the number of papers written by teachers against the number of structural units of the University / Departments
11. data on the publishing activity,
12. financial resources allocated to research and publishing,
13. ratio between financial resources and teachers, etc.

Apart from the quantitative indicators, it is also necessary to monitor the qualitative ones, in particular:

1. survey on the satisfaction of research fellows and associates,
2. survey on the satisfaction of doctoral candidates

In order to monitor the previously mentioned indicators, it is necessary to create a database which would contain all of the papers, projects and other data relevant to this area.

Description of the Procedure for analysing the indicators of research activities, scientific productivity and professional activity (PO9)

8. 4. Publishing

Publishing is one of the activities that the University was registered for. The purpose of the publishing activities of the University is to contribute to the development of scientific and professional activities of its employees, and it represents a part of its teaching infrastructure.

General conditions and performance of the publishing activities of the University and its Components are more specifically defined by the Regulations on Publishing Activity.

The Publishing Activity Committee, chaired by the Vice-Chancellor for science and research, has been established to address issues related to the publishing activity.

8. 5. Cooperation

The University develops relationships with its surrounding community in order to make an impact on sustainable development of the area in question by means of its potentials. Therefore the University has signed agreements on scientific, developmental, professional and artistic cooperation with:

- the County of Istria,
- the town of Pula,
- Croatian Chamber of Economy.

The University has also signed Cooperation agreement with the Josip Juraj Strossmayer University of Osijek, University of Dubrovnik, University of Zadar, University of Split, University of Zagreb, Ivo Pilar Institute of Social Sciences, University of Trieste, University of Mostar, European Centre for Peace and Development of the UN's University for Peace, „Ante Babić“ Public Open University of Umag, Polytechnics of Pula, Ruđer Bošković Institute

of Zagreb, and numerous other entities.

The University is a member of the Danube Rectors' Conference (DRC), and the Euromed Permanent University Forum (EPUF).

9. MOBILITY AND INTERNATIONAL COOPERATION

STANDARD 12:

Higher education institution is aware of the fact that it performs its activities within an international environment, and has therefore developed rules, procedures and resources to support its international activities. (ASHE)

The ultimate and most significant objective of the Bologna process, which is focused on the creation of the European Higher Education Area, is the mobility of students, teaching and non-teaching staff, and international cooperation between higher education institutions. Considering the importance of this area, it is necessary to develop strategic documents by means of which it will be regulated.

The University international cooperation strategy is developed and implemented by the University's Senate, Vice-Chancellor for international cooperation, University's International Cooperation Office, as well as Heads of Departments and contact persons for international cooperation in the University departments.

University's international cooperation is achieved by means of activities which encourage *mobility* of students, teaching and non-teaching staff through the establishment of *international partnerships and international scientific research projects* in the area of education, mobility and research.

For the purpose of facilitating the said activities, the [International cooperation office](#) has been established, whose main tasks are the following:

- **INTERNATIONAL PARTNERSHIPS** – the Office provides counselling, organisational and administrative support to the University's components in the process of conclusion of agreements across the EU and worldwide.
- **MOBILITY** – with regard to this particular activity, the Office has the same role as with the conclusion of bilateral agreements, whose aim is to encourage mobility on all levels, primarily of students, and then of the teaching and non-teaching staff as well.
- **INTERNATIONAL PROJECTS** – counselling and administrative support in the process of implementation and management of international projects.

Apart from the above mentioned three main activities, the task of the Office is to provide information on a regularly basis, organise workshops, seminars, guest lectures, and summer and winter schools.

9. 1. Indicators of Mobility and International Cooperation

In order to achieve high quality of management in the area of mobility and international cooperation, it is necessary to monitor the following indicators:

- regulation of student transfers and recognition of foreign higher education institutions (described in [5. 4.](#)),
- number of sojourns of the University's teaching staff abroad (by categories),
- number of sojourns of foreign teaching staff at the University (by categories),
- number of sojourns of the University students abroad (by categories),
- number of sojourns of foreign students at the University (by categories),
- number of sojourns of the University's non-teaching staff abroad (by categories),
- number of sojourns of foreign non-teaching staff at the University (by categories),
- number of international partnerships,
- number of international projects,
- student validation of guest lecturers / teachers,
- number of courses which can be provided in one of the world languages.

In order to monitor the above mentioned indicators, it is necessary to create a database which would contain all relevant updated data.

[Description of the procedure for analysing mobility and international cooperation indicators \(PO10\)](#)

10. RESOURCES: ADMINISTRATIVE AND TECHNICAL SERVICES, PREMISES, EQUIPMENT AND FINANCES

STANDARD 13

Higher education institutions need to ensure appropriate and required education resources for all of the provided programmes. (ASHE)

A prerequisite for an unobstructed course of the teaching process is the availability and sufficiency of material education resources and a comprehensive student support system.

The University and its Departments need to develop elements of student standard and ensure minimum requirements for the provision of all of the forms of teaching (as regulated by the *Regulations on the content of License and conditions for the issuance of License to perform higher education activities, provision of study programmes and re-accreditation of higher education institutions*).

University's administrative and technical services and offices must be organised in a way which is maximally adapted to students' needs, simultaneously allowing an unobstructed course of activities without clients.

Teacher support (in the form of mentorship, tutorship, counselling etc.) must be provided in accordance with teacher's workload and its forms must be continuously adapted to students' needs.

It is necessary to implement the Human resources management strategy for non-teaching staff.

10. 1. Basic Education Resources

10. 1. 1. Facilities / Premises and Teaching Equipment

The minimum material requirements which must be met are the following:

- total **teaching area** must exceed 1,25 m² per student

- teaching area must comprise a sufficient number of seating places and be appropriately equipped for unobstructed performance of teaching
- teaching schedule must be designed in the way which will allow the use of the entire teaching area for an optimal number of hours
- **study groups** should not comprise more than 70 students
- seminar groups and auditory exercise groups should not comprise more than 30 students
- practical exercise groups should not comprise more than 20 students
- **computer classrooms** must be equipped with the most recent technology, allow students to connect their own computers and, as much as possible, allow students to have access to computers outside of classes

10. 1. 2. Libraries

Basic requirements:

- University library and Department libraries need to have appropriate premises at their disposal, sufficient equipment, staff and degree of informatisation, in order to be able to cater for their clients in the best possible way;
- libraries should have a reading room (learning area);
- library working hours must be adapted to the teaching time-table, i.e. all students must be allowed access to libraries regardless of their status. When defining working hours, it is also necessary to take into account the needs of teachers and external users;
- libraries must contain all obligatory literature for each of the courses, in the following minimum quantities (according to the NCHE criteria):
 - number of copies of each of the teaching materials:
 - *obligatory* literature: 20% of the total number of students attending the course in question
 - *additional* literature: 10% of the total number of students attending the course in question

10. 1. 3. Administrative and Technical Services and Offices

All of the University's administrative and technical services and offices must have suitable premises at their disposal, as well as equipment and staff in order to perform their activities in a high-quality manner. When defining working hours for work with clients, it is necessary to take into account the needs of students, teachers and external users.

10. 1. 4. Other Facilities

Apart from the basic material requirements, the University and its Departments must continuously work on the introduction of new and improvement of the existing elements of student standard, in particular:

- learning area
- student restaurant (the use of the X-card) and other food-related facilities
- course materials bookshop
- copy shop
- possibilities of student accommodation
- sports / recreational facilities
- premises for student associations and cultural activities

10. 1. 5. Funding

The University needs to ensure its financial sustainability in order to accomplish its mission and ensure the continuity of its activities. Sources of funding and funding requirements must be transparent and ensure that the University is autonomous in making decisions related to all of the areas outlined in this Manual.

The Committee for planning and budget, chaired by the Vice-Chancellor for business affairs and finances is established to address issues related to funding. The said University bodies, in cooperation with the Financial-accountancy affairs service and Heads of Departments, design the University's funding strategy.

Funding and allocation of resources are defined by the Regulations on financial affairs of the Juraj Dobrila University of Pula.

10. 2. Indicators of Sufficiency and Quality of Education Resources

Management of the University's education resources needs to be based on a combination of the following quantitative and qualitative indicators:

- data about premises and capital equipment

- data about premises intended for teaching activities and their ratio against the number of students
- data on teacher cabinets and their ratio against the number of members of the teaching staff
- data on computer classrooms
- data on laboratories / practicums used for teaching
- data on premises used solely for scientific research, artistic and professional activities
- data on premises intended for the work of administrative and technical services and offices and their ratio against the number of members of the non-teaching staff
- data on the University library and Department libraries, including data on the available literature
- data on the elements of student standard
- data on the number and structure of non-teaching staff and the ratio between them and the teaching staff and students
- data on operating income and expenses
- assessment of satisfaction with the quality of services provided by the University library and Department libraries
- assessment of satisfaction with the quality of services provided by the administrative and technical services and offices

[Description of the procedure for analysing indicators of sufficiency and quality of education resources \(PO11\)](#)

10. 3. Non-teaching Staff Feedback

The support role of the non-teaching staff is extremely important for the overall performance of the University, and it is therefore necessary to ask for their opinions on all of the areas outlined in this Manual. In that way (as is the case with the teaching staff as well) it is possible to obtain highly useful information about the perception of the University's activities, work conditions and satisfaction of the non-teaching staff, and suggestions for improvement.

[Description of the procedure for assessing the quality of University's activities and work conditions of the non-teaching staff \(PO12\)](#)

11. RESPONSIBILITY MATRIX

With regard to the complexity of University's activities, a high-quality management of its activities requires the use of a responsibility matrix, which shows what is expected from stakeholders with regard to their responsibility for and contribution to a specific segment.

	University Bodies (Rector, Senate, Council)	Heads of Departments / managers	Expert councils	Heads of Departments	Dean's Executive Assistant	Teaching staff	Non-teaching staff	Students	External stakeholders	Main Quality Assurance Committee	Quality Assurance Committees in the Components	Central QA Office
R – responsible for C – contributes to / revises												
1. Management of the University	R	C	C	C	C	C	C	C	C	C	C	C
1. 1. Internal organisation and internal acts	R	C			R							
1. 2. Policy, mission, vision, and general strategy of the University	R	C	C		C	C	C	C	C	C		
1. 3. Ethics	R	R	R	R	R	R	R	R	R	R	R	R
1. 4. Use of the information systems	R	R	R	R	R	R	R	R	R	R	R	R
2. Quality policy and quality assurance procedures	R	R	R	R	R	R	R	R	R	R	R	R
4. 1. Quality policy	R	R	R	R	R	R	R	R	R	R	R	R
4. 2. Objectives, structure and internal organisation of the quality assurance system	R	C	C	C	C	C	C	C	C	R	R	R
4. 3. System documentation	R	C	C	C	C	C	C	C	C	R	R	R
4. 4. Quality assurance system assessment	R	R	R	R	R	R	R	R	R	R	R	R
3. Study programmes	R	R	R	C	C	C	C	C	C	R	C	C
3.1. Study programme approval	R	R	R	C	C	C	C	C	C	R	C	C
3. 2. Periodic reviews and monitoring of programmes and qualifications	R	R	R	C	C	C	C	C	C	R	R	R
3. 3. Ammendments to the study programme	R	R	R	C	C	C	C	C	C	R	C	C
4. Students	R	R	R	C	C	C	C	R	C	R	R	R
4. 1. Grading of students	R					R				R	R	R
4. 2. Relationships with	R	R						R	R	C		

	University Bodies (Rector, Senate, Council)	Heads of Departments / managers	Expert councils	Heads of Departments	Dean's Executive Assistant	Teaching staff	Non-teaching staff	Students	External stakeholders	Main Quality Assurance Committee	Quality Assurance Committees in the Components	Central QA Office
R – responsible for C – contributes to / revises												
graduated students												
4. 3. Student assistance and support	R	R			R	R	R	R		R	R	R
4. 4. Students' contribution	R	R						R		R		R
4. 5. Providing information to students and general public	R	R	R		R					R	R	R
5. Teachers	R	R	R	R		R				R	R	R
5. 1. Division of tasks of the teaching staff	R	R	R	R		C						
5. 2. Promotion to academic titles	R	R	R	R	C	C		C				
5. 3. Validation of teachers' performance	R	R	R	R			C	C		R	R	R
5. 4. Improvement of teaching competences	R	R	R	R						R	R	R
6. Scientific, artistic and professional activities	R	R	R	R		R		C	C	C		
7. Mobility and international cooperation	R	R	R		R	R	R	R		C		
8. Resources: administrative and technical services, premises, equipment and finances	R	R	R	C	R	C	R	C	C	R	R	R

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JURAJ DOBRILA UNIVERSITY OF PULA
QUALITY ASSURANCE SYSTEM



QUALITY MANUAL
JURAJ DOBRILA UNIVERSITY OF PULA

PROCEDURES

Pula, October 2010

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1. SWOT⁴ ANALYSIS PROCEDURE (PO1)

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PURPOSE OF THE PROCEDURE	The purpose for conducting a <i>SWOT</i> analysis is to have a comprehensive insight into and overview of the University's activities through defining (internal) strengths and weaknesses and (external) opportunities and threats. This analysis represents the foundation for the design and improvement of the general development strategy and strategies related to all encompassed areas.
DESCRIPTION OF THE PROCEDURE	<p>The analysis is conducted by the person or team appointed by the Rector.</p> <p>Implementation procedure: The procedure can be conducted in two ways.</p> <p><u>First way:</u></p> <ol style="list-style-type: none"> 1. by collecting information on all of the areas defined by the Quality Manual (procedures and forms for each of the areas are defined in the Manual) 2. by summarising the data by means of the OB1 form – SWOT analysis <p><u>Second way:</u></p> <ol style="list-style-type: none"> 1. by distributing the OB1 form (in an electronic form) to all internal and external stakeholders of the University, which results in individual SWOT analyses for each group of stakeholders 2. by summarising individual SWOT analyses by means of the OB1 form <p>The final format of the SWOT analysis is defined in the OB1 form – SWOT analysis.</p>
PROCEDURE IMPLEMENTATION SCHEDULE	The procedure needs to be conducted at least once in three years
PERSON(S) RESPONSIBLE FOR THE PROCEDURE	Rector of the University, Chairperson of the Main Quality Assurance Committee
PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE	All internal and external stakeholders of the University have access to the results of the procedure

2. INTERNAL QUALITY ASSURANCE SYSTEM AUDIT PROCEDURE (PO2)

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PURPOSE OF THE PROCEDURE	The purpose of conducting an internal audit of the Quality assurance system is to determine the level of its development with regard to the Standards and guidelines for quality assurance in the European Higher Education Area (ESG).
DESCRIPTION OF THE PROCEDURE	The assessment is carried out by a team (committee) appointed by the Rector. Members of the Internal assessment committee cannot be members of the organisational units of the Quality assurance system.

⁴ SWOT: S – Strengths, W – Weaknesses, O – Opportunities, T – Threats

	<p>In the process of assessment, the Committee can take into consideration the Reports on the performance of the Quality assurance system organisational units (as defined in the OB2.1.1 form – Report on the activities and performance of the Quality Assurance Office and OB2.1.2 form – Report on the activities and performance of the Main Quality Assurance Board), Analysis of the effectiveness of the System and its impact on the quality of education (as defined in the OB2.1.3 form – Analysis of the effectiveness of the Quality assurance system and its impact on the quality of education) as well as all of the areas defined in the Manual, with a special emphasis on areas defined by the ESG:</p> <ul style="list-style-type: none"> • Quality assurance policy and quality assurance procedures • Approval, monitoring and periodic reviews of programmes and qualifications • Grading and assessment of students • Teaching staff quality assurance • Learning resources and resources to assist students • Information systems • Providing information to the public <p>Implementation procedure:</p> <ul style="list-style-type: none"> • the Rector decides when the assessment will take place and appoints the members of the Committee • the Committee decides which documents to use for the purpose of assessment and defines the assessment programme • after having examined all of the documents and having conducted all of the interviews with the stakeholder groups representatives, the Committee proceeds to develop the report and informs the Management about the reached conclusions and recommendations <p>The final format of the report is defined in the OB2.2 form – Report on the Internal audit of the Quality assurance system.</p> <p>On the basis of the Report, the Quality office develops the OB2.3 form – Mechanisms for monitoring and providing information about the level of development of the system and Activity plan for the improvement of the System (during the follow-up period), which needs to be approved by the Assessment committee and which represents the foundation for the development of the OB2.1.3 form.</p>
<p>PROCEDURE IMPLEMENTATION SCHEDULE</p>	<p>The procedure needs to be conducted at least once in two years.</p>
<p>PERSON(S) RESPONSIBLE FOR THE PROCEDURE</p>	<p>The Rector of the University, Chairperson of the Main Quality Assurance Committee, Chairperson of the Assessment Committee</p>
<p>PUBLIC AVAILABILTY OF THE RESULTS OF THE PROCEDURE</p>	<p>All internal and external stakeholders of the University have access to the results of the procedure</p>

3. SELF-ASSESSMENT PROCEDURE (PO3)

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<p>PURPOSE OF THE PROCEDURE</p>	<p>The purpose of conducting self-assessment is to explore the existing situation and performance of the University / Departments on the one hand, and to prepare the baseline document for reaccreditation of the University / Department. Self-assessment is also the foundation for quality assessment of the University and its Components in accordance with the criteria defined by the ASHE.</p>
<p>DESCRIPTION OF THE PROCEDURE</p>	<p>With regard to the fact that the head of the institution (Rector / Head of Department / Head of studies) is responsible for all of the information and attitudes expressed through self-assessment, it will contain his/her personal attitudes; otherwise it will be necessary to appoint a person or a team (committee) who will produce the necessary data according to specific areas and express attitudes on the elements required by self-assessment.</p> <p>The format of self-assessment is available on the ASHE webpages (in a document entitled „Guidelines for conducting self-assessment in higher education institutions which are a part of a University) and in the annex to this document (OB3.1 form – Self-assessment).</p> <p>Implementation procedure:</p> <ul style="list-style-type: none"> • define responsibilities / tasks for each of the areas and deadlines for completing the activities • collect data from all of the available sources and fill in the self-assessment tables • write the textual section of the self-assessment report • carry out a debate (public or closed) on the final version of the self-assessment report • approval of the self-assessment report by the Senate or Expert council <p>On the basis of the conducted self-assessment, the Head of the institution can assess (for internal use) whether the higher education institution which is a part of a University, i.e. the University as a whole, meets the quality assessment criteria. The form which contains the criteria is available on ASHE web pages (in a document entitled „Criteria for Quality Assessment of Higher Education Institutions which are a Part of a University“) and in the annex to this document (OB3.2 form – Quality Assessment Criteria).</p>
<p>PROCEDURE IMPLEMENTATION SCHEDULE</p>	<p>It is recommended to carry out self-assessment every five years, regardless of whether the University (or one of its Components) has applied for the reaccreditation procedure in the moment of implementation of the assessment procedure.</p>
<p>PERSON(S) RESPONSIBLE FOR THE PROCEDURE</p>	<p>Rector, Chairperson of the Main Quality Assurance Committee</p>
<p>PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE</p>	<p>All stakeholders of the University / Department should have access to self-assessment results and they must be available to them in an appropriate way until the completion of the re-accreditation process.</p>

4. PROCEDURE FOR DEVELOPMENT AND LAUNCHING OF A NEW STUDY PROGRAMME (PO4)

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<p>PURPOSE OF THE PROCEDURE</p>	<p>The purpose of development and launching of new study programmes is to accomplish the mission of the University by expanding the range of available study programmes in various scientific fields, in order to meet the needs of the labour market by producing graduated students with competences which will continuously contribute to the development of the Republic of Croatia.</p>
<p>DESCRIPTION OF THE PROCEDURE</p>	<p>The development of a new programme is initiated by the Department which will provide the programme in the future, and is based on the information collected from various sources (Reports on procedures described in the Manual and related to the monitoring of study programmes (item 5. 3. 2.), recommendations / reports by national and international institutions, organisations, associations etc.). All interested parties should be involved in the development of the feasibility study for a new study programme. The feasibility study is developed by means of the feasibility study form, which is attached to the Regulations on accreditation and this Manual (OB4.1 form – Study Programme Feasibility Study). Review of a study programme is produced by means of the OB4.2. form – Study Programme Review.</p> <p>The procedure is regulated by Articles 3– 8 of the <i>Regulations on Study Programme Accreditation in the Juraj Dobrila University of Pula</i>.</p> <p>The procedures which ensue after the Senate has reached its decision on the provision of a study programme are regulated by the <i>Act on Quality Assurance in Science and Higher Education, Regulations on the content of the License and conditions for the issuance of the License to perform higher education activities, provision of study programmes, and re-accreditation of higher education institutions, Procedure and Criteria for Justifiability of Public Funding of Study Programmes Provided by Public Universities</i> and other relevant documents.</p>
<p>PROCEDURE IMPLEMENTATION SCHEDULE</p>	<p>No schedule is defined for this procedure, because it depends on the labour market needs and dynamics.</p>
<p>PERSON(S) RESPONSIBLE FOR THE PROCEDURE</p>	<p>Rector, Heads of Departments, Chairperson of the Main Quality Assurance Committee</p>
<p>PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE</p>	<p>Results are available to all of the internal and external stakeholders of the University.</p>

5. PROCEDURES RELATED TO PERIODIC REVIEWS AND MONITORING OF PROGRAMMES AND QUALIFICATIONS

5.1. CURRICULA AND SYLLABI QUALITY ASSESSMENT PROCEDURE (PO5.1)

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<p>PURPOSE OF THE PROCEDURE</p>	<p>The purpose of this procedure is to assess the clarity, accuracy and completeness of curricula and syllabi with regard to the elements they should contain. Transparency of the teaching and grading process is a necessary requirement which allows the realisation of principles of equality and justice, and therefore needs to be assessed and improved.</p>
<p>DESCRIPTION OF THE PROCEDURE</p>	<p>The procedure is conducted on the basis of curricula and syllabi published on the University / Department / Study webpages.</p> <p>Quality of curricula is assessed with regard to the following elements:</p> <ul style="list-style-type: none"> • they must be available to public on the official web pages before the beginning of classes in the respective academic year • they must adhere by the structure of the OB5.1.1 form - Curricula • only those teachers who are promoted to scientific-teaching and/or artistic-teaching academic titles can be subject course teachers for undergraduate, graduate, integrated undergraduate and graduate study programmes, while teachers promoted to teaching titles can be subject course teachers for professional and specialist graduate study programmes. • apart from the teachers who are promoted to scientific-teaching and/or artistic-teaching academic titles, all teachers promoted to scientific-teaching titles who participate in the design and provision of the postgraduate specialist and postgraduate university study programmes can be subject course teachers for those study programmes (e.g. members of the Postgraduate Study Council). <p>Quality of syllabi is assessed with regard to the following elements:</p> <ul style="list-style-type: none"> • they must be available to the general public on the official web pages before the beginning of classes in the respective academic year • they must adhere to the structure of the OB5.1.2 form – Detailed syllabi • purposes of courses, learning outcomes and teaching methods must be accurately defined • students' obligations and tasks need to be clear • criteria, rules and procedures for assessing students' learning outcomes must be clearly defined and transparent, and abide by the provisions of the Regulations on Grading (explained in more detail in the item 6. 1. 1. of the Manual) • examination terms must be harmonised with the syllabi for the overall study programme and with the Regulations on Grading

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	<ul style="list-style-type: none"> • number of ECTS must be in line with the principles of the Bologna process • literature for every course needs to be available and sufficient <p>Any identified shortcomings of the syllabi shall be delivered to subject course teachers in the form of an <i>MS Word</i> comment within the sent syllabus. The accumulated information about the procedure are expressed by means of a report written on the OB5.1.3 form – Report on Curriculum, and are delivered to Heads of Departments / Heads of Studies and Heads of Deaprtments. If any shortcomings are identified, Heads of Departments / teachers will deliver the ammended versions of curricula / syllabi to the person who is in charge of the relevant procedure within 8 days.</p>
PROCEDURE IMPLEMENTATION SCHEDULE	The assessment is carried out at the beginning of each academic year (until October 15th).
PERSON(S) RESPONSIBLE FOR THE PROCEDURE	Vice-Chancellor for teaching and student affairs, Head of Department / Head of Studies
PUBLIC AVAILABILTY OF THE RESULTS OF THE PROCEDURE	All internal and external stakeholders of the University have access to the results of the procedure

5.2. COURSE PROFILE ANALYSIS (PO5.2)

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PURPOSE OF THE PROCEDURE	The purpose of the procedure is to explore the ways in which teaching can be delivered, electronically available methods applied, exams taken and records on students' attendance kept. The procedure is significant because the use of modern methods in teaching and course development over time is assessed.
DESCRIPTION OF THE PROCEDURE	The procedure is conducted on the basis of syllabi published on the University / Department / Study web pages and/or on the basis of a questionnaire sent to the teachers, whose format is defined in the OB5.2.1 form – Course Profile . Summary data about the procedure are expressed by means of a report written in the OB5.2.2 form – Report on Course Profiles and delivered to Heads of Departments / Heads of Studies.
PROCEDURE IMPLEMENTATION SCHEDULE	The analysis is conducted at least once in three years.
PERSON(S) RESPONSIBLE FOR THE PROCEDURE	Vice-Chancellor for teaching and student affairs, Head of Department / Head of Studies
PUBLIC AVAILABILTY OF THE RESULTS OF THE PROCEDURE	All internal and external stakeholders of the University have access to the results of the procedure

5.3. REPORT ON THE ANALYSIS OF LESSONS PROVIDED (PO5.3)

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<p>PURPOSE OF THE PROCEDURE</p>	<p>The purpose of the procedure is to determine the level and the dynamics of curricula realisation for every course (expressed by means of a syllabus) in order to remove potential shortcomings which have been identified (related to the timetable, scope or content of a course, ECTS etc.). It is also possible to collect useful information about the problems teachers encounter and proposals for improvement of teaching.</p>
<p>DESCRIPTION OF THE PROCEDURE</p>	<p>The procedure is carried out on the basis of the reports on lessons provided (OB5.3.1 form – Report on Lessons Provided). The procedure is carried out by the procedure manager or the person he/she delegated this task to.</p> <p>Implementation procedure:</p> <ul style="list-style-type: none"> • teaching staff produces the report on lessons provided for each course and delivers it to the Head of the Department / Head of Studies until the end of the month which follows the end of classes in the given semestre • the person who conducts the procedure compares the reports with the plan, and produces the report which contains his/her conclusions on the analysis of lessons provided, which is produced by means of the relevant form (OB5.3.2 form – Report on the Analysis of Lessons Provided) • the report is delivered to Heads of Departments / Hedas of Studies which decide what measures to apply
<p>PROCEDURE IMPLEMENTATION SCHEDULE</p>	<p>The analysis is conducted after the report on the lessons provided has been received (twice a year).</p>
<p>PERSON(S) RESPONSIBLE FOR THE PROCEDURE</p>	<p>Vice-Chancellor for teaching and student affairs, Head of Department / Head of Studies</p>
<p>PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE</p>	<p>All internal and external stakeholders of the University have access to the results of the procedure</p>

5.4. STUDENTS' ASSESSMENT OF QUALITY OF TEACHING AND SEMINARS / PRACTICAL EXERCISES (PO5.4)

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<p>PURPOSE OF THE PROCEDURE</p>	<p>The purpose of the assessment is to evaluate the work of teachers and associates of a specific course, as well as students' participation in a specific course, so that the work of teachers and teaching provided in the given course might be improved on the basis of those assessments and suggestions. The evaluation is also used for the assessment of teachers' activities in the procedure of promotion to the scientific-teaching or artistic-teaching titles.</p>
<p>DESCRIPTION OF THE PROCEDURE</p>	<p>The assessment is conducted on the basis of the OB5.4.1 form – Quality of teaching assessment questionnaire and OB5.4.2 form – Quality of seminars</p>

/ **practical exercises assessment questionnaire**⁵.

The assessment is carried out by students' representatives appointed by the Student Assembly. The Quality Assurance Office trains students' representatives to conduct the assessment.

Implementation procedure:

- no more than 4 weeks before the end of the semestre, the HEIS service delivers the data on the number of students per course to the Central office;
- the Central office produces the evaluation timetable, prepares a certain number of evaluation forms and provides training for evaluators
- student(s) who conduct the evaluation are given envelopes with questionnaires for a given course;
- evaluation is conducted at the beginning of the lesson;
- during evaluation, the teacher is not present in the room
- students' representative briefs the students about the purpose and manner in which evaluation will be conducted, and hands out questionnaires;
- when students have completed their questionnaires, the student which conducts the evaluation collects the forms and places them into an envelope; then he/she writes the following data onto the envelope: date and time when the evaluation survey was conducted, and the number of surveyed students
- the envelope is then signed by the student who conducted the survey and the teaching staff member who teaches the course in question
- envelopes are then delivered to the Central office.

Data processing procedure:

- questionnaires are scanned and processed through *Remark Office OMR* programme;
- the data are then stored into an *Excel* (*.xls) database, where they are further processed

The evaluation survey is anonymous, and it involves all full-time students.

During data processing, all questions are taken into consideration.

Results of individual evaluations are delivered to teachers in the form of a report:

OB5.4.3 form – Teaching Performance Assessment Results – lessons and **OB5.4.4 form – Teaching Performance Assessment Results – seminars / practical exercises** (in Croatian and Italian).

Summary data and analyses are delivered to the Rector, Vice-Chancellor for teaching and student affairs, and Heads of Departments / Heads of Studies in the form of a report: **OB5.4.5 form – Report on the Conducted Evaluation of**

⁵ Obrasci su definirani na razini Sveučilišta. Odjeli/Studiji mogu dodavati elemente.

	<p>the Teaching Performance of the University and OB5.4.6 form – Report on the Conducted Evaluation of Teaching Performance of the Department / Study Programme.</p> <p>The Certificate of positive teaching performance assessment is issued on the OB5.4.7 form – Certificate of positive teaching performance assessment.</p>
PROCEDURE IMPLEMENTATION SCHEDULE	<p>It is necessary to conduct evaluation of all of the courses at the end of a semestre. If, in a certain course, there are issues with teaching performance which were brought up by students or with the member of the teaching staff who is the subject course teacher, it is possible to conduct the evaluation of teaching performance during a lesson.</p>
PERSON(S) RESPONSIBLE FOR THE PROCEDURE	<p>Main Quality Assurance Committee, Quality Assurance Office</p>
PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE	<p>The following individuals have access to the evaluation results:</p> <ul style="list-style-type: none"> • subject course teacher, • Head of the Departments, • Vice-Chancellor for teaching and student affairs, • Rector <p>The teacher can autonomously decide whether the results of the conducted evaluation will be published for as long as the Department or the University do not require publication of the results.</p>

5. 5. TEACHERS' SELF-ASSESSMENT OF QUALITY OF TEACHING AND SEMINARS / PRACTICAL EXERCISES (PO5.5)

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PURPOSE OF THE PROCEDURE	<p>The purpose of the procedure is to determine the teachers' perception of their own performance as the basis for improving the quality and successfulness of all of the aspects of work with students, and identifying the differences in perception between students and teachers for every individual course.</p>
DESCRIPTION OF THE PROCEDURE	<p>The assessment is carried out by means of the OB5.5.1 form – Questionnaire for self-assessment of quality of teaching, OB5.5.2 - Questionario per autovalutare la qualita' delle lezioni, OB5.5.3 form – Questionnaire for self-assessment of quality of seminars / practical exercises and OB5.5.4 - Questionario per autovalutare la qualita' delle esercitazioni</p> <p>The assessment is carried out by students' representatives appointed by the Student Assembly. The Quality Assurance Office trains students' representatives for conducting the assessment.</p> <p>Implementation procedure:</p> <ul style="list-style-type: none"> • the procedure is carried out simultaneously with the procedure 5.4. • the questionnaire is contained within an envelope with questionnaires for students • student(s) who conduct(s) the assessment are given the envelopes containing questionnaires for a specific course;

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	<ul style="list-style-type: none"> the assessment is carried out at the beginning of a lesson; students' representative briefs the teachers about the purpose and manner in which the assessment will be conducted, and distributes the questionnaires; when the teacher has filled in the questionnaires, the student who conducts the assessment places them into an envelope and writes the following data onto the envelope: date and time when the survey was conducted and the number of surveyed teachers the envelope is then signed by the student who conducted the survey and the subject course teacher, in a way which guarantees that the envelope cannot be opened without authorisation; the envelopes are then delivered to the Quality Assurance Office. <p>Data processing procedure:</p> <ul style="list-style-type: none"> questionnaires are then scanned and processed by means of the <i>Remark Office OMR</i> programme; the data are then stored into an <i>Excel</i> (*.xls) database where further processing is done <p>The survey is not anonymous, and it involves all subject course teachers. Summary data results are available in OB5.4.5 and OB5.4.6 forms.</p>
PROCEDURE IMPLEMENTATION SCHEDULE	All of the courses need to be assessed at the end of the semestre.
PERSON(S) RESPONSIBLE FOR THE PROCEDURE	Main Quality Assurance Committee, Quality Assurance Office
PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE	<p>The evaluation results are available to:</p> <ul style="list-style-type: none"> the subject course teacher, Head of the Department Vice-Chancellor for teaching and student affairs Rector <p>The teacher can autonomously decide whether the results will be published for as long as the Department or the University do not require publication of the results.</p>

5. 6. ANALYSIS OF THE ATTRACTIVENESS OF A STUDY PROGRAMME AND PROFILE OF CANDIDATES FOR ENROLMENT INTO THE STUDY AND THOSE WHO HAVE ENROLLED THE FIRST YEAR OF STUDIES (PO5.6)

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PURPOSE OF THE PROCEDURE	The purpose of the analysis is to determine the general information (statistical data) about secondary school education and academic success achieved throughout secondary school education of candidates applying for the study programme and of those who have enrolled the study programme. Furthermore, an analysis of candidates and enrolled students is conducted with regard to their
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	gender and place of residence, in order to determine what the University's gravitation areas are.
DESCRIPTION OF THE PROCEDURE	<p>The analysis is conducted on the basis of data provided by the Student administrative and HEIS services, i.e. <i>NISpVU</i>. Statistical processing of data and creation of the Report on the Analysis are performed by the Student administrative and HEIS services staff. The report is written by means of the OB5.6 form – Attractiveness of the Programme and Student Profile, and is delivered to the Heads of Departments / Heads of Studies, Vice-Chancellor for teaching and student affairs and the Rector of the University.</p> <p>The following data are being processed:</p> <ul style="list-style-type: none"> • number of applicants registered for enrollment and those enrolled into the first year of studies (total number for all of the enrolment dates); • classification of applicants with regard to completed secondary schools: grammar school, vocational schools, art schools; • classification of students with regard to the place of residence: Pula, the County of Istria (Pula excluded), the rest of Croatia; • average general academic success of enrolled applicants during secondary school education.
PROCEDURE IMPLEMENTATION SCHEDULE	The analysis is conducted at the beginning of each academic year (by 31st of October). The data are consolidated and presented for 5 academic years concurrently.
PERSON(S) RESPONSIBLE FOR THE PROCEDURE	Vice-Chancellor for teaching and student affairs, Heads of Departments / Heads of Studies
PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE	All internal and external stakeholders of the University have access to the results of the procedure

5.7. ANALYSIS OF QUANTITATIVE TEACHING PERFORMANCE STANDARDS (PO5.7)

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PURPOSE OF THE PROCEDURE	The aim of the procedure is to calculate teaching workload, average size of student groups, level of completion of total number of course hour quotas by fully employed teaching staff, and the ratio of teachers and students, since these significantly affect the quality of study programme implementation to the full extent. The results of the analysis form a basis for more efficient organisation of implementation of study programmes with the aim of fulfilling the defined standards for each area.
DESCRIPTION OF THE PROCEDURE	<p>The procedure is based on syllabus, data on the number of students attending each course and the data on number of teaching staff. The procedure is managed by the procedure manager or person authorised by the procedure manager.</p> <p>Implementation procedure:</p>

	<ul style="list-style-type: none"> The person implementing the procedure uses a simple calculation to obtain required data and records the data in the specified report form OB5.7 – Quantitative teaching performance standards
PROCEDURE PERFORMANCE DYNAMICS	The analysis is conducted at the beginning of each academic year (until 31 October).
PERSON(S) RESPONSIBLE FOR THE PROCEDURE	Vice-Chancellor for Teaching and Students, Head of Department / Head of Studies
PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE	All internal and external stakeholders of the University have access to the results of the procedure

5.8. ANALYSIS OF ACADEMIC PERFORMANCE (PO5.8)

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PURPOSE OF THE PROCEDURE	<p>The aim of the research is to define for each generation of students the success rate per year of study for all study programmes, number of awarded ECTS credits, grade point average for the study programme, exam success rate and the success of finalizing the studies in order to establish the dynamics of the educational process and define most problematic issues, with the aim of their mitigation / elimination.</p>
DESCRIPTION OF THE PROCEDURE	<p>The analysis is conducted on the basis of data supplied by the Student Administration and Information System for Higher Education Institutions (ISVU) services. The employees of Student Administration and ISVU services carry out the statistical processing of data, and the analysis including the conclusions is submitted by the Quality Assurance Office to the Head Committee on Quality Assurance, as well as the University and Department administrations.</p> <p>The following data are processed:</p> <p>Area: Enrolment</p> <ul style="list-style-type: none"> Number of students for each year of studies - total; Number of first-time enrolled students for each year of studies; Number of students repeating the year of studies; <p>Area: Completing exams</p> <ul style="list-style-type: none"> Number of awarded ECTS credits (categories: up to 1/3, from 1/3 to 2/3, and more than 2/3 of the total number of ECTS credits that could be completed by the time of the research) Average grade for each study programme per generation, Exam success rate (number of students taking the exam/ number of students completing the exam) for all exams at all study programmes, Average grade of students completing the exam, for all exams at all study programmes, Average number of exam attempts. The results are presented in groups

	<p>based on the year of studies and/or study programme.</p> <p>Area: Completion of studies</p> <ul style="list-style-type: none"> • Number of drop-out students per generation; • Number of students that have completed the studies, compared to the number of students enrolled in the first year of studies); • Average duration of studies of candidates that have completed the studies in the same academic year; • Number of students that have completed their studies without repeats and within the defined timeframe of the duration of studies, and the number of students that have completed their studies after expiration of their final-year student status (they have extended their student status at least once) <p>The form of analysis report is defined in form OB5.8 – Academic performance.</p>
PROCEDURE PERFORMANCE DYNAMICS	The analysis is conducted at the beginning of each academic year (November).
PERSON(S) RESPONSIBLE FOR THE PROCEDURE	Main Quality Assurance Committee, Quality Assurance Office
PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE	Processed results shall be available to all interested students, teachers and other University staff.

5.9. ANALYSIS OF REASONS FOR ACADEMIC FAILURE (PO5.9)

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PURPOSE OF THE PROCEDURE	The procedure is aimed at establishing reasons for academic failure. Based on the results of the research, the aim is to define responsibility for academic failure and possible measures to increase the academic performance level.
DESCRIPTION OF THE PROCEDURE	<p>The research is implemented using the form OB5.9.1 – Identifying reasons for academic failure. The Student Administration shall distribute and collect the questionnaires and the data processing and analysis is carried out by the Quality Assurance Office.</p> <p>Implementation procedure:</p> <ul style="list-style-type: none"> • The research is conducted in cooperation with Student Administration • Students leaving the studies and student repeating the same year of studies fill in an anonymous questionnaire (OB5.9.1) they receive in the Student Administration and return the form to the sealed box • Once a year the Central Office collects and analyses the data <p>Data processing procedure:</p> <ul style="list-style-type: none"> • The questionnaires are scanned and processed in <i>Remark Office OMR</i> software; • Data are recorded in the <i>Excel</i> (*.xls) computer file, ready for further

	<p>analysis.</p> <p>The form of analysis report is defined in form OB5.9.2 – Reasons for academic failure.</p>
PROCEDURE PERFORMANCE DYNAMICS	<p>It is necessary to conduct the research continuously, with annual data processing conducted in March.</p>
PERSON(S) RESPONSIBLE FOR THE PROCEDURE	<p>Main Quality Assurance Committee, Quality Assurance Office</p>
PUBLIC AVAILABILTY OF THE RESULTS OF THE PROCEDURE	<p>The results shall be available for inspection to all teachers and students. The results shall not be made available publicly outside of the institution without prior consent from the Committee and the University.</p>

5.10. ANALYSIS OF THE NUMBER OF GRADUATED AND UNEMPLOYED STUDENTS (PO5.10)

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PURPOSE OF THE PROCEDURE	<p>The procedure shall collect and process data on graduated students and unemployed students of the same profession, in order to establish discrepancies in this correlation, i.e. labour market needs. Data on unemployed students are also significant for planning and determining admission quotas.</p>
DESCRIPTION OF THE PROCEDURE	<p>The procedure is conducted by the Central Office based on data provided by the Student Administration and Croatian Employment Service.</p> <p>Implementation procedure:</p> <ul style="list-style-type: none"> The Central Office processes the data provided by the Student Administration and data from the reports submitted by Croatian Employment Service. <p>The final report is produced in form OB5.10 – Graduated and unemployed students.</p>
PROCEDURE PERFORMANCE DYNAMICS	<p>The procedure is implemented annually, in January.</p>
PERSON(S) RESPONSIBLE FOR THE PROCEDURE	<p>Main Quality Assurance Committee, Quality Assurance Office</p>
PUBLIC AVAILABILTY OF THE RESULTS OF THE PROCEDURE	<p>All internal and external stakeholders of the University have access to the results of the procedure</p>

5.11. QUALITY ASSESSMENT OF STUDIES BY CURRENT STUDENTS (PO5.11)

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<p>PURPOSE OF THE PROCEDURE</p>	<p>The purpose of the assessment is to establish opinions and attitudes of students on all aspects of the studies (general conditions of the studies, attitude towards the students, student representation, student contribution, exam experiences, work of administrative and technical services, Student Centre, University Library and department libraries, restaurants, etc.). Based on the results of this research it is possible to establish room for improvement of quality of all aspects of studies concerned.</p>
<p>DESCRIPTION OF THE PROCEDURE</p>	<p>The research is implemented using the form OB5.11.1 – Questionnaire for studies quality assessment by current students.</p> <p>The survey is anonymous and conducted at all years of all study programmes conducted at the University.</p> <p>Implementation procedure:</p> <ul style="list-style-type: none"> • The research is conducted by the Central Office, preparing questionnaires and defining time for implementation of the survey, in coordination with the students of the specific year (study programme), • At the start of the survey a short explanation is presented concerning the aims and the manner of conducting the survey; • Following the completion of questionnaires by the students, the forms are collected and enclosed in envelopes with written data on date and time of the survey, number of surveyed students and signature; <p>Data processing procedure:</p> <ul style="list-style-type: none"> • The questionnaires are scanned and processed in <i>Remark Office OMR</i> software; • Data are recorded in the <i>Excel (*.xls)</i> computer file, ready for further analysis. <p>The final report is produced in form OB5.11.2 – Quality of studies (current students).</p>
<p>PROCEDURE PERFORMANCE DYNAMICS</p>	<p>It is necessary to conduct the assessment at least once every three years</p>
<p>PERSON(S) RESPONSIBLE FOR THE PROCEDURE</p>	<p>Main Quality Assurance Committee, Quality Assurance Office</p>
<p>PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE</p>	<p>All internal and external stakeholders of the University have access to the results of the procedure</p>

5.12. QUALITY ASSESSMENT OF STUDIES BY GRADUATED STUDENTS (PO5.12)

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<p>PURPOSE OF THE PROCEDURE</p>	<p>The purpose of the assessment is to establish opinions and attitudes of students on all aspects of the studies (general conditions of the studies, attitude towards the students, student representation, student contribution, study programmes, exam experiences, work of administrative services, Student Centre, University Library and department libraries, restaurants, etc., general learning outcomes), with emphasis on the aspect and preparations for professional work. Based on the results of this research it is possible to establish room for improvement of quality of all aspects of studies concerned.</p>
<p>DESCRIPTION OF THE PROCEDURE</p>	<p>The assessment is conducted using the OB5.12.1 form – Questionnaire for quality assessment of studies by graduated students.</p> <p>The procedure can be conducted in two ways:</p> <ol style="list-style-type: none"> 1. by filling in the questionnaire immediately following the graduation (in the Student Administration), to be processed afterwards by the Central Office 2. collecting data on addresses of graduated students from the Student Administration and sending questionnaires with self-addressed stamped envelope; <ul style="list-style-type: none"> - submitted with the questionnaires is the explanation of the purpose and the aim of the research and the instruction for filling in the questionnaire; <p>Following the collection of filled-in questionnaires, the Central Office processes the data.</p> <p>Data processing procedure:</p> <ul style="list-style-type: none"> • The questionnaires are scanned and processed in <i>Remark Office OMR</i> software; • Data are recorded in the <i>Excel</i> (*.xls) computer file, ready for further analysis. <p>The final report is produced in form OB5.12.2 – Quality of studies (graduated students).</p>
<p>PROCEDURE PERFORMANCE DYNAMICS</p>	<p>It is necessary to conduct the research continuously (through Student Administration) and/or at least once every three years.</p>
<p>PERSON(S) RESPONSIBLE FOR THE PROCEDURE</p>	<p>Main Quality Assurance Committee, Quality Assurance Office</p>
<p>PUBLIC AVAILABILTY OF THE RESULTS OF THE PROCEDURE</p>	<p>All internal and external stakeholders of the University have access to the results of the procedure</p>

5.13. EMPLOYERS SURVEY (PO5.13)

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<p>PURPOSE OF THE PROCEDURE</p>	<p>The purpose of the survey is to find out how employers, from both public and private companies, institutions and other entities, assess knowledge and skills (competences) of their employees who have graduated from the Juraj Dobrila University of Pula. The results of this survey represent the basis for improving certain aspects of study programmes in which shortcomings have been identified, on the basis of employers' answers.</p>
<p>DESCRIPTION OF THE PROCEDURE</p>	<p>The survey is conducted by means of the OB5.13.1 form – Questionnaire for surveying employers of students who have graduated from the Juraj Dobrila University of Pula. The forms are filled-in by company executives or heads of units and education institutions principals or cultural institutions directors.</p> <p>Implementation procedure:</p> <ul style="list-style-type: none"> • the Central office collects data on graduated students' employers from the Components' ALUMNI database; • the employers receive questionnaires via mail, together with a postage paid envelope; • apart from the questionnaires, the rationale of the survey is also sent, as well as guidelines for filling in the questionnaire; • once the filled-in questionnaires have been collected, the processing of data is carried out by the Central office. <p>Data processing procedure:</p> <ul style="list-style-type: none"> • questionnaires are scanned and processed by means of the <i>Remark Office OMR</i> programme; • the data are then stored into an <i>Excel</i> (*.xls) database, where further processing is done <p>The Report on the results of the analysis is produced by means of the OB5.13.2 form – Employers' Perception.</p>
<p>PROCEDURE IMPLEMENTATION SCHEDULE</p>	<p>It is necessary to conduct the survey at least once in three years.</p>
<p>PERSON(S) RESPONSIBLE FOR THE PROCEDURE</p>	<p>The Main Quality Assurance Committee, Quality Assurance Office</p>
<p>PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE</p>	<p>All internal and external stakeholders of the University have access to the results of the procedure</p>

6. AMMENDMENTS TO THE STUDY PROGRAMME (PO6)

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PURPOSE OF THE PROCEDURE	The purpose of introducing ammdements to the existing study programmes is a continuous work on improvement and adaptation of study programmes to the internal and external circumstances of its provision.
DESCRIPTION OF THE PROCEDURE	<p>The ammdements to the existing programmes are initiated by the Department which provides the programme in question, and are based on the data collected from various sources (Report on procedures described in the Manual, and related to the monitoring of study programmes (item 5. 3. 2.); Recommendations / Reports by national and international institutions, organisations, associations etc.). The list of ammdements is entered into the relevant form which is an annex to <i>Regulations on Study Programme Accreditation (OB6 form – Proposal for Ammdements to the Study Programme)</i>.</p> <p>Implementation procedure:</p> <p>The procedure is regulated by <i>Regulations on Study Programme Accreditation in the Juraj Dobrila University of Pula</i>.</p>
PROCEDURE IMPLEMENTATION SCHEDULE	No schedule is defined for this procedure because it depends on identified shortcomings and areas of improvement.
PERSON(S) RESPONSIBLE FOR THE PROCEDURE	Rector, Heads of Departments, Chairperson of the Main Quality Assurance Committee
PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE	All internal and external stakeholders of the University have access to the results of the procedure

7. EVALUATION OF PERFORMANCE AND CONTRIBUTIONS MADE BY THE TEACHING STAFF (PO7)

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PURPOSE OF THE PROCEDURE	The purpose of the procedure is to define a multi-dimensional procedure for evaluating teaching staff performance by using the procedures described in this Manual and other relevant data to create an updated teachers portfolio containing all of the evaluated elements. Such a database represents the basis for improvement of teaching competences.
DESCRIPTION OF THE PROCEDURE	<p>The collection of data which stem from all of the procedures related to the area in question and tasks of the teaching staff (item 7.1. of the Manual) and the creation of the teachers portfolio is carried out by the Quality Assurance Office.</p> <p>Implementation procedure:</p> <ul style="list-style-type: none"> • On the basis of the data resulting from the PO5.2 - PO5.7 forms, a portfolio is created for every individual teacher • the portfolio is continuously updated with new data <p>The profile of every individual teacher is outlined in the OB7 form – Teacher's Profile, which is used for evaluating performance and contribution made by the</p>

	teacher.
PROCEDURE IMPLEMENTATION SCHEDULE	The procedure shall be conducted continuously.
PERSON(S) RESPONSIBLE FOR THE PROCEDURE	Rector, Chairperson of the Main Quality Assurance Committee, Quality Assurance Office
PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE	All internal and external stakeholders of the University have access to the results of the procedure

8. PROCEDURE FOR ASSESSING THE QUALITY OF UNIVERSITY'S ACTIVITIES AND WORK CONDITIONS OF THE TEACHING STAFF (PO8)

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PURPOSE OF THE PROCEDURE	The purpose of the assessment is to find out what the opinions and attitudes of the teaching staff are regarding a number of aspects of their work (general conditions, communication and cooperation, their own contribution, consequences of introducing the Bologna system of studying, conditions of teaching provision, study programmes, level of information provided, performance of the administrative and technical services, Students' Centre, University library and Department libraries, restaurant etc.). On the basis of the results obtained from such an assessment, it is possible to define areas for improvement of quality in all of the above mentioned aspects.
DESCRIPTION OF THE PROCEDURE	<p>The assessment is carried out by the Central office, by means of the OB8.1 form – Questionnaire for Assessing the Quality of University's Activities and Work Conditions of the Teaching Staff.</p> <p>Assessment procedure:</p> <ul style="list-style-type: none"> • the members of the teaching staff are given questionnaires which they need to fill in and then put into a specifically designed box in the University's Quality Assurance Office • The Central office then processes the data <p>Data processing procedure:</p> <ul style="list-style-type: none"> • questionnaires are scanned and processed by means of the <i>Remark Office OMR</i> programme; • the data are then stored into the <i>Excel</i> (*.xls) database, where further processing is done <p>The Report containing the results of the analysis is written by means of the OB8.2 form – Teaching Staff's Perception.</p>
PROCEDURE IMPLEMENTATION SCHEDULE	It is necessary to conduct the assessment at least once in three years.
PERSON(S) RESPONSIBLE FOR THE PROCEDURE	Rector, Main Quality Assurance Committee, Quality Assurance Office

PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE	All internal and external stakeholders of the University have access to the results of the procedure
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9. PROCEDURE FOR ANALYSING INDICATORS OF RESEARCH ACTIVITY, SCIENTIFIC PRODUCTIVITY AND PROFESSIONAL ACTIVITY (PO9)

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PURPOSE OF THE PROCEDURE	The purpose of the analysis is to determine the University's research profile which might serve as the basis for planning the improvement and motivation activities and for creating good preconditions for scientific and research activities in the University.
DESCRIPTION OF THE PROCEDURE	<p>The analysis is conducted by the Quality Assurance Office. The data are obtained from the libraries, Legal affairs and human resources service, Secretary of postgraduate studies, teaching staff, Publishing Activity Committee, Financial affairs service, research fellows and doctoral candidates.</p> <p>The following data are collected:</p> <ul style="list-style-type: none"> • number of research fellows • number of research fellows against the total number of teachers • number of postgraduate students • number of postgraduate students employed at the University • number of doctoral candidates • number of doctoral candidates employed at the University • number of research fellows who have completed their doctoral studies • data on teachers who are active mentors to the doctoral candidates • number of scientific and technical projects, and projects involving the industry • number of papers written by the members of the teaching staff by category of papers and authorship • ratio between the number of papers per teacher and organisational units of the University / Departments • data on publishing activities • financial resources allocated to research and publishing • ratio between financial resources and teachers, etc. <p>The Report on the results of the analysis is produced by means of the OB9 form – Research Profile.</p>
PROCEDURE IMPLEMENTATION SCHEDULE	The procedure is conducted at least once in two years.
PERSON(S) RESPONSIBLE FOR THE PROCEDURE	Rector, Vice-Chancellor for science and research, Chairperson of the Main Quality Assurance Committee, Quality Assurance Office

PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE	All internal and external stakeholders of the University have access to the results of the procedure
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10. PROCEDURE FOR ANALYSING MOBILITY AND INTERNATIONAL COOPERATION INDICATORS (PO10)

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PURPOSE OF THE PROCEDURE	The purpose of the procedure is to determine the level of mobility and international cooperation of the University, which will serve as the basis for planning the regulation, improvement and motivation activities for both of the areas.
DESCRIPTION OF THE PROCEDURE	<p>The analysis is conducted by the Quality Assurance Office. The data are collected from both teaching and non-teaching staff, as well as from the International Cooperation Office. The following data are collected:</p> <ul style="list-style-type: none"> • student transfer regulation and recognition of foreign higher education qualifications (described in 5.4.) • number of sojourns of the University's teaching staff abroad (by categories) • number of sojourns of foreign teaching staff at the University (by categories) • number of sojourns of students of the University abroad (by categories) • number of sojourns of foreign students at the University (by categories) • number of sojourns of the University's non-teaching staff abroad (by categories) • number of sojourns of foreign non-teaching staff at the University (by categories) • number of international partnerships • number of international projects • students' assessment of visiting teachers (is carried out in the same way as in the PO5.5 form) • number of courses which can be provided in one of the world languages • other relevant data <p>The report on the results of the analysis is produced by means of the OB10 form – Mobility and International Cooperation.</p>
PROCEDURE IMPLEMENTATION SCHEDULE	The procedure is conducted at least once in two years.
PERSON(S) RESPONSIBLE FOR THE PROCEDURE	Rector, Vice-Chancellor for international cooperation, Chairperson of the Main Quality Assurance Committee, Quality Assurance Office
PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE	All internal and external stakeholders of the University have access to the results of the procedure

11. PROCEDURE FOR ANALYSING INDICATORS OF SUFFICIENCY AND QUALITY OF EDUCATION RESOURCES (PO11)

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<p>PURPOSE OF THE PROCEDURE</p>	<p>The purpose of the analysis is to determine the quantitative and qualitative level of education resources, and plan the activities for their management and improvement accordingly.</p>
<p>DESCRIPTION OF THE PROCEDURE</p>	<p>The Analysis is conducted by the Quality Assurance Office. The data are obtained from both teaching and non-teaching staff, common administrative and technical services, University library and Department libraries.</p> <p>The following data are collected:</p> <ul style="list-style-type: none"> • data on premises and capital equipment • data on premises intended for teaching and their ratio against the number of students • data on teacher cabinets and their ratio against the number of members of the teaching staff • data on computer classrooms • data on laboratories / practicums used for teaching • data on premises used solely for scientific research, artistic and professional activities • data on premises intended for the work of the common administrative and technical services and their ratio against the number of the non-teaching staff • data on the University library and Department libraries • data on the elements of student standard • data on the number and structure of the non-teaching staff and their ratio against the number of the teaching staff and students • data on operating income and expenses • assessment of satisfaction with the quality of services provided by the University library and Department libraries (part of PO5.11, PO5.12 and PO8) • assessment of satisfaction with the quality of services provided by the common administrative and technical services (part of PO5.11, PO5.12 and PO8) <p>The report on the results of the analysis is produced by means of the OB11 form – Education Resources.</p>
<p>PROCEDURE IMPLEMENTATION SCHEDULE</p>	<p>The procedure is conducted at least once in two years.</p>
<p>PERSON(S) RESPONSIBLE FOR THE PROCEDURE</p>	<p>Rector, Vice-Chancellor for business affairs and finances, Chairperson of the Main Quality Assurance Committee, Dean's Executive Assistant, Quality Assurance Office</p>
<p>PUBLIC AVAILABILITY OF THE RESULTS OF THE PROCEDURE</p>	<p>All internal and external stakeholders of the University have access to the results of the procedure</p>

12. PROCEDURE FOR ASSESSING THE QUALITY OF UNIVERSITY'S ACTIVITIES AND WORK CONDITIONS OF THE NON-TEACHING STAFF (PO12)

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<p>PURPOSE OF THE PROCEDURE</p>	<p>The purpose of the assessment is to find out what the opinions and attitudes of the non-teaching staff are regarding a number of aspects of their work (general conditions, communication and cooperation, their own contribution, self-assessment of their own performance, level of information they possess, general satisfaction etc.). On the basis of the results obtained from such an assessment, it is possible to define areas for improvement of quality in all of the above mentioned aspects of work.</p>
<p>DESCRIPTION OF THE PROCEDURE</p>	<p>The assessment is conducted by the Quality Assurance Office by means of the OB12.1 form – Questionnaire for Assessment of Quality of University's Activities and Work Conditions of the Non-teaching Staff.</p> <p>Assessment procedure:</p> <ul style="list-style-type: none"> • The members of the non-teaching staff are given questionnaires which they need to fill in and then put into a specifically designed box in the Quality Assurance Office • The Central office then processes the data <p>Data processing procedure:</p> <ul style="list-style-type: none"> • questionnaires are scanned and processed by means of the <i>Remark Office OMR</i> programme; • the data are then stored in an <i>Excel</i> (*.xls) database, where further processing is done <p>The report on the results of the analysis is produced by means of the OB12.2 form – Non-teaching Staff's Perception.</p>
<p>PROCEDURE IMPLEMENTATION SCHEDULE</p>	<p>It is necessary to conduct the assessment at least once in three years.</p>
<p>PERSON(S) RESPONSIBLE FOR THE PROCEDURE</p>	<p>Main Quality Assurance Committee, Quality Assurance Office</p>
<p>PUBLIC AVAILABILTY OF THE RESULTS OF THE PROCEDURE</p>	<p>All internal and external stakeholders of the University have access to the results of the procedure</p>