



QUALITY  
ASSURANCE  
MANUAL OF THE  
FACULTY OF  
VETERINARY  
MEDICINE

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## 1 INTRODUCTION

Quality assurance of teaching, scientific research and professional activity is the basic orientation of the Faculty of Veterinary Medicine, University of Zagreb (hereinafter: the Faculty). The objective of the quality assurance system is to create mechanisms for promoting and achieving the highest level of quality in teaching, research, science, professional and administrative activities at the Faculty. The quality management system is ensured at all levels of the Faculty, in collaboration between internal and external stakeholders, in accordance with the principles of public interest, encouragement of excellence and innovation, efficiency, openness and promotion of a culture of quality, responsibility and cooperation.

The foundation and framework for quality management system and quality assurance is the legislation in the field of higher education and science, with particular respect to European standards and guidelines in the field of higher education. Introduction, development and improvement of quality assurance at the Faculty is in line with, and is an integral part of the measures and activities for quality management in higher education in European countries, especially in the Republic of Croatia, based on the Act on Quality Assurance in Science and Higher Education (OG 45/09).

Regulations on quality assurance system at the Faculty of Veterinary Medicine in Zagreb were adopted by the Faculty Council at its meeting on May 25, 2011. Pursuant to these Regulations, the Dean, the Faculty Council and the Quality Assurance Committee are responsible for quality management. Also, on 19 February 2014, Decision on the establishment of the Office for the establishment and management of quality at the Faculty of Veterinary Medicine (Office for Quality) was adopted. This Office is the link between the Agency for Science and Higher Education and the Office for Quality Assurance, University of Zagreb. Basic acts and documents, in addition to the Statute, and Faculty regulations, are the Policy of Quality Assurance and this Quality Assurance Manual (hereinafter: the Manual). The Manual serves as a guide and benchmark to competent authorities and all internal and external stakeholders to work on the improvement of the quality management system, and as an overview of legal and common measures and activities that the Faculty implements or plans in order to ensure quality. The Manual contains a list of standards, objectives, activities and examples of good practice for each of the areas of quality assurance.

The Manual is completed by a brief overview of the organization and activities of the Faculty and a description of the quality management system in the Republic of Croatia and the University of Zagreb, as well as a brief description of European trends and development, so that all interested stakeholders are acquainted with the system of quality assurance, its standards and principles.



Quality assurance system at The Faculty of Veterinary Medicine, with its competent authorities and stakeholders, established and planned practices and rules, is an integral part of the development of the Faculty and also an instrument to achieve a strategic approach in fulfilling the mission and vision of the Faculty. The system is being continuously evaluated and improved to respond to the needs of stakeholders and the community.

For the establishment and implementation of its quality system, the Faculty has also chosen the application of ISO 9001: 2008, as well as Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). Standard ISO 9001: 2008 is a generic standard for all activities. Croatia has adopted it as a national standard and it is suitable for linking with other systems through appropriate standards.

The Faculty of Veterinary Medicine conducts systematic strategic planning of its development by adapting its mission and vision to the constant changes, determines the strategic objectives and their measures, takes care of their transformation into concrete programs, provides necessary funds and supervises the implementation of the strategy and its objectives.

The Strategy is being made for a five-year period, but action plans for implementation are made every year. At the end of each year the Administration prepares a report on the activities carried out in the current year.

Upon the election of the new Dean, prospective candidates must explain in their program how they would achieve strategic objectives, and during the transfer, it is mandatory to consider the level of achievement of strategic objectives of the Dean whose term expired.

Elements of the quality assurance system at the Faculty have been systematically regulated, documented and organized in the form of the following documents (available on the website of the Faculty):

- The Quality Assurance Manual of the Faculty - represents the highest level in the system of quality assurance of the Faculty, and it contains basic guidelines and objectives of an integrated system of management of the basic activities of the Faculty. The Manual simultaneously serves as a basic document in the everyday use of the system.
- The Quality Assurance Manual of the UNIZG - document on the quality assurance system of the University with which the Manual of the Faculty complies.
- Strategic Plan of the Faculty Development - basic document of the Faculty in which the following is clearly described: (basic) key tasks for further development, responsible person, implementation deadlines and performance indicators for each task.
- Research Strategy of the University of Zagreb - fundamental document of the University with which all the Strategies of the constituents are synchronized .



- Faculty Regulations - elaborate operational implementation of laws and standards of the Manual for specific activities of the Faculty.
- University Regulations - elaborate operational implementation of the Quality Assurance Manual for all constituents in accordance with the University and other constituents.
- University and Faculty forms - controlled documents that ensure systematic collection of data, uniform reporting, evidence of internal compliance of its own established system of quality, as well as evidence of compliance with the requirements of the quality assurance system.
- Other documents - procedures, instructions, records, plans and other.

### **1.1 Internal audit of the quality assurance system**

Evaluation of the implemented activities and effectiveness of the quality assurance system and assessment of the conformity of the quality assurance of the Faculty with the ESG shall be carried out once a year by the Committee for Internal Audit of Quality, which shall submit its report on the implemented audit to the Faculty Council.

Members of the Committee for the Internal Audit of the Quality, with the consent of members of the Office for Quality, shall be proposed by the Dean, and appointed by the Faculty Council. The Committee for Internal Audit shall consist of: two representatives of the employees in scientific educational titles, one representative of the rest of the teaching staff (employees in educational titles, postdoctoral fellows, assistants and professional associates), one representative of the employees from the ranks of non-teaching staff, one student representative, Secretary of the Faculty, Head of Office for Quality and internal auditors of the Faculty.

The internal audit shall analyze all planned activities, their effectiveness and reasons for non-implementation of certain activities.

The final report of the Committee for Internal Audit shall be submitted to the Faculty Council for review and approval. The adopted report is published on the website of the Faculty. Based on the assessment of the development of the quality assurance system, observations and recommendations of the Committee for Internal Audit, Office for Quality shall bring an action plan to improve the system which is submitted for the final approval to the Faculty Council.

Committee for Internal Audit shall conduct internal audit of the quality assurance system of the Faculty on the basis of: i) ESG standards and/or criteria for evaluating the quality of higher education institutions within the University by the Accreditation Council of the Agency for Science and Higher Education (ASHE); ii) Manual of the University and the Faculty; iii) Regulations and/or instructions of the Faculty Council; iv) other documents on the quality system.

The internal audit of the quality assurance system is generally carried out in the following phases: planning, audit in the narrow sense, reporting and follow-up.



*The following procedures are conducted within planning:*

- Dean, at the suggestion of the Office for Quality, makes the decision on the implementation of internal audit of the quality improvement system.
- Office for Quality adopts the plan of duration of the audit and the decision on the most appropriate time for the regular audit (end of academic year, end of calendar year, etc.).
- With the consent of the Office for Quality, the Dean proposes, and the Faculty Council appoints the Committee for Internal Audit.
- Committee for Internal Audit convenes, discusses objectives and methods of operation.
- Materials and documents for the implementation of the audit are collected.

*During the audit phase the following is carried out:*

- Analysis of the collected materials, observations analysis, elimination of possible difficulties during the audit, drawing conclusions and preparing recommendations for improvement,
- Conversation with all the stakeholders in the quality assurance system.

*During the reporting phase:*

- Committee for Internal Audit prepares the report, which consists of the evaluation of the development and efficiency of the quality improvement system, based on the ESG standards, and of observations, suggestions and recommendations for improvements.
- Committee for Internal Audit submits results of the internal audit to the Office for Quality
- Office for Quality makes a statement on the report and prepares an action plan for the follow-up.

*During the follow-up phase:*

- Office for Quality prepares a report for the period of the follow-up and attaches supporting documents.
- Committee for internal audit prepares the final report and submits it to the Office for Quality.
- Office for Quality submits the final report to the FC for adoption and the adopted report is published on the website of the Faculty.



## 2 OBJECTIVES OF THE MANUAL AND QUALITY ASSURANCE AREAS

### 2.1 Purpose and objective of the Manual and areas which it affects

The Manual for Quality Assurance (hereinafter: the Manual) needs to connect the past experience and activities for the improvement of quality of the Faculty and ESG in an acceptable unit so that the concepts, standards, procedures, plans and activities are presented to the general professional public to serve as a reminder, guidance and assistance to all stakeholders in the higher education system in the development and improvement of quality assurance system and in promoting a culture of quality in the Faculty of Veterinary Medicine and the University of Zagreb.

The Manual is not a legal instrument but rather serves as the guide to competent authorities for quality assurance at the Faculty at all levels of quality assurance. The Manual is also intended for all internal and external stakeholders (teachers and associates, employees in non-teaching positions, students, alumni, employers) in the process of promoting a culture of quality and quality assurance system. The Manual, in this sense, is used to understand the concept of quality and introduction to the activities in the area of quality assurance in higher education.

The activities are based on regulations governing the organization and activity of the Faculty of Veterinary Medicine (laws, by-laws, the Statute and other relevant acts of the University of Zagreb, and the Statute and other acts of Faculty of Veterinary Medicine), and some of them represent good practices that have developed in the work of the Faculty .

The Manual is a living document that has been periodically reviewed and changed, in accordance with the changes in regulations and promotion of the quality assurance practice.

*The Manual aims to improve and help:*

- 1 construction of the system for internal quality assurance in a higher education institution in accordance with accepted standards
- 2 implementation of quality assurance procedures
- 3 development of internal quality assurance
- 4 analysis and increase of the efficiency of the quality assurance system
- 5 development of a strategic plan for improving the quality of teaching, scientific research and professional activities
- 6 increasing the quality and efficiency of teaching, scientific research and professional activities
- 7 analysis and assessment of the stakeholders' satisfaction with the quality of educational process and achieved learning outcomes
- 8 analysis and assessment of the stakeholders' satisfaction with the quality of scientific and professional activities





- 9 development of quality and detailed self-evaluation analysis of the Faculty
- 10 achievement of a high level of institutional quality, obtaining certificates on the development and efficiency of the internal quality assurance system at the external periodic audit
- 11 promotion of quality culture at the Faculty of Veterinary Medicine and the University of Zagreb.

## 2.2 Brief summary of the Manual

The Manual elaborates the core areas of quality assurance recognized in the Standards and Guidelines for Quality Assurance in the European Higher Education Area and the criteria for the assessment of the quality by the Accreditation Council of the Agency for Science and Higher Education.

The Manual relies on the provisions of the Act on Quality Assurance in Science and Higher Education (OG 45/09), the Statute of the University of Zagreb, Quality Assurance Manual of the University of Zagreb and the Statute and other acts of the Faculty of Veterinary Medicine in Zagreb.

*In accordance with the areas defined in the Regulations on the quality assurance system of the Faculty of Veterinary Medicine in Zagreb, the Manual elaborates the following areas of quality assurance:*

- 1 **Rules and procedures for quality assurance and development of the Faculty of Veterinary Medicine in Zagreb**
- 2 **Approval, monitoring and periodic revision of study programs**
- 3 **Evaluation of student work, learning outcomes and assessment**
- 4 **Learning resources and student support**
- 5 **Ensuring the quality of teaching and associate staff**
- 6 **Scientific research activity**
- 7 **Professional activity**
- 8 **International cooperation and mobility**
- 9 **Resources for teaching, scientific research and professional activities**
- 10 **Information System**
- 11 **Publicity of work**

## 2.3 Structure of individual areas

*For each of the areas the following are defined:*

**Standard** - a statement on the expected level of requirements and conditions according to which quality is assessed.



**Objective** - setting the desired benchmark in quality assurance to determine achievements.

**Activities** - a series of activities and procedures to achieve the set objectives in the achievement of quality by specifying the time of implementation, the body responsible for the proposal / draft and control/adoption, as well as performance indicators of the activity.

*Each activity is elaborated in the table according to the following elements:*

- **implementation time** - the period during which, or the date until which the indicated activity is being carried out or to be carried out
- **responsibility for the proposal / draft** - bodies or persons responsible for the proposal or initiation of activities or for drafting the act, material or document
- **responsibility for assessment / adoption** - bodies or persons who approve the implementation of the activities, adoption of the act or document or any other necessary decision making
- **performance indicator** - a measure which represents the validation of the implemented activity.

**Examples of good practice** - existing procedures which enhance the quality of teaching, scientific research or professional activity.



### **3 FACULTY OF VETERINARY MEDICINE, ZAGREB AND QUALITY ASSURANCE IN THE EUROPEAN HIGHER EDUCATION AREA**

#### **3.1 Overview of the Faculty of Veterinary Medicine**

##### *Brief history of the Faculty*

The Faculty of Veterinary Medicine, University of Zagreb was founded in 1919 as a Veterinary college. On 7 December 1924, it was renamed into the Faculty of Veterinary Medicine and it became one of the constituents of the University of Zagreb. For more than 90 years, the Faculty has performed the basic educational and scientific function in the field of veterinary medicine. In addition to scientific research, the Faculty conducts activities in many other areas: veterinary public health and environmental protection, clinical and field diagnostics, treatment and control of animal diseases and diseases common to humans and animals, supervision and expert analysis in the field of veterinary medicine and animal breeding, research and production of drugs intended for the protection of animal health, planning and organization of livestock production, hygiene and technology in the production of animal foodstuffs.

#### **3.2 Organization and activities of the Faculty**

##### *Organizational units and faculty bodies*

Departments and clinics are the basic organizational units.

Divisions are higher organizational units of the Faculty, established on the basis of correlation of academic, scientific and professional work.

The Faculty administration is an organizational unit performing managing and professional-administrative activities at the Faculty.

In accordance with the Statute and Regulations on the internal organization, the Faculty is organized as follows:

##### 1. Basic and pre-clinical sciences division:

- 1) Department of anatomy, histology and embryology
- 2) Department of biology
- 3) Department of physics
- 4) Department of physiology and radiobiology
- 5) Department of chemistry and biochemistry
- 6) Department of pathological physiology
- 7) Department of history and ethics of veterinary medicine

##### 2. Faculty of veterinary medicine Clinics



- 1) Mobile clinic
  - 2) Surgery, orthopaedics and ophthalmology clinic
  - 3) Reproduction and obstetrics clinic
  - 4) Internal diseases clinic
  - 5) Department of veterinary pathology
  - 6) Department of radiology, ultrasound diagnostics and physical therapy
  - 7) Department of forensic and judicial veterinary medicine
3. Animal production and biotechnology division
- 1) Department of hygiene, ethology and animal welfare
  - 2) Department of game biology, pathology and breeding
  - 3) Department of biology and pathology of fish and bees
  - 4) Department of nutrition and dietetics of animals
  - 5) Department of animal husbandry
4. Veterinary public health and food safety division
- 1) Department of pharmacology and toxicology
  - 2) Department of hygiene, technology and food safety
  - 3) Department of microbiology and infectious diseases with clinic
  - 4) Department of parasitology and parasitic diseases with clinic
  - 5) Department of poultry diseases with clinic
  - 6) Department of veterinary economics and epidemiology
5. Chairs
- 1) Chair of physical and health education
  - 2) Chair of foreign languages
6. Scientific-educational grounds
- 1) Faculty property
  - 2) Hunting-training grounds Črnovšćak
7. Faculty administration
- 1) Deanery
    - a. Dean's office
    - b. Office for international cooperation, science and technology
    - c. Office for integrated and postgraduate studies
    - d. Office for associate and professional titles
    - e. Office for students
    - f. Office for Quality
  - 2) Secretariat
    - a. Secretary's office



- b. Legal affairs and human resources division
  - c. Information technology division
  - d. Maintenance division
  - e. Department of health and safety at work
  - f. Central Faculty archives
- 3) Accounting
- a. Bookkeeping department
  - b. Accounting and finance department
- 4) Library

### *Dean*

The Dean is the head and leader of the Faculty, with rights and obligations of the manager of the institution who represents the Faculty and acts on its behalf.

The Dean is elected by the Faculty Council for a period of three years and s/he is responsible for his/her work to the Faculty Council and the Rector. The Dean is in his/her work assisted by four Vice Deans who are appointed and relieved of their duty by the Faculty Council on the Dean's proposal.

### *Faculty Council*

The Faculty Council is the Faculty expert council. In order to study particular issues related to preparation of reports or decision making within its scope, the Faculty Council may establish permanent and temporary committees.

The Faculty Council standing committees are:

1. Committee for the Statute
2. Committee for integrated undergraduate and graduate studies
3. Committee for projects
4. Committee for awards
5. International relations committee
6. Committee for disciplinary responsibility of students
7. Committee for disciplinary responsibility of employees
8. Committee for ethics in veterinary medicine
9. Committee for library and publishing activity
10. Committee for election to scientific, scientific-educational, teaching and associate titles
11. Quality assurance committee

There are two councils organized at the Faculty: Council for Doctoral Studies and Council for Specialist Studies.

### *Faculty Secretary*



The Faculty secretary is the Dean's executive body and assists the Dean in performing activities in the organizational unit of the Faculty administration. The secretary is the manager of the Secretariat. The secretary shall be appointed by the Dean on the basis of a public job announcement. The Secretary is responsible to the Dean for his/her work. A Master of Law (mag.iur.) with at least five years of work experience in the field and the bar exam may be appointed the Faculty secretary.

*Secretariat and Accounting* are part of the organizational unit Administration, professional and administrative tasks, performing managing and organizational activities, legal, general and personnel, accounting, bookkeeping, administrative and technical operations, maintenance, support tasks and all other tasks that are of common interest to the activity of the Faculty as a public institution.

### **3.3 Study programs**

#### ***Integrated undergraduate and graduate university study of veterinary medicine***

The Faculty of Veterinary Medicine conducts integrated undergraduate and graduate university study of veterinary medicine in the duration of six (6) years, or twelve (12) semesters.

In the first four years students have theoretical training and they do practical training in social, basic, zootechnical, pre-clinical and some clinical subjects.

In the last two years of study students participate in theoretical and practical training in obligatory clinical subjects, courses related to public health and obligatory subjects according to the chosen study track (Farm Animals and Horses, Small Companion Animals, Veterinary Public Health). They also participate in practical training in veterinary organizations, farms and food industry. They take part in organized field professional work and Mobile clinic.

#### ***Postgraduate university doctoral study in veterinary sciences***

The Faculty of Veterinary Medicine conducts postgraduate university study in veterinary sciences which lasts three (3) years or six (6) semesters. Upon the completion of the study, at least 180 ECTS are acquired. It is the only program on the national level that allows veterinarians to acquire a doctorate degree in the field of biomedicine and health, field of veterinary medicine. The Faculty of Veterinary Medicine has carried out doctoral studies according to the current program based on the accreditation of the Ministry of Science, Education and Sports in 2008.

#### ***Postgraduate university specialist study***

The Faculty of Veterinary Medicine carries out postgraduate specialist study upon the completion of which the academic title of university master specialist is acquired.



Specialist studies are part of the concept of lifelong learning and they increase professional knowledge, skills and competencies. The study lasts from one year (2 semesters) to two years (4 semesters).

The Faculty conducts following specialist studies:

- Animal welfare
- Hygiene and Technology of Foodstuffs of Animal Origin
- Surgery, Anaesthesiology and Ophthalmology with Veterinary Dentistry
- Microbiology and Epizootiology
- Pathology and Breeding of Domestic Mammals
- Swine Production and Health Care
- Implementation of Veterinary Food Safety Procedures in a Slaughterhouse Facility
- Sanitation
- Forensic Veterinary Medicine (pending Decision)
- Theriogenology of Domestic Mammals
- Internal Diseases
- Game Breeding and Pathology
- Exotic and Pet Animals Breeding and Pathology
- Laboratory Animals Breeding and Pathology
- Veterinary Pathology

Council for Specialist Studies is a permanent working body of the Faculty Council that, among other things, has the following responsibilities:

- 1 prepares proposals of study programs
- 2 proposes curricula
- 3 supervises the quality of teaching
- 4 proposes mentors
- 5 approves the topic of the specialist thesis
- 6 appoints expert committees for the evaluation and defence of the specialist thesis
- 7 carries out the public competition procedure and enrolment

### ***Students and teachers***

#### ***a) Students***

A student is a person who is enrolled in the study at the Faculty of Veterinary Medicine in the status of a full-time student. The Faculty enrolls students within the enrolment quotas on the proposal of the Faculty Council, determined by the University of Zagreb. The rights and obligations of students are regulated by the Statute and Regulations on the integrated study.



Students choose their representatives in the Faculty Council. During the study, students may be appointed demonstrators on certain courses in order to encourage the scientific and professional work as well as to help teachers and associates.

The Faculty has also established Office for students which promotes and protects the rights of students in accordance with the regulations and it also consults students on all important issues related to the study. Students participate in student associations EQUUS and IVSA and EQUUS edits and publishes the scientific journal "*Veterinar*", founded in 1938.

### ***b) Teachers***

Educational, scientific and professional work at the Faculty is performed by teachers and associates.

The rights and obligations of teachers and associates are established by the laws, the Statute of the University and the Faculty, and regulations.

### ***Professional development***

The Faculty of Veterinary Medicine carries out the training of graduate veterinarians, DVMs, in the form of one-day or multi-day courses for continuing education according to specialized topics as part of lifelong learning from one of the nine areas identified as important in the process of creating European Higher Education Area.

In 2008, The Faculty council adopted the strategy of continuing education of teachers.

## **3.4 Quality assurance in the European Higher Education Area**

The introduction of quality management system in European higher education and its efficient functioning are part of a complex reform of European higher education system that has been developing since the beginning of the 90s. Quality management in higher education is associated, as in other public services (e.g. health, social care, network industries), with liberalization and privatization in the provision of services in the area of higher education and science. In order to ensure quality teaching programs, satisfaction of students and teachers, as well as highly qualified scientific and research work, quality standards must be defined according to which higher education institutions and their activities are evaluated, and this is generally done by independent agencies.

The most important step in the development of the European higher education system was made by the Bologna Declaration (1999), with the aim of creating a coherent, mobile and





efficient system of higher education in Europe, i.e. the European Higher Education Area, and then the Lisbon Strategy of the European Union (2000), which through matching and related higher education and scientific programs and institutions has aimed to improve the development of the European knowledge based economy.

Within the *European Higher Education Area* various initiatives, standards and documents have developed, mainly defined or initiated at the level of competent ministries and particularly in the direction of:

- a) introduction of quality standards and quality management, including procedures for the accreditation of higher education programs and institutions, as well as the establishment of a network of quality assurance agencies
- b) strengthening doctoral studies which are the link between the systems of higher education and science
- c) linking higher education and science and their joint impact on the economy, community and society as a whole
- d) increase of the orientation to students and increase of the vertical and horizontal mobility
- e) development of the *European Qualifications Framework*
- f) strengthening the openness of the whole system, strengthening the social dimension through increased accessibility and employment, connection with the practice and the economy as well as lifelong learning and employment (under the Leuven initiative in 2009).

*European Quality Assurance Register for Higher Education (EQAR)* is active at the European level for the purpose of quality assurance in higher education and it consists of national agencies for quality that meet the standards of quality assurance, and which are in the national system of higher education in charge of accreditation of higher education institutions and programs, evaluation of the quality system and other statutory procedures. Currently, the register includes 28 agencies, one of which is the Croatian Agency for Science and Higher Education, which became a member in 2011.

The agreed set of standards, procedures and guidelines for quality assurance in higher education, meaning the best existing practices, is defined in the *European Standards and Guidelines for Quality Assurance (ESG)*, developed by the *European Association for Quality Assurance in Higher Education (ENQA)*, in cooperation with students (*National Unions of Students in Europe, ESIB*), universities (*European University Association, EUA*) and other higher education institutions (*European Association of Institutions in Higher Education, EURASHE*), which make the so called E4 Group.

The guidelines were adopted at the ministerial meeting in Bergen (2005), and are currently published in its third 2009 edition. The document includes guidelines and good practice for developing one's own policies and practices in higher education institutions, as well as a



framework for evaluation by accreditation agencies. ESG is therefore aimed at improving education in institutions of higher education in the European Higher Education Area, assisting higher education institutions in managing and improving the quality and thus justifying their institutional autonomy, forming a basis for the work of quality assurance agencies and making external quality assurance more transparent and easier to understand.

The standards and guidelines are based on some fundamental principles of internal and external quality assurance of higher education in the European Higher Education Area.

These principles are the following:

- Providers of higher education have the primary responsibility for the quality of their services and quality assurance.
- It is necessary to protect the public interest in the quality and standards of higher education.
- Quality of academic programs needs to be developed and improved for students and other beneficiaries of higher education in the European Higher Education Area.
- It takes efficient and effective organizational structures that can provide and support these academic programs; transparency and the use of external expertise is important in the processes of quality assurance; institutions of higher education should foster a culture of quality.
- Procedures through which higher education institutions can demonstrate their accountability, including accountability for the investment of public and private funds for the purpose of quality should be developed, quality assurance for the purpose of responsibility is in accordance with the quality assurance for the purpose of improvement.
- Institutions should be able to demonstrate their quality at home and abroad; methods used must not inhibit innovation and diversity.

The areas of quality assurance and basic guidelines according to European standards and guidelines for quality assurance include:

### *1 Quality policy and procedures for quality assurance*

Institutions should have a policy and associated procedures for ensuring the quality and standards of their programs and qualifications. They should also commit themselves to the development of culture which recognizes in its work the importance of quality and its assurance. To achieve this, higher education institutions must develop and implement a strategy for the continuous improvement of quality.

This strategy, policy and procedures should have a formal status and be publicly available. Students and other stakeholders should be included in their making.



## *2 Approval, monitoring and periodic program and qualifications evaluation*

Higher education institutions should have formal mechanisms for the approval, periodic evaluation and monitoring of their programs and qualifications.

## *3 Assessment of students*

Students should be assessed according to the published criteria, regulations and procedures which are applied consistently.

## *4 Quality assurance of teachers*

Higher education institutions should have methods for checking the qualifications and expertise of the teaching staff. These methods should be available for inspection to those undertaking external evaluation and commented upon in reports.

## *5 Educational resources and student support*

Higher education institutions need to ensure adequate and appropriate educational resources for each program offered.

## *6 Information systems*

Higher education institutions should collect, analyze and use relevant information for the effective management of their programs of study and other activities.

## *7 Informing the public*

Institutions should regularly publish up to date, impartial and objective information (qualitative and quantitative) about their programs and qualifications.

### **3.5 Quality assurance in the higher education system in Croatia**

Establishment of a single Croatian system for quality assurance in higher education and science, in line with European standards, started in 2005 by the establishment of the Agency for Science and Higher Education (ASHE) for the purpose of continuous work in the promotion of a culture of quality, creation of a national network for quality improvement, linking of the Croatian educational and scientific systems in the European network and connecting with other institutions in order to apply the guidelines of the Bologna process and the European higher education system.



University of Zagreb  
Faculty of Veterinary Medicine  
Quality Assurance Manual of the Faculty of Veterinary Medicine



After a short period of time, in which the unique Croatian system for quality assurance was built on the basis of The Scientific Activity and Higher Education Act and relevant by-laws (Regulations on standards and criteria for assessing the quality and efficiency of higher education institutions), this process entered its mature phase in 2009 by the adoption of the Act on Quality Assurance in Science and Higher Education.

The said law today, along with other regulations, especially The Scientific Activity and Higher Education Act and other by-laws passed on the basis of the Act which govern higher education and science, make the legal framework for quality assurance in this area. The Act on Quality Assurance in Science and Higher Education regulates the accreditation of new programs of study, the activity of higher education, thematic evaluations, external periodic audit of the internal quality assurance system, and the organization and activities of the Agency for Science and Higher Education.

Along with ASHE, there are other institutions responsible for the quality assurance process and they are: National Council for Higher Education, National Science Council, the Rectors' Conference, the Student Union, the Council of Polytechnics and Colleges and the institutions in the field of higher education and science, and their internal and external stakeholders. In accordance with the principles of transparency and participation of all stakeholders, the Accreditation Council of ASHE, a key body in external quality assurance procedures, has representatives of all stakeholders in science and higher education, and also one representative of civil society in the field of higher education and science, without the right to vote.

Quality assurance is the term used to describe various mechanisms intended to control, guarantee and promote quality. Quality assurance system and improvement of quality includes internal and external system.

The internal system of quality assurance and development is the system of measures and activities undertaken by the institution of higher education with a view to ensuring efficient and quality outcomes of educational and scientific activities. The internal evaluation consists of the systematic collection of administrative data, student and graduate opinions, conducting interviews with teachers and students, and periodic preparation of self-evaluation reports. General acts of each institution in science and higher education define the internal system of quality assurance and development.

The internal system of quality assurance and development of all university constituents is part of a unique system of quality assurance and development at universities.

External system of quality assurance and development includes evaluation and assessment of quality of objects of evaluation based on objective and transparent criteria. Evaluation includes procedures for determining the quality, appropriateness and efficiency of the object of evaluation and study programs. Evaluation procedures are: initial accreditation, re-



accreditation, thematic evaluation and external independent periodic audit of the internal quality assurance system. External system of quality assurance and development of the quality of the object of evaluation is based on national, European and international standards.

Based on the public authority established by the Act, the Agency for Science and Higher Education of the Republic of Croatia conducts the following types of external evaluation:

- Initial accreditation for the conduct of higher education activities
- Initial accreditation for the conduct of study programs of private higher education institutions, public colleges and polytechnics
- Initial accreditation for the conduct of scientific activity
- Re-accreditation of higher education institutions and scientific organizations
- External audit of quality assurance system of higher education institutions
- Thematic evaluation in higher education and science.

For the existing institutions of higher education and its quality systems, including the Faculty of Veterinary Medicine, there are two procedures which are crucial for external evaluation: the process of re-accreditation of higher education institutions and study programs, and the external independent periodic assessment of the internal quality assurance system (audit).

The process of re-accreditation of higher education institutions and study programs is carried out in cycles of five years each, based on the self-evaluation made by the higher education institution. The Agency, in its documents, has prescribed forms for the drafting of self-evaluation. Re-accreditation determines whether a higher education institution or a study program has the minimum requirements prescribed by by-laws.

The outcome of the re-accreditation is the quality grade of a higher education institution/study program expressed in the recommendation of the Minister for:

- issuing confirmation on compliance with conditions for continued activity or part of activity,
- denial of license for activity or part of activity,
- issuing a letter of expectation with the deadline for resolving deficiencies up to 3 years, which in the case of a higher education institution may include a ban on admission of students in the period determined by the letter of expectation.

The procedure of external independent periodic assessment of the internal quality assurance system (audit) is a process of assessing the level of development and efficiency of the internal quality assurance system. The procedure was introduced in 2010 and it has been implemented since then. The Agency has established a model procedure in accordance with good international practice and European Standards and Guidelines.



The implementation of this procedure determines the achieved level of quality of academic activities in comparison with the ESG, the quality of the achieved results of higher education institutions and the efficiency of the quality assurance system of higher education and its impact on the quality of higher education. Accreditation Council of the Agency adopts criteria and indicators for the assessment of quality of the object of evaluation quality assurance system.

The audit serves to assess to what extent a higher education institution takes care of academic standards and quality, with regard to improving the possibilities of achieving certain levels of education, supporting the mission and strategic objectives of the quality assurance unit at a higher education institution and comparing the standards and level of quality achieved with similar institutions in Croatia and the EU.

The outcome of this procedure is a report with recommendations for improvement and a certificate issued by the Agency.

Outcomes of external audit are:

- a) final report with recommendations for the improvement of the system and a certificate,
- b) repetition of external audit within 18 months,
- c) re-accreditation of a HE institution.

Certificate of the external independent periodic audit of the internal quality assurance system of the evaluation object is confirmation on the development and efficiency of the internal quality assurance system of the evaluation object. The external evaluation procedure shows good practice in the field of quality assurance and verifies its application in the system of quality assurance of higher education institutions. The audit procedure conveys good practice from the area of quality assurance and reviews its application in the quality assurance system of a higher education institution. The audit procedure and publishing of audit reports stimulate discussions on quality assurance between the stakeholders in the quality assurance system of a higher education institution.

Audit of higher education institution's quality assurance system is carried out in accordance with the following criteria (system categorisation according to the degree of development):

*Phase I:* - preliminary phase - quality assurance system is in preparation (documentation is in making, agreements are reached on the level of the institution)

*Phase II:* - initial phase - quality assurance system is set but not functional (basic documents are drafted)

*Phase III:* - developing phase - quality assurance system is functional, internal audit has been carried out and system is being improved on the basis of its results



*Phase IV:* - advanced phase - quality assurance system is continuously improved on the basis of the results of internal and external audits.

### **3.6 Quality assurance system at the University of Zagreb**

The importance of the University of Zagreb for the development of Croatian science, higher education and the impact on society is a proof that the commitment to quality in all areas of activity has been traditionally present at the University.

The formal establishment of quality assurance system at the University of Zagreb in accordance with international and European standards began around 2000, where, together with many other projects, an important role was played by international Tempus project QUASYS (*Development of Quality assurance System in Higher Education*), whose objectives focused on the development of a comprehensive model of quality assurance at the national and institutional level.

Within the QUASYS project, Handbook for establishing quality management systems in higher education was published, and one of the main objectives of the project was to raise the level of quality culture as well as education of employees on the need to introduce the quality assurance system.

The existing legal and institutional framework for quality management at the University of Zagreb (quality assurance system) has been established over the past few years on the basis of the Act on Quality Assurance in Science and Higher Education (OG 45/09), of the Statute of the University of Zagreb and Initial assumptions for the transformation of the University (December 2010).

Regulations on Quality Assurance of the University of Zagreb were adopted in January 2011, and as the purpose of the quality assurance system, they define the establishment of the principles, criteria and methods of quality assurance by complying with the provisions of the Act on Quality Assurance in Science and Higher Education, the University Statute, taking into account the standards and guidelines for quality assurance in higher education in the European Higher Education Area (Art. 3 of the Regulations on Quality Assurance, University of Zagreb).

Quality Assurance Manual of the University of Zagreb was adopted in June 2012. The adoption of Quality policy by the Senate, as a basic document for quality assurance, is expected.

According to the Regulations on the quality assurance system, the system of quality assurance and development at the University is implemented by the Quality Management Board of the



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University, advisory and expert bodies of the University responsible for ensuring quality in certain areas (Budget Board, Board for Doctoral Studies, Board for International Cooperation and other) and associated offices (for international cooperation, for students with disabilities, etc.), Quality Management Office of the University and the Committees for Quality Management of the University constituents.

The work of all bodies concerned with quality assurance is coordinated by the Quality Management Board with the administrative support to the Quality Management Office. Quality Management Board is an advisory body of the Senate and the Rector's Collegium of the University, which plans, manages and analyzes procedures of evaluation of the overall scientific research system and the system of higher education at the University and represent the University in the national network of quality assurance (Art. 36 of the Statute of the University).

The Board has its President who is appointed by the Senate from among employees in scientific-educational or artistic-educational titles. The Board works in sessions, and at least once a year, it reports to the Senate on the situation in the area of quality assurance and development at the University. By entry into force of the Act on Quality Assurance in Science and Higher Education (OG 45/09) in April 2009, the Board took over a number of functions related to quality management.

Quality Management Office is the professional and administrative service of the Quality Management Committee, and it works according to the Regulations on quality assurance system at the University of Zagreb. The Office was established back in 2006 with the aim of establishing a culture of quality in all areas of academic operations of the University. The task of the Office is to promote high standards of education at the University and to provide active support to the constituents in improving the quality of research and teaching. The Office performs tasks that are defined by the management of the University (the Senate and the Rector's Collegium) and the Board. The Office also acts as a link between the Agency for Science and Higher Education and the University faculties and academies. The Office is the coordinator of the initiatives and implementation of development programs for the purpose of continuous quality assurance and development and also for the purpose of organizing systematic monitoring of the characteristic quality indicators.

In cooperation with the Board, activities in the field of harmonization of evaluation procedures with legislation and regulations are continuously being implemented, as well as cooperation with other institutions in the field of quality management, preparing and providing the conditions for the implementation of institutional self-evaluation, self-evaluation of teachers, monitoring the outcomes of the teaching process, consultation and active participation of teachers in the development of quality culture.





Board for doctoral studies is involved in the quality management at the doctoral level of study.

In order to achieve the objectives outlined in the strategic document of the University "Research Strategy, University of Zagreb 2008 - 2013" and in order to promote quality and efficiency of research, the Board for doctoral studies works at the level of postgraduate studies and it is responsible for quality assurance in this area in accordance with Article 20, Paragraph 10 of the Act on Quality Assurance in Science and Higher Education. Office for doctoral studies and programs is professional and administrative service of the Board. The Board and the Office act on the basis of several acts, such as the Regulations on international double doctoral degrees (March 2008.), and in particular the Regulations on Doctoral Studies at the University of Zagreb (April 2010) and the Regulations on the procedure of evaluation of doctoral study programs at the University (July 2011) that set the criteria and procedures for quality assurance for doctoral studies. Regulations on specialist studies at the University of Zagreb (July 2010) regulate the special part of postgraduate studies - specialist studies. Committees for Quality Management of the University of Zagreb constituents, in cooperation with the Board and the Office, plan a strategy to improve the quality of the parent constituent, implement evaluation programs and quality development procedures and coordinate the implementation of projects for professional development of staff. The committee of each individual constituent coordinates and implements procedures for evaluating and improving the quality culture in the development of quality indicators, self-evaluation, training of administrative and technical staff and student participation in monitoring the quality of work. Committees carry out procedures for monitoring and improving the quality of the teaching process and learning outcomes with regard to: research in the area of the success of students in their studies, professional development of university staff, improvement of teaching and the quality of general and specific competencies achieved through the study programs.

A special committee, Committee for internal evaluation of the quality assurance system, appointed by the Rector of the University, once every two years, assesses the effectiveness of quality assurance system at the University as well as the quality assurance system in accordance with the ESG.

Deans and professional councils of the constituent units appoint committees at the constituents for the implementation of an internal audit of the quality assurance system at the constituent unit. Internal audit of the quality assurance system determines the actual state of implementation of activities for quality assurance and efficiency of the system for the permanent maintenance of the quality of educational, scientific research, artistic, technical and administrative activities at the University and at the University constituents.

The internal audit at the University and its constituents is done by analyzing the level of execution of quality assurance activities that are listed by the areas of quality assurance in this



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Manual. The University collects data on the activities of quality assurance in all its constituents in order to implement internal audit. The constituents also conduct independent internal audits of their quality assurance systems. A copy of the report on the internal audit of quality assurance systems of the constituent is delivered to the University.

The main processes of the quality assurance system at the University of Zagreb include the following:

- planning (annual planning, budget, annual plan of activities at individual constituents)
- implementation (implementation of the planned activities, training of employees)
- assessment (collecting feedback, self-evaluation, analyses of performance)
- internal/external audit, annual report
- changes (development of activities, updating procedures, changes in documents and activities).

In order to determine the efficiency of the quality assurance, the Board, once a year, collects data on the implementation of quality assurance activities at the University constituents. The results are analyzed and used for planning measures to improve procedures or for the development of the quality assurance system at the constituents through suggestions for improvements, educational workshops, trainings and the like. Results and analyses, made on the implementation of quality assurance activities at the University and its components are published on the website of the University and are presented in conferences on the topic of quality.

In the area in which they operate, the information about the implementation of quality assurance activities at the University is collected by other advisory and expert bodies of the University responsible for ensuring quality in certain areas (Budget Board, Board for Doctoral Studies, Board for International Cooperation and others.).

At the end of the year, the implementation of the planned activities is analyzed and the annual report is written.

Internal audit of the quality assurance system is carried out by a special committee once every two years, and the University checks the operation of the quality management system at the University, and the functioning of the quality management system at the constituents is checked by the implementation of the internal audits at the constituents.

The constituents submit to the University a report on conducted internal audits of the quality assurance systems. The Agency for Science and Higher Education carries out an external independent periodic audit of the quality assurance system.

The internal audit system of the quality assurance of the Faculty is conducted once in two years, and it analyzes all the activities and their efficiency and the reasons for non-implementation of certain activities to ensure quality. The Committee carries out an internal audit of the quality assurance system based on the ESG standards and/or criteria for



evaluating the quality of higher education institutions within the university of the Accreditation Council of the Agency for Science and Higher Education and/or areas of the Regulations on quality assurance system of the University of Zagreb, in accordance with the Rectors' Decision. .

Report on internal audit is submitted to the Council of the constituent, i.e. the Senate, for review and adoption.

The adopted report is published on the website of the University. The internal audit system for quality assurance is carried out in the following phases: planning, audit in the narrow sense, reporting and follow-up. Based on the collected and analyzed information from all stakeholders and the results of internal and external audit, the Committee for Quality Management and other Committees implement improvements of the documents and procedures.

### **3.7 Quality assurance system at the Faculty of Veterinary Medicine**

In academic year 2006/2007, the Faculty established the Committee for the quality management of teaching.

In 2007/2008, the Committee, on the Dean's proposal, appointed Vice Dean for quality control and continuing education, and the Committee extended its jurisdiction and was renamed into the Quality Assurance Committee.

The Faculty Council, at its session on 25 May 2011, adopted the Regulations on the Quality Assurance System at the Faculty of Veterinary Medicine.

On the basis of the said Regulations, the purpose of the quality assurance system is the establishment of principles, criteria and methods of quality assurance in accordance with the Quality assurance in science and higher education Act, the Statute of the University of Zagreb, the Statute of the Faculty of Veterinary Medicine, Regulations on the Quality Assurance System of the University of Zagreb, Standards and Guidelines for Quality Assurance in the European Higher Education Area and ISO 9001 standards.

The Faculty Council established the Quality Assurance Committee as its standing body, and by its Decision of 19 February 2014, also the Office for the Establishment of the Quality Management System (Office for Quality).

Pursuant to the Regulations on the work of the working bodies of the Faculty Council, of 21 November 2012, the Quality Assurance Committee has seven members. The Committee encourages the development programs with the aim of promoting the culture of quality in accordance with international and national standards, criteria and procedures, conducts counselling, guidance and supervision of all the bodies at the level of leadership and decision-



making, management and supervision and of the bodies at the level of implementation of measures for establishing and ensuring the quality system.

Office for the Establishment of the Quality Management System is the link between the Faculty and the Agency for Science and Higher Education and the Office for Quality Management, University of Zagreb. The Office carries out activities in the field of harmonization of evaluation procedures with legislation and regulations, cooperation with institutions in the field of quality management, preparation of institutional and external evaluation, self-evaluation, monitoring outcomes of the teaching process, advising teachers and other employees and students in the field of quality.

Also, the Faculty Council in its Decision of 19 February 2014, initiated the process of introducing a quality management system according to international standard ISO 9001: 2008.

### **Main activities of the quality assurance system**

The Faculty carries out the following basic activities in which quality assurance is implemented and quality management system ensured:

- a) TEACHING ACTIVITY
- b) SCIENTIFIC ACTIVITY
- c) PROFESSIONAL ACTIVITY
- d) MANAGEMENT

Teaching activity is the core activity of the Faculty that educates students on a preannounced curriculum.

In addition to the teaching process, another important activity of the Faculty is scientific work resulting in published scientific papers and research results with a contribution to science, which is a necessary prerequisite for advancement in scientific professions.

Activities stemming from the speciality of the profession are the result of professional work.

The main processes of quality assurance system for the four core activities, in accordance with the Strategic Plan of the Faculty are:

- Planning (annual planning, budget, annual action plan)
- Implementation (implementation of the planned activities of quality assurance)
- Assessment (collecting feedback, self-evaluation, analysis of efficiency, internal / external evaluation, annual report),



- Change (based on collected and analyzed information from all stakeholders and the results of internal and external evaluation, improvement is carried out by updating procedures and changes in documents and activities).

Monitoring the results of quality assurance activities carried out by the Office for Quality and Quality Assurance Committee at the level of constituents is carried out throughout the year in the form of reports on individual activities on the basis of which effects of the activities are analyzed and an action plan to improve the quality assurance system brought.

### **Monitoring mechanisms and information about the degree of the development of the system and an action plan to improve the system**

Through its activities, the quality assurance system provides a mechanism for monitoring the results of individual activities, and this Manual has established Performance indicators of fulfilment of individual activities. In this way, an internal audit system for quality assurance is facilitated as well.

Monitoring of the results of the activities implemented by the Office for Quality and Quality Assurance Committee is carried out throughout the year, and effects which are outlined in the annual plan for that year, are presented and analyzed in the report.

Evaluation of the efficiency of the implemented activities is conducted by the Committee for Internal Evaluation of the Quality Assurance System (hereinafter: Committee for Internal Evaluation) appointed by the Faculty Council. The Committee for Internal Evaluation submits a report drawn up on the basis of observations, makes recommendations on the system development which are also the basis for a plan of necessary activities.

In addition to a comprehensive evaluation, which is regularly conducted by the Committee for Internal Evaluation, internal procedures of evaluation of individual isolated activities, can, if necessary, be initiated by the Dean, the Faculty Council, heads of divisions and departments. Such partial evaluation shall also be implemented by the same Committee for Internal Evaluation, but according to the deadlines determined by the orderer.

Special forms for the implementation of such a partial internal evaluation shall be prepared and they shall be adopted by the Faculty Council.



## 4 DETAILS OF QUALITY ASSURANCE STANDARDS

### 4.1 Rules and procedures for quality assurance and development

#### Standard

The management of the Faculty is in accordance with the adopted strategic documents, and is carried out by means of appropriate organizational structure for monitoring, ensuring and improving the quality of teaching, as well as scientific and professional work.

#### Objective

The strategic documents of the Faculty shall be prepared and adopted according to the mission and vision of the Faculty, as well as according to those at the University level which take into account the specific characteristics of the Faculty itself.

The Faculty promotes quality culture and encourages responsibility for quality in every workplace and area of activity. In connection with this, quality assurance is not carried out only for external evaluation. The established system shall be of great benefit in the development of the Faculty, its staff and students, as well as in the establishment of a good international position in all areas of activity.

#### Activities

<b>Activity 1.1</b>	<b>Development and adoption of a strategic plan for the development of the Faculty in the field of teaching, scientific research, professional activities; international cooperation, human resources development, etc.</b>
<b>Implementation period</b>	Periodically (every five years)
<b>Responsibility for the proposal / draft</b>	Dean / Committee for the Development of the Strategic Plan
<b>Responsibility for assessment / adoption</b>	Extended Dean's Board / Faculty Council
<b>Performance indicators</b>	Public discussions on the proposed Strategy are being held (minutes of meetings, correspondence submitted with the proposals). Strategic Plan is accepted by the Faculty Council and is published on the website of the Faculty



<b>Activity 1.2</b>	<b>Elaboration and adoption of the quality policy of the Faculty</b>
<b>Implementation period</b>	Periodically
<b>Responsibility for the proposal / draft</b>	Dean / Quality Assurance Committee, Committee for the Statute
<b>Responsibility for assessment / adoption</b>	Vice Dean for Quality Control and Continuing Education / Faculty Council
<b>Performance indicators</b>	Quality policy is adopted by the Faculty council and published on the website of the Faculty

<b>Activity 1.3</b>	<b>Preparation and adoption of legal acts</b>
<b>Implementation period</b>	When necessary
<b>Responsibility for the proposal / draft</b>	Dean / Secretary, Committee for the Statute
<b>Responsibility for assessment / adoption</b>	Faculty Council
<b>Performance indicators</b>	Legal acts are published on the website of the Faculty within eight (8) days of the adoption

<b>Activity 1.4</b>	<b>Organization and work of bodies for quality assurance and development</b>
<b>Implementation period</b>	Mandate of the Office members, Committees
<b>Responsibility for the proposal /draft</b>	Dean's board, Heads of divisions
<b>Responsibility for assessment / adoption</b>	Vice Dean for quality control and continuing education / Faculty Council
<b>Performance indicators</b>	Decisions on the election of members of the Committees shall be published on the Faculty website. The annual plan of activities is brought, Report on the work is submitted and adopted by the Faculty Council and then published on the Faculty website.

<b>Activity 1.5</b>	<b>Regular conduct of internal audit of the efficiency of quality assurance system at the University and proposal of improvement</b>
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	<b>measures</b>
<b>Implementation period</b>	When necessary, before the external audit
<b>Responsibility for the proposal / draft</b>	Quality Assurance Committee / Office for Quality, Committee for internal audit, persons appointed by the Dean as internal auditors
<b>Responsibility for assessment / adoption</b>	Vice Dean for quality control and continuing education / Faculty Council
<b>Performance indicators</b>	Report on the internal audit is published on the Faculty website
<b>Activity 1.6</b>	<b>Analysis of the implementation of quality assurance, implementation of the strategy and quality policy and achievement of the defined quality standards of all activities at the Faculty</b>
<b>Implementation period</b>	Periodically
<b>Responsibility for the proposal / draft</b>	Quality Assurance Committee / Office for Quality, Committee for Internal Audit
<b>Responsibility for assessment / adoption</b>	Vice Dean for quality control and continuing education / Faculty Council
<b>Performance indicators</b>	Paragraphs from the Faculty Council session in relation to quality assurance, implementation of the Strategy, reports on internal and external audit

<b>Activity 1.7</b>	<b>Formal rules of ethical conduct have been established</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Committee for the Implementation of the Code of Ethics
<b>Responsibility for assessment / adoption</b>	Dean / Faculty Council
<b>Performance indicators</b>	Implementation of the Code of Ethics of Zagreb University

### Examples of good practice

- The Faculty adopts its own Strategic Plan of Development based on the Strategy of the University, taking into account its own specificities.





- Quality Policy is published on the website.
- Regulations and laws related to quality shall be published on the website after the adoption.
- Establishment of Office for Quality at the Faculty of Veterinary Medicine, as the link between the Agency for Science and Higher Education and the Office for Quality Management, University of Zagreb.
- Action Plan of the Quality Assurance Committee shall be adopted by the Faculty Council and published on the website.
- Annual Report of the Committee for quality shall be adopted at the Faculty Council sessions.
- Student representatives participate in the work of university bodies concerned with monitoring and improving the quality and in the work of the Quality Assurance Committee.
- Conclusions and reports on the quality are adopted at the Faculty Council sessions and are regularly sent to the unit for the improvement of the quality of the University. These reports are used in the decision making process at the level of the Faculty, and also the University.

## **4.2 Approval, monitoring and periodic revision of study programs**

### **Standard**

The Faculty has defined mechanisms for the approval, monitoring and periodic evaluation of the study programs of integrated undergraduate and graduate study, taking into account the conditions for carrying out the study programs defined by Ministry of Science, Education and Sports, hereinafter: MSES (Act on Quality Assurance in Science and Higher Education).

### **Objective**

The existing study programs at the Faculty should be regularly monitored to ensure its contemporariness (ESG).

The existing and newly proposed study programs of the Faculty are synchronized with the development strategy of the University, the labour market and the community needs and with the network of higher education institutions and programs in the Republic of Croatia.

The Faculty should enable the modernization of its programs by well-regulated rules and amendments.

To achieve the quality of qualifications it is necessary to regularly collect data on the success of the implementation of the study programs and the achievement of the defined learning outcomes. In this process, periodic evaluation of study programs according to the predetermined performance indicators (achievement of learning outcomes, the relationship



between the number of enrolled students and students who have completed their studies, exam results, student satisfaction, their expectations and perspectives), has an important role.

### Activities

<b>Activity 2.1</b>	<b>Defining and implementing procedures for the recognition of higher education foreign qualifications and periods of study and preparation of the Study on the new program</b>
<b>Implementation period</b>	When necessary, before the procedure for the approval of a new study program
<b>Responsibility for the proposal / draft</b>	Committee for integrated undergraduate and graduate study, Quality Assurance Committee / Office for Quality
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee, Vice Dean for education, Faculty Council
<b>Performance indicators</b>	Acceptance of the Study on the study program, Directory of the study programs

<b>Activity 2.2</b>	<b>Control of the compliance of the new program of study with the guidelines and criteria of the Network of higher education institutions and study programs in the Republic of Croatia and other accredited faculties from the EAEVE group</b>
<b>Implementation period</b>	When necessary, before the procedure for the approval of a new study program
<b>Responsibility for the proposal / draft</b>	Committee for integrated undergraduate and graduate study, Quality Assurance Committee/ Office for Quality
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee, Vice Dean for education, Faculty Council
<b>Performance indicators</b>	Acceptance of the Study on the study program, Directory of the study programs

<b>Activity 2.3</b>	<b>Learning outcomes of the study program in accordance with the learning outcomes of related faculties (EAEVE), labour market requirements and continuing education are clearly described and assigned ECTS credits</b>
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	<b>according to the actual student activities and loads</b>
<b>Implementation period</b>	When necessary, before the procedure for the approval of a study program
<b>Responsibility for the proposal / draft</b>	Committee for integrated undergraduate and graduate study, Committee for ECTS credits / Head of subject
<b>Responsibility for assessment / adoption</b>	Vice Dean for education, Quality Assurance Committee of the Faculty and University / Faculty Council and University Senate
<b>Performance indicators</b>	Study on the study program

<b>Activity 2.4</b>	<b>Public announcement of the study programs and checking of the curricula</b>
<b>Implementation period</b>	Before the beginning of the academic year.
<b>Responsibility for the proposal / draft</b>	Head of subject, Vice Dean for education / Office for Quality
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee, Committee for integrated undergraduate and graduate study / Faculty Council
<b>Performance indicators</b>	Publication of the study programs on the website of the Faculty

<b>Activity 2.5</b>	<b>Determining the number of admissions (quotas) and conditions for enrolment in the first year of the study program</b>
<b>Implementation period</b>	Before the beginning of the academic year
<b>Responsibility for the proposal / draft</b>	Dean / Committee for integrated undergraduate and graduate study
<b>Responsibility for assessment / adoption</b>	Faculty Council
<b>Performance indicators</b>	Proposed number of enrolled students, minutes from the Council session

<b>Activity 2.6</b>	<b>Teaching according to the study program</b>
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	<b>curriculum</b>
<b>Implementation period</b>	Before the beginning of the academic year/ semester
<b>Responsibility for the proposal / draft</b>	Vice Dean for education / head of subject
<b>Responsibility for assessment / adoption</b>	Committee for integrated undergraduate and graduate study / Faculty Council
<b>Performance indicators</b>	Curricula are published on the website of the Faculty

<b>Activity 2.7</b>	<b>According to the curriculum, the courses are held in various forms (lectures, seminars, exercises, etc.)</b>
<b>Implementation period</b>	During the teaching process
<b>Responsibility for the proposal / draft</b>	Head of subject, Vice Dean for education / Committee for integrated undergraduate and graduate study
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee / Committee for integrated undergraduate and graduate study / Faculty Council
<b>Performance indicators</b>	Teaching according to the curriculum of each subject

<b>Activity 2.8</b>	<b>Students are encouraged to participate in scientific research, professional and educational work</b>
<b>Implementation period</b>	During the teaching process, production of graduate thesis, production of scientific and professional papers
<b>Responsibility for the proposal / draft</b>	Heads of subjects, projects, clinics, employees in scientific-educational titles, student mentors / heads of departments / clinics
<b>Responsibility for assessment / adoption</b>	Vice Dean for education, Vice Dean for science and international cooperation
<b>Performance indicators</b>	Production of original graduate theses, publication of theses with students, volunteering at clinics, demonstrations



<b>Activity 2.9</b>	<b>Students participate in the work of the Quality Assurance Committee, the Faculty Council and in all other activities related to the quality assurance of study programs</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Student Council, student associations at the Faculty, Quality Assurance Committee
<b>Responsibility for assessment / adoption</b>	Dean / Faculty Council
<b>Performance indicators</b>	Quality Assurance Regulations, students are informed on the results of the activities in relation to the quality assurance

<b>Activity 2.10</b>	<b>Analysis of the implementation of the study programs at the Faculty</b>
<b>Implementation period</b>	During the teaching process
<b>Responsibility for the proposal / draft</b>	Vice Dean for education, Vice Dean for science and international cooperation, Heads of subjects / Office for Quality
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee / Committee for integrated undergraduate and graduate study / Faculty Council
<b>Performance indicators</b>	All students are allowed to fulfil their study obligations

<b>Activity 2.11</b>	<b>Evaluation of study programs by students and teachers</b>
<b>Implementation period</b>	During the teaching process, after the completion of the study program
<b>Responsibility for the proposal / draft</b>	Heads of subjects / Office for Quality
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee / Faculty Council
<b>Performance indicators</b>	Information about the results of the evaluation is published on the Faculty level, drafting of periodic reports on the quality of teaching, Dean's annual report on the conducted teaching and student success,



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	students fulfilling the final survey for the evaluation of studies
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<b>Activity 2.12</b>	<b>External periodic audit of the study programs</b>
<b>Implementation period</b>	Periodically
<b>Responsibility for the proposal / draft</b>	Dean / Office for Quality
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee / ASHE, MSES, EAEVE
<b>Performance indicators</b>	Report on the external audit of the study programs, licence for the conduct of study programs

<b>Activity 2.13</b>	<b>Conducting surveys and arranging meetings with employers, representatives of the labour market, etc.</b>
<b>Implementation period</b>	Periodically
<b>Responsibility for the proposal / draft</b>	Quality Assurance Committee / Office for Quality
<b>Responsibility for assessment / adoption</b>	Dean / Faculty Council
<b>Performance indicators</b>	Results of surveys and records of meetings held are published

<b>Activity 2.14</b>	<b>Determining minor amendments to the existing program of study (up to 20%), major amendment (above 20%, but not more than 40%) and substantial amendments (over 40%), in accordance with the Regulations on the evaluation of the study program at the University</b>
<b>Implementation period</b>	Periodically
<b>Responsibility for the proposal / draft</b>	Heads of courses / Committee for integrated undergraduate and graduate study
<b>Responsibility for assessment / adoption</b>	Vice Dean for education, Dean / Faculty Council
<b>Performance indicators</b>	Records of incoming proposals on amendments to the study programs, analysis and publication of amendments to the study programs



<b>Activity 2.15</b>	<b>Adoption of amendments to the study program and entry into the Overview of the study programs</b>
<b>Implementation period</b>	Periodically
<b>Responsibility for the proposal / draft</b>	Heads of subjects / Committee for integrated undergraduate and graduate study
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee, Vice Dean for education / Faculty Council
<b>Performance indicators</b>	Records of amendments to the study programs, decisions of the Faculty Council, Directory of the study programs

### Examples of good practice

- Study programs are published on the website of the Faculty and are publicly available.
- Planned number of enrolment places and conditions for enrolment in the first year of study.
- Curricula are published on the website of the Faculty before the start of the academic year.
- Classes are held in accordance with the curricula.
- Various forms of teaching are anticipated and carried out (lectures, seminars, exercises, e-learning, etc.).
- Students participate in educational, professional and scientific research through demonstrations, preparation of original graduate theses, volunteering at the Faculty clinics, publication of papers independently or as co-authors with teachers.
- Student survey is regularly conducted after graduation.
- Student evaluation of teachers' work (student survey) is regularly conducted in the form of a unique survey so that every teacher is evaluated at least once every three years.
- Students participate in the work of the Faculty bodies, including the Quality Assurance Committee.
- Faculty Council at its session adopts amendments to the study programs up to 20%.

### 4.3 Evaluation of student work, learning outcomes and assessment



## Standard

Students should be objectively assessed using published criteria and rules that are applied consistently and after each academic year evaluated and adjusted to the assessment system. The assessment of students should correlate with the learning outcomes.

## Objective

Students should be informed on the method of the assessment applicable, tests and other assessment methods and criteria that will be applied in assessment at the beginning of the education process.

The curriculum must clearly define methods of testing and scoring, necessary literature, terms of examinations.

Assessment of students is the link between areas of study and allocated academic degree.

Assessment should support effective and creative approaches to learning and reliably measure the expected learning outcomes inherent in higher education and the specific area.

Assessment should be guided by the academic standards that include transparency, impartiality and prevention of fraud.

Results should be assessed and analyzed and regular improvements in the grading system should be introduced.

## Activities

<b>Activity 3.1</b>	<b>Publication of the criteria, rules and procedures of evaluation for each subject and their implementation, exam and other periods for the fulfilment of student obligations</b>
<b>Implementation period</b>	At the beginning of the academic year
<b>Responsibility for the proposal / draft</b>	Head of subject / Committee for integrated undergraduate and graduate study, Office for Quality
<b>Responsibility for assessment / adoption</b>	Vice dean for education, Dean / Faculty Council
<b>Performance indicators</b>	Study on the study program, Course curriculum is published on the website of the Faculty before the beginning of classes, Student Kiosk, ISVU





<b>Activity 3.2</b>	<b>Defining and providing alternative means of examination, or the fulfilment of the course requirements for students with disabilities in accordance with their specific needs (without compromising quality while achieving the required learning outcomes)</b>
<b>Implementation period</b>	With examination periods
<b>Responsibility for the proposal / draft</b>	Heads of subjects / Student Office
<b>Responsibility for assessment / adoption</b>	Vice Dean for education
<b>Performance indicators</b>	Terms and conditions are published on the website of the Faculty, Student Kiosk, ISVU

<b>Activity 3.3</b>	<b>Providing timely feedback to students on the results they have achieved in the exam or part of the exam, orally, in writing or by electronic means, in accordance with the regulations on the protection of personal data</b>
<b>Implementation period</b>	With examination periods
<b>Responsibility for the proposal / draft</b>	Heads of subjects, teachers in scientific-educational titles
<b>Responsibility for assessment / adoption</b>	Vice Dean for education
<b>Performance indicators</b>	Means and time of publication of the results must be communicated to students before or during the examination

<b>Activity 3.4</b>	<b>Defining and implementing procedures to appeal the results of the exam</b>
<b>Implementation period</b>	With examination period
<b>Responsibility for the proposal / draft</b>	Dean / Examination committee
<b>Responsibility for assessment / adoption</b>	Dean
<b>Performance indicators</b>	Conduct is conditioned by Regulations on integrated undergraduate and graduate study



<b>Activity 3.5</b>	<b>Violation of the Code of ethics is prevented and the activities of the Committee for the disciplinary responsibility of students are defined</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Committee for the implementation of the Code of Ethics of the University of Zagreb, Committee for the disciplinary responsibility of students
<b>Responsibility for assessment / adoption</b>	Dean /Faculty Council
<b>Performance indicators</b>	Regulations on the disciplinary responsibility of students available at the website of the Faculty as well as the University Code of Ethics

<b>Activity 3.6</b>	<b>Defining and publishing procedures on the final / diploma exam / paper and a list of mentors with the topics for each study program</b>
<b>Implementation period</b>	At the beginning of academic year or the beginning of each semester
<b>Responsibility for the proposal / draft</b>	Vice Dean for education/employees in scientific-educational title
<b>Responsibility for assessment / adoption</b>	Committee for integrated undergraduate and graduate study / Faculty Council
<b>Performance indicators</b>	Instructions for the preparation of the graduate thesis are published on the website of the Faculty, as well as a list of mentors and topics. Regulations on integrated undergraduate and graduate study are publicly available

<b>Activity 3.7</b>	<b>Encouraging student excellence, awarding the best students on the basis of the results achieved during the study</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Committee for integrated undergraduate and graduate study, departments / clinics, students / Awards Committee, Committee for the Dean's award
<b>Responsibility for assessment / adoption</b>	Vice Dean for education, Dean / Faculty Council
<b>Performance indicators</b>	Number of awarded students during the academic year, publication of the list of the most successful



	students in the year of study, the Dean's Award
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<b>Activity 3.8</b>	<b>Analysis of the results achieved by the students in the academic year, analysis of achieving the learning outcomes and the results of student surveys are basis for proposing the necessary amendments to the curricula</b>
<b>Implementation period</b>	Once a year
<b>Responsibility for the proposal / draft</b>	Heads of departments / clinics, heads of subjects / Committee for integrated undergraduate and graduate study
<b>Responsibility for assessment / adoption</b>	Vice Dean for education / Faculty Council
<b>Performance indicators</b>	Minutes of the meetings with suggested changes in the curricula

### Examples of good practice

- The Faculty acts in accordance with the Regulations on the studies and study system of the University and Regulations on integrated undergraduate and graduate study of the Faculty.
- The method of preparation of the graduate thesis and a list of topics for each subject are published on the Faculty level.
- Methods of assessment and examination periods are made public.
- The procedure to appeal the results of the examination and the grade are prescribed by the appropriate acts.
- Exceptionally successful students are awarded every year, during the formal session of the Faculty Council, Dean's award is awarded according to the Regulations on awards and recognitions.
- Students with disabilities and other learning difficulties are allowed alternative forms of examination.
- Students are provided with timely information about the results of the written exam and the oral exam is carried out within 5 working days.



## 4.4 Learning resources and student support

### Standard

The Faculty should provide adequate resources for quality performance of each program of study, as well as support for students.

### Objective

For successful studying it is necessary to ensure appropriate spatial resources (classrooms, library, etc.), equipment (computers) and literature (books, scripts, templates of lectures or access to databases, electronic books and magazines, a digital repository of academic, network-accessible teaching materials).

Students should be provided with support in the form of consultation, leadership, mentoring, library services, administrative services and support to students with disabilities.

All resources must be easily accessible to students and meet their needs.

The Faculty should regularly monitor, check and improve the efficiency of support for students and available resources for quality education of students.

### Activities

<b>Activity 4.1</b>	<b>Ensuring a sufficient number of copies of obligatory and additional literature (in the classical and/or digital form), usually at least 20% (10% for additional literature) of the predicted number of students enrolled in each course</b>
<b>Implementation period</b>	Before the beginning of the academic year
<b>Responsibility for the proposal / draft</b>	Head of subject / Head of the library
<b>Responsibility for assessment / adoption</b>	Library board, Vice Dean for education, Vice Dean for finances
<b>Performance indicators</b>	List of available literature on the website of the Faculty, borrowing records
<b>Activity 4.2</b>	<b>Ensuring adequate space for the library with a reading room and computer lab and other equipment according to the requirements of the study program and professional library staff, as</b>



	<b>well as suitable working hours</b>
<b>Implementation period</b>	At the beginning of the academic year
<b>Responsibility for the proposal / draft</b>	Head of the Library, Head of IT department
<b>Responsibility for assessment / adoption</b>	Vice Dean for education, Vice dean for finances
<b>Performance indicators</b>	Positive student opinion and feedback

<b>Activity 4.3</b>	<b>Establishment and organization of the administrative services of the Faculty to support the needs of students; working hours of administrative services (especially the Registry) are in line with the obligations of students</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Students / Vice Dean for education, Student Office, secretary
<b>Responsibility for assessment / adoption</b>	Dean
<b>Performance indicators</b>	Positive student opinion and feedback

<b>Activity4.4</b>	<b>Providing resources for Student Council and other student organizations at the Faculty (space, equipment)</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Students, student associations
<b>Responsibility for assessment / adoption</b>	Vice Dean for finances / Dean
<b>Performance indicators</b>	Positive student opinion and feedback

<b>Activity4.5</b>	<b>Providing different ways of informing students (notice boards, websites, etc.)</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Students, student associations, heads of subjects / Student Office, heads of departments / clinics, IT department
<b>Responsibility for assessment / adoption</b>	Vice Dean for education



<b>Performance indicators</b>	Positive student opinion and feedback
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<b>Activity 4.6</b>	<b>Development and application of the system of support for students and their follow-up during the study (e.g. system of heads of studies and student leaders; mentoring system, production of the final/graduate theses)</b>
<b>Implementation period</b>	During the study
<b>Responsibility for the proposal / draft</b>	Student associations, heads of subjects / Student Office, Office for Quality, working body of the mentoring system
<b>Responsibility for assessment / adoption</b>	Vice Dean for education / Faculty Council
<b>Performance indicators</b>	Annual activity reports, student feedback, Regulations on integrated undergraduate and graduate study

<b>Activity 4.7</b>	<b>Students, especially foreign, are provided information through promotional materials and other forms of information</b>
<b>Implementation period</b>	Permanently, at the beginning of the academic year
<b>Responsibility for the proposal / draft</b>	Office for international cooperation, student associations, Student Office
<b>Responsibility for assessment / adoption</b>	Vice Dean for science and international cooperation, Vice Dean for education
<b>Performance indicators</b>	Revised editions of brochures with the necessary information available on the website of the Faculty, student feedback

<b>Activity 4.8</b>	<b>The Faculty supports the activities of the student associations and participation in extracurricular activities</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Student associations, student leaders, Student Office
<b>Responsibility for assessment / adoption</b>	Vice Dean for education, Vice Dean for finances, Dean



<b>Performance indicators</b>	Working plans of the associations, reports of the held activities, requests for funding extracurricular activities
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<b>Activity 4.9</b>	<b>Development of the system of feedback to student questions and complaints</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Student associations, Student council/Registry for integrated undergraduate and graduate study, Student Office
<b>Responsibility for assessment / adoption</b>	Vice Dean for education
<b>Performance indicators</b>	Information about how to file a complaint is available to students through the Faculty's website and on notice boards, student feedback

<b>Activity 4.10</b>	<b>Defining and applying the system of awarding successful students at the Faculty</b>
<b>Implementation period</b>	During the study, once a year
<b>Responsibility for the proposal / draft</b>	Students, student associations, heads of departments/clinics, Dean, Awards Committee, Dean's Award Committee
<b>Responsibility for assessment / adoption</b>	Dean / Faculty Council
<b>Performance indicators</b>	Competition is announced on the website of the Faculty, award ceremony at formal Faculty Council sessions

<b>Activity 4.11</b>	<b>Consultation hours for students, at least two hours a week, are ensured to students</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Vice Dean for education, Heads of subjects, Student Office
<b>Responsibility for assessment / adoption</b>	Vice Dean for education / head of department / clinic
<b>Performance indicators</b>	Consultation hours are available to students on the website of the Faculty, notice boards of departments and clinics



## Examples of good practice

- Different sources for learning with teaching materials, sufficient number of copies of required literature, ensured availability of library space, necessary computer programs, etc. are all ensured and available to students.
- Students are appointed mentors. Consultation hours with students are announced before the start of classes.
- Students receive awards and recognitions by the Faculty, award criteria are prescribed by the Regulations.
- Students' questions and complaints are resolved in a timely manner.
- The Faculty has established various student associations that enable students to participate in extracurricular activities (sports, music, etc.) and which ensure the quality of student life, and are funded by the Faculty.
- Introductory meetings are organized for the first-year students in order to facilitate their introduction to academic life and to get familiar with teaching and other activities of the Faculty.
- The Faculty encourages student mobility through bilateral agreements and participation in mobility programs and gladly welcomes foreign students during their stays of different lengths.

## 4.5 Quality assurance of teaching and associate staff





## Standard

The Faculty must ensure the quality and expertise of its teaching, associate, administrative and support staff to provide students with quality education and to achieve the appropriate learning outcomes. In addition to teaching, university teachers are engaged in scientific and professional work which by its quality contributes to the national and international recognition of the Faculty. The work of the teaching staff should be continuously improved.

## Objective

The Faculty provides good quality of the teaching, associate, administrative and supporting staff with the necessary competences, together with the openness to the continuous improvement of the teaching quality.

Selection procedures should ensure the possession of appropriate teaching competences, in addition to scientific and professional competencies.

In addition to the teaching, the Faculty evaluates the scientific and professional work of the teachers as a whole opus of their scientific and educational activities.

Teachers and associates are able to develop at national and international level.

## Activities

### **PLANNING OF THE TEACHING, ASSOCIATE, ADMINISTRATIVE AND SUPPORT STAFF**

The Faculty, in line with its strategic development, plans necessary teaching, associate, administrative and support staff, taking into account available resources, programs of study and number of students, as well as new programs and increase/decrease in the number of students. Procedures for the allocation of the teaching load of full-time teachers and associates are also developed as well as the approval of engagement of the Faculty's teachers at other institutions, especially at University constituents.

<b>Activity 5.1</b>	<b>Regulations on the job classifications at the Faculty</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Secretary / Committee for election into scientific, scientific-educational, educational and associate



	titles , Committee for the Statute
<b>Responsibility for assessment / adoption</b>	Dean / Faculty Council
<b>Performance indicators</b>	Regulations are published on the website of the Faculty

<b>Activity 5.2</b>	<b>Employment positions are classified on the basis of the existing teaching load according to the approved study programs</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Dean/Committee for election into scientific, scientific-educational, educational and associate titles
<b>Responsibility for assessment / adoption</b>	Dean / Faculty Council
<b>Performance indicators</b>	Regulations on job classifications

<b>Activity 5.3</b>	<b>Monitoring, recording and analysis of the workload of teachers and associates for each academic year and the available administrative and support staff</b>
<b>Implementation period</b>	Annually, related to the academic year
<b>Responsibility for the proposal / draft</b>	Vice Dean for education / teachers, heads of subjects / secretary
<b>Responsibility for assessment / adoption</b>	Committee for integrated undergraduate and graduate study / Dean
<b>Performance indicators</b>	Analysis of the collected data

<b>Activity 5.4</b>	<b>Annual plan for recruitment and promotion of teachers and associates and administrative and support staff</b>
<b>Implementation period</b>	Annually
<b>Responsibility for the proposal / draft</b>	Heads of departments / clinics / secretary / Committee for election into scientific, scientific-educational, educational and associate titles
<b>Responsibility for assessment / adoption</b>	Dean / Faculty Council



<b>Performance indicators</b>	Competent teachers with an equal workload for all subjects
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<b>Activity 5.5</b>	<b>Planning and entrusting external associates with the execution of part of the teaching</b>
<b>Implementation period</b>	Before the beginning of academic year
<b>Responsibility for the proposal / draft</b>	Heads of departments / clinics, heads of subjects / Vice Dean for education
<b>Responsibility for assessment / adoption</b>	Committee for integrated undergraduate and graduate study / Faculty Council
<b>Performance indicators</b>	Execution of part of the teaching by external associates is planned, conclusion of contracts with external associates

<b>Activity 5.6</b>	<b>Implementation procedures for the approval of the participation of the Faculty's teachers and associates at other institutions of higher education in accordance with the Regulations on external cooperation of the University</b>
<b>Implementation period</b>	Before the beginning of the academic year
<b>Responsibility for the proposal / draft</b>	Head of departments /subjects, heads of subjects / Committee for integrated undergraduate and graduate study
<b>Responsibility for assessment / adoption</b>	Dean / Faculty Council
<b>Performance indicators</b>	Decisions on the approval of the participation of teachers in teaching at other institutions

<b>Activity 5.7</b>	<b>Defining the system of elections of teachers and associates into titles and employment positions</b>
<b>Implementation period</b>	Prior to the employment and election into titles
<b>Responsibility for the proposal / draft</b>	Dean / Committee for election into scientific, scientific-educational, educational and associate titles
<b>Responsibility for assessment / adoption</b>	Dean / Faculty Council
<b>Performance indicators</b>	Employment and election into titles are carried out in accordance with legal acts of the Faculty and



	University
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<b>Activity 5.8</b>	<b>Public competition and implementation of an election procedure for a new teaching position (assistant professor) or election in the same or higher academic title (from assistant professor to full professor) as well as for an associate position are in accordance with the structure of employment positions and annual plan for recruitment and promotion of teachers and associates</b>
<b>Implementation period</b>	Prior to the employment or election into titles
<b>Responsibility for the proposal / draft</b>	Dean / Committee for election into scientific, scientific-educational, educational and associate titles
<b>Responsibility for assessment / adoption</b>	Dean Faculty Council
<b>Performance indicators</b>	Public competitions are published in the Official Gazette, on the website of the Faculty and in the EU media

<b>Activity 5.9</b>	<b>Ensuring the availability of the results of evaluation of teaching of teachers and associates needed in the election into titles and employment positions</b>
<b>Implementation period</b>	Before the election into a higher title or re-election
<b>Responsibility for the proposal / draft</b>	Quality Assurance Committee
<b>Responsibility for assessment / adoption</b>	Vice Dean for quality and continuing education/Dean
<b>Performance indicators</b>	Student survey as annex to the documentation for the election or re-election

<b>Activity 5.10</b>	<b>Development and application of the system of permanent training of the teaching and associate staff and the development of the necessary teaching competences</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Vice Dean for education, Vice Dean for quality and



	continuing education / Office for Quality
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee / Dean
<b>Performance indicators</b>	Carrying out of various forms of permanent training for teachers and associates, as well as workshops and other forms of additional training in order to acquire competencies for teaching, training in foreign institutions

Teachers' work is regularly evaluated on the basis of the published criteria, rules and procedures. Evaluation of teachers' work in the field of teaching is carried out through student surveys for the evaluation of teachers and teaching, and in other suitable ways that take into account the totality of scientific, artistic and professional work of teachers and associates. All types of evaluation do not have to be conducted every year, but after the prescribed period or, if necessary.

<b>Activity 5.11</b>	<b>Student evaluation of the work of teachers and associates for each course of study through student surveys</b>
<b>Implementation period</b>	According to the annual plan, at least once a year
<b>Responsibility for the proposal / draft</b>	Heads of departments/clinics / Office for Quality, Quality Assurance Committee
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee and Office for quality management of the University
<b>Performance indicators</b>	Student survey

<b>Activity 5.12</b>	<b>Analyzing the results of student surveys to evaluate the work of teachers and associates, taking measures to improve the quality of work of teachers and associates</b>
<b>Implementation period</b>	After the obtained survey results
<b>Responsibility for the proposal / draft</b>	Dean / Vice Dean for quality and continuing education
<b>Responsibility for assessment / adoption</b>	Dean
<b>Performance indicators</b>	Report on the analysis is presented to the Faculty Council, report on the improvement of the quality of work is submitted to the Office for quality management of the University



<b>Activity 5.13</b>	<b>Establishment of a system of awards to successful teachers and associates</b>
<b>Implementation period</b>	Annually
<b>Responsibility for the proposal / draft</b>	Heads of departments/clinics, Dean/Awards Committee
<b>Responsibility for assessment / adoption</b>	Dean /Faculty Council
<b>Performance indicators</b>	Annual awards to successful teachers and associates

<b>Activity 5.14</b>	<b>Defining the evaluation process of scientific-educational literature of teachers and associates, evaluation and approval of university literature</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Authors / Committee for library activity
<b>Responsibility for assessment / adoption</b>	Dean / Faculty Council
<b>Performance indicators</b>	Number of publications

<b>Activity 5.15</b>	<b>Continuous training of administrative and support staff and their evaluation</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Secretariat / Office for Quality
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee / Dean
<b>Performance indicators</b>	Attendance of various workshops and other forms of continuous training

<b>Activity 5.16</b>	<b>Establishing procedures for evaluating the quality of professional, administrative and support staff and the implementation of evaluation, result analysis and taking measures to improve the work quality of professional, administrative and support staff</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Secretariat / Office for Quality
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee / Dean



<b>Performance indicators</b>	Implementation of the Faculty survey, report on the improvement of work quality
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<b>Activity 5.17</b>	<b>Contribution of teachers to e-learning is evaluated</b>
<b>Implementation period</b>	Annually
<b>Responsibility for the proposal / draft</b>	Committee for integrated undergraduate and graduate study/coordinator for ECTS credits
<b>Responsibility for assessment / adoption</b>	Vice Dean for education / Faculty Council
<b>Performance indicators</b>	Reports on teacher evaluation

<b>Activity 5.18</b>	<b>Regular annual survey on e-learning is implemented</b>
<b>Implementation period</b>	Annually
<b>Responsibility for the proposal / draft</b>	Committee for integrated undergraduate and graduate study/coordinator for ECTS credits
<b>Responsibility for assessment / adoption</b>	Vice Dean for education / Faculty Council
<b>Performance indicators</b>	Reports on implemented surveys are available on the website of the Faculty

<b>Activity 5.19</b>	<b>Competition for the best e-course is conducted (according to the classification prescribed by the University Senate)</b>
<b>Implementation period</b>	Annually
<b>Responsibility for the proposal / draft</b>	Committee for integrated undergraduate and graduate study/coordinator for ECTS credits
<b>Responsibility for assessment / adoption</b>	Vice Dean for education / Faculty Council
<b>Performance indicators</b>	Results of the competition are published on the website of the Faculty

### Examples of good practice

- Employment procedure and election into titles are conducted in accordance with the regulations.



- The Faculty has Regulations on job classifications.
- The process of delegation of teaching is carried out before the beginning of the academic year, i.e. before the beginning of the semester, in a decision made by the Faculty Council.
- The procedure for approving teaching of the Faculty's own teachers at other institutions of higher education is conducted in accordance with existing laws.
- Results of student surveys on the evaluation of the quality of teachers and teaching are taken into account during election into scientific-educational titles.
- The Faculty gives awards to teachers for special achievements in teaching and other work.

#### **4.6 Scientific research activity**





## Standard

Indivisibility of the quality of teaching and scientific research is essential for the Faculty.

## Objective

Improving the quality of research and teaching by participating in research projects with the aim of achieving excellence and recognition, for which it is necessary to provide infrastructure (human resources: researchers, young researchers – doctoral candidates and postdoctoral fellows) and resources.

<b>Activity 6.1</b>	<b>Adoption of the Research strategy of the Faculty according to the Faculty's own objectives in line with the scientific strategy of the University</b>
<b>Implementation period</b>	Periodically
<b>Responsibility for the proposal / draft</b>	Dean/Committee for the development of the Strategy
<b>Responsibility for assessment / adoption</b>	Dean / Faculty Council
<b>Performance indicators</b>	Records of proposals of the strategic points from meetings held; adoption of the strategy at the Faculty Council session

<b>Activity 6.2</b>	<b>Reports on foreign scientific and professional activities of the University</b>
<b>Implementation period</b>	Periodically
<b>Responsibility for the proposal / draft</b>	Vice Dean for science and international cooperation / International relations office
<b>Responsibility for assessment / adoption</b>	Committee for International Cooperation / Faculty Council
<b>Performance indicators</b>	Adoption of reports at the Faculty Council session

<b>Activity 6.3</b>	<b>Support from all the services of the Faculty is being provided to the scientists participating in scientific research projects, especially international projects</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Project leaders / Committee for projects, International



	relations office
<b>Responsibility for assessment / adoption</b>	Vice Dean for science and international cooperation, Dean / Faculty Council
<b>Performance indicators</b>	Successful implementation of projects

<b>Activity 6.4</b>	<b>Records of domestic and foreign projects carried out by the Faculty staff and involving the Faculty staff</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Heads of departments / clinics, associates on projects / Vice Dean for science and international cooperation, International relations office
<b>Responsibility for assessment / adoption</b>	Committee for projects, Dean / Faculty Council
<b>Performance indicators</b>	Successful implementation of projects, submission of annual reports, publication of the list of projects

<b>Activity 6.5</b>	<b>Records of published scientific and professional papers</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Heads of departments / clinics, associates on projects / Vice Dean for science and international cooperation
<b>Responsibility for assessment / adoption</b>	Vice Dean for science and international cooperation, Faculty Council
<b>Performance indicators</b>	Published papers are entered into Croatian scientific bibliography

<b>Activity 6.6</b>	<b>Teachers and scientists are educated and informed about the possibilities and methods of application and carrying out of domestic and international research projects</b>
<b>Implementation period</b>	When necessary
<b>Responsibility for the proposal / draft</b>	Heads of departments / clinics, International relations office, Committee for projects
<b>Responsibility for assessment / adoption</b>	Vice Dean for science and international cooperation / Dean



<b>Performance indicators</b>	Participation in seminars, workshops, etc., publication of information about similar activities on the website of the Faculty
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<b>Activity 6.7</b>	<b>Monitoring the performance and progress of junior researchers and assistants</b>
<b>Implementation period</b>	Once a year
<b>Responsibility for the proposal / draft</b>	Vice Dean for science and international cooperation, project leaders
<b>Responsibility for assessment / adoption</b>	Vice Dean for science and international cooperation, Dean / Faculty Council
<b>Performance indicators</b>	Annual reports on the work of junior researchers

<b>Activity 6.8</b>	<b>Evaluation of doctoral candidates and postdoctoral fellows</b>
<b>Implementation period</b>	Once a year
<b>Responsibility for the proposal / draft</b>	Doctoral candidates / postdoctoral fellows, Doctoral studies council
<b>Responsibility for assessment / adoption</b>	Vice Dean for science and international cooperation, Dean / Faculty Council
<b>Performance indicators</b>	Annual reports on the work of doctoral candidates / postdoctoral fellows

<b>Activity 6.9</b>	<b>Evaluation of the mentors' work</b>
<b>Implementation period</b>	Once a year
<b>Responsibility for the proposal / draft</b>	mentors / Doctoral studies council
<b>Responsibility for assessment / adoption</b>	Vice Dean for science and international cooperation, Dean / Faculty Council
<b>Performance indicators</b>	Annual reports on the mentors' work

<b>Activity 6.10</b>	<b>Evaluation of doctoral studies</b>
<b>Implementation period</b>	End of academic year



<b>Responsibility for the proposal / draft</b>	Teachers and students, heads of subjects / Doctoral studies council
<b>Responsibility for assessment / adoption</b>	Vice Dean for science and international cooperation / Dean
<b>Performance indicators</b>	Annual reports on doctoral studies

### Examples of good practice

- The Faculty collects data on the scientific activity of teachers and researchers (scientific production and participation in scientific research projects, particularly international).
- The Faculty actively promotes inclusion in education on international projects.
- Agreements with national and international institutions, businesses and other entities on cooperation in professional projects.
- Teachers, students and other deserving individuals are awarded on the Day of the Faculty.
- Accounting monitoring of international projects is provided within the framework of existing accounting service.
- The Faculty keeps records of the work of junior researchers, doctoral candidates and postdoctoral fellows and reports are submitted to relevant departments.

### 4.7 Professional activity



## Standard

The Faculty should record and encourage professional activities of teachers and associates in accordance with the available resources and strategy.

## Objective

The Faculty aims to achieve a positive impact on society through the professional activities of teachers and associates. Therefore, the professional activities should be encouraged, recorded and made recognizable.

Professional activities should be consistent with the available resources and the strategy of the University and the Faculty, and in correlation with the teaching and scientific research activities.

## Activities

<b>Activity 7.1</b>	<b>The Faculty has established departments and clinics which deal with professional activities related to all areas of veterinary medicine</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Heads of departments / clinics, Faculty divisions
<b>Responsibility for assessment / adoption</b>	Vice Dean for finances, Dean / Faculty Council
<b>Performance indicators</b>	Surveys on client satisfaction, annual reports of the departments and clinics on their own work

<b>Activity 7.2</b>	<b>Records of professional activity at the level of the Faculty</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Heads of departments / clinics, professional project leaders
<b>Responsibility for assessment / adoption</b>	Vice Dean for finances Dean / Faculty Council
<b>Performance indicators</b>	Information about the work of departments / clinics on the website of the Faculty

<b>Activity 7.3</b>	<b>Encouraging professional training of the Faculty staff in all areas of professional activity (e.g.</b>
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	<b>obtaining diplomas from the European colleges of veterinary medicine)</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Heads of departments / clinics, Dean
<b>Responsibility for assessment / adoption</b>	Dean / Faculty Council
<b>Performance indicators</b>	Reports on professional training of staff, obtained diplomas

<b>Activity 7.4</b>	<b>Development, conduct, and analysis of specialist studies</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Dean, Vice Dean for quality and continuing education, heads of departments / clinics
<b>Responsibility for assessment / adoption</b>	Council for specialist studies, Dean / Faculty Council
<b>Performance indicators</b>	List of specialist studies on the website of the Faculty, list of professional master's theses

<b>Activity 7.5</b>	<b>Establishment of the system of approval, conduct and evaluation of continuing education programs</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Vice Dean for quality and continuing education / Quality Assurance Committee
<b>Responsibility for assessment / adoption</b>	Vice Dean for quality and continuing education, Dean, / Faculty Council
<b>Performance indicators</b>	Continuing education programs are available to the public, contracts with professional organizations

<b>Activity 7.6</b>	<b>Agreements on cooperation between the Faculty and the business entities and / or professional organizations on the other hand</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Dean / managers of organizations, Vice Dean for education
<b>Responsibility for assessment / adoption</b>	Vice Dean for finances, Vice Dean for education, Dean, Committee for integrated undergraduate and graduate study / Faculty Council



<b>Performance indicators</b>	Report on the implementation of professional training or continuing education, records of students' extramural practical training
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<b>Activity 7.7</b>	<b>Implementation of professional projects, organization of conferences and other ( e.g. courses)</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Faculty employees in scientific-educational and associate titles, Committee for projects, course leaders
<b>Responsibility for assessment / adoption</b>	Vice Dean for quality and continuing education, Dean / Faculty Council
<b>Performance indicators</b>	Notifications on conferences are publicly available; reports on conferences or participation in them

<b>Activity 7.8</b>	<b>Organization and work of hunting-training grounds Črnovšćak</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Manager of the training grounds
<b>Responsibility for assessment / adoption</b>	Committee for training grounds, Dean / Faculty Council
<b>Performance indicators</b>	Regulations on the organization and work of the hunting-training grounds, reports of the training grounds manager

<b>Activity 7.9</b>	<b>Organization and work of scientific-training grounds <i>Faculty property Dugo Selo</i></b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Manager of the training grounds
<b>Responsibility for assessment / adoption</b>	Committee for scientific-training grounds Dean / Faculty Council
<b>Performance indicators</b>	Regulations on the organization and work of the scientific-training grounds <i>Faculty property Dugo Selo</i> , reports of the training grounds manager



<b>Activity 7.10</b>	<b>Establishment of diagnostic laboratories and their accreditation by national authorities</b>
<b>Implementation period</b>	When necessary
<b>Responsibility for the proposal / draft</b>	Heads of departments / clinics , heads of laboratories
<b>Responsibility for assessment / adoption</b>	Vice Dean for finances, dean / Faculty Council
<b>Performance indicators</b>	Evidence of the accreditation

<b>Activity 7.11</b>	<b>Organizing meetings of former students and friends of the Faculty in order to promote the veterinary profession, but also to present the entire work and all the potentials of the Faculty</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Associations of students and former students, Faculty staff, AMAC - Association of graduates and friends of the Faculty of Veterinary Medicine, University of Zagreb
<b>Responsibility for assessment / adoption</b>	Dean
<b>Performance indicators</b>	Information about the work of the associations publicly available, lectures, reports on the work of associations by former students

### Examples of good practice

- Data on professional activities are published on the website as a description of the activities of the Faculty clinics, opening hours for the public and the like.
- The Faculty has information about professional activities of teachers and researchers.
- The Faculty supports obtaining diplomas from European colleges and specialization in various fields of veterinary medicine.
- Conclusion of contracts with professional organizations and associations in order to promote continuing education, specialization, training courses, extramural training and the like.
- Agreements on cooperation in professional projects with the business sector and other entities.
- The Faculty organizes conferences and encourages employees to participate in them.
- Organising meetings of former students and friends of the Faculty in order to promote the veterinary profession, but also the presentation of the entire work and all the potentials of the





Faculty.

- Establishment of AMAC - Association of graduates and friends of the Faculty of Veterinary Medicine, University of Zagreb.

#### **4.8 Mobility and international cooperation**

##### **Standard**



Mobility of students, teachers, associates and non-teaching staff should be an integral part of the process of higher education, with clearly defined rules and procedures that ensure equal conditions for mobility of all stakeholders.

Mobility and international cooperation are carried out through participation in international projects and mobility programs as well as multilateral and bilateral agreements with national and foreign institutions.

### Objective

The international environment contributes to the improvement and increase of the competences of stakeholders, and also promotes understanding, coping and working in an international environment.

Internal mobility allows the adoption of interdisciplinary educational content and encourages the development of general and specific competencies and skills.

Through public calls and competitions for funding, interested students, teachers and non-teaching staff are encouraged to participate in international exchange programs.

The Faculty should meet the requirements (normative, material, facilities, staff) for the realization of internal and international exchange in both directions. International public should be well informed about the possibilities of the cooperation with the Faculty through information packages and other communication channels.

### Activities

<b>Activity 8.1</b>	<b>Regulation of the basic principles of the mobility of incoming and outgoing students, teaching, associate and non-teaching staff of the University and its constituents</b>
<b>Implementation period</b>	Permanently, before the beginning of the academic year
<b>Responsibility for the proposal / draft</b>	Vice Dean for science and international cooperation, ERASMUS coordinator / International relations office
<b>Responsibility for assessment / adoption</b>	Vice Dean for science and international cooperation / Faculty Council
<b>Performance indicators</b>	Agreements on ERASMUS and other projects of exchange of students and teachers, announcements of competitions on the mobility, ratio of realized outgoing / incoming mobility



<b>Activity 8.2</b>	<b>Regulation of the procedure for recognition of the related subjects during student transfer from similar study programs and allowing the entry of differential subjects</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Heads of subjects / Vice Dean for education, ECTS coordinator
<b>Responsibility for assessment / adoption</b>	Dean
<b>Performance indicators</b>	List of subjects, with the required entry competencies is announced before the beginning of the academic year.

<b>Activity 8.3</b>	<b>Ensuring the availability of data on the conditions of realizing mobility, counselling students in order to select the mobility program and partner institutions taking into account their personal interests, skills, level of knowledge and motivation of the student</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	International relations office, ECTS coordinator in cooperation with the International relations office of the University
<b>Responsibility for assessment / adoption</b>	Vice Dean for science and international cooperation / Dean
<b>Performance indicators</b>	Positive feedback from students after the exchange; certificates of completed practical training

<b>Activity 8.4</b>	<b>Provision of assistance to incoming guest student (e.g. assigning mentors / leaders or meeting of all incoming and local students)</b>
<b>Implementation period</b>	Permanently, at the beginning of the academic year or semester
<b>Responsibility for the proposal / draft</b>	International relations office, student associations
<b>Responsibility for assessment / adoption</b>	Vice Dean for science and international cooperation, Vice Dean for education / Dean
<b>Performance indicators</b>	Reports from meetings, reports of mentors on the implemented activities



<b>Activity 8.5</b>	<b>The Faculty actively participates in the work of international organizations the activities of which are related to higher education in the field of veterinary medicine, with the aim of improving the quality of study</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Dean, Vice Dean for science and international cooperation / International relations office
<b>Responsibility for assessment / adoption</b>	Dean / Faculty Council
<b>Performance indicators</b>	Agreements on cooperation with foreign faculties of veterinary medicine, participation in external audits by international veterinary associations

<b>Activity 8.6</b>	<b>International cooperation of the Faculty in the form of participation in international projects, international mobility of teachers and other staff is encouraged</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Project leaders / Committee for projects, International relations office
<b>Responsibility for assessment / adoption</b>	Vice Dean for science and international cooperation, Dean / Faculty Council
<b>Performance indicators</b>	List of international projects involving employees of the Faculty is publicly available, reports upon the end of stay of employees in international institutions

### Examples of good practice

- LLP ERASMUS agreements on the mobility at the constituents, realized mobility of students, teaching and non-teaching staff.
- Internal mobility of staff is realized within the components.
- Regulations on postgraduate study define the requirements for enrolment of persons who have completed similar undergraduate and graduate study programs.
- Information about the available mobility of students and staff is publicly accessible and visible on the website of the Faculty and in the International Relations Office.
- The Faculty encourages carrying out of obligatory and elective courses in a foreign language, and for foreign and domestic students.
- Foreign students are acquainted with the work of the Faculty, their obligations and any other



appropriate information available in the Information Package.

- Students who have participated in the exchange submit a report on their experiences during mobility.
- The Faculty is member of European organizations which promote education in the field of veterinary medicine (EAEVE, VetNEST etc.).

#### **4.9 Resources for the teaching, scientific research and professional activity**

##### **Standard**



The Faculty provides appropriate resources that are necessary for the continuous improvement of the quality of teaching, scientific research and professional activity.

### Objective

Required resources include space, equipment, funding, teaching and non-teaching staff, etc.

All resources should be made available to students and staff, and they should be regularly improved and updated in accordance with the feedback.

Cooperation and agreement on the available resources, so they are used in a rational and effective way should be ensured at the Faculty level.

### Activities

<b>Activity 9.1</b>	<b>Ensuring adequate teaching space</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Heads of departments / clinics
<b>Responsibility for assessment / adoption</b>	Vice Dean for finances, Dean / Faculty Council
<b>Performance indicators</b>	Annual reports on investments, business plan of the Faculty

<b>Activity 9.2</b>	<b>Ensuring classrooms of adequate size in accordance with the criteria on the size of student groups</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Heads of departments / clinics, Vice Dean for education
<b>Responsibility for assessment / adoption</b>	Vice Dean for finances /Dean
<b>Performance indicators</b>	Curricula for each subject and forms of teaching, plan of lecture rooms is available to students on the website of the Faculty and in the Information package

<b>Activity 9.3</b>	<b>Ensuring well-equipped library space, computer labs, practicums, and other spaces intended for the</b>
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	<b>individual work of students</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Heads of departments / clinics / Library board, IT department
<b>Responsibility for assessment / adoption</b>	Vice Dean for finance / Dean
<b>Performance indicators</b>	List of available literature in the Faculty's library, adapted working hours

<b>Activity 9.4</b>	<b>Ensuring sufficient, furnished and well-equipped space and funding for scientific research and professional activities</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Heads of departments / clinics, project leaders
<b>Responsibility for assessment / adoption</b>	Vice Dean for finances, Dean / Faculty Council
<b>Performance indicators</b>	Dean's report on the investments, list of projects

<b>Activity 9.5</b>	<b>Continuous acquisition of printed books, journals, providing access to databases</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Heads of subjects / Head of the library, Library board, IT department
<b>Responsibility for assessment / adoption</b>	Vice Dean for finances / Dean
<b>Performance indicators</b>	List of available literature and databases on the website of the Faculty

<b>Activity 9.6</b>	<b>Records of income by sources of funding (state budget, student contributions, projects, business sector and other)</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Vice Dean for finances / Accounting and finance



	department
<b>Responsibility for assessment / adoption</b>	Vice Dean for finances, Dean / Faculty Council
<b>Performance indicators</b>	Adoption of the annual financial report, balance sheet, budget, etc.

<b>Activity 9.7</b>	<b>Professional development and training of non-teaching staff and employees of administrative services of the Faculty</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Secretariat
<b>Responsibility for assessment / adoption</b>	Vice Dean for finances / Dean
<b>Performance indicators</b>	Annual plan for training of the non-teaching staff; satisfaction of teachers / researchers and students with the administrative services of the Faculty expressed in the survey

<b>Activity 9.8</b>	<b>Support to young teachers and associates in relation to development</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Employees in scientific-educational and associate titles / heads of departments / clinics
<b>Responsibility for assessment / adoption</b>	Vice Dean for finances, Dean / Faculty Council
<b>Performance indicators</b>	Approval for paid holidays, participation in congresses and the like, reports upon the completion of the funded activities

### Examples of good practice

- Each year, the need for new equipment is recorded and unified procurement according to the established plan is implemented.
- The Faculty has its own library, the stock of which is continuously renewed.
- Library web pages are updated with new titles and they allow free access to the most important databases
- Departments and clinics are equipped with electrical connections and computer network, as well as computers and other necessary IT equipment.





- Classrooms are equipped with computers and projectors.

#### **4.10 Information system**



## Standard

The Faculty should collect, analyze and use relevant information for the purpose of effective management of its programs of study, scientific research and other activities.

## Objective

Data on the functioning of the Faculty are the starting point for effective monitoring and quality assurance. It is important that the Faculty has methods for collecting and analyzing data on its activities. The information obtained can show the work that the Faculty, as a constituent unit of the University, is doing well and in line with the development strategy. Special attention should be paid to the obtained information, necessary improvements, and the future results of the innovative activities.

Information System of Higher Education Institutions (ISVU) enables the collection, grouping and processing part of the information or data related to studies, students and teachers and it is necessary to connect with other university information systems in a meaningful integrated information system that will provide support to decision-making processes at the Faculty and the University.

## Activities

<b>Activity 10.1</b>	<b>The development and establishment of information system for monitoring the teaching process</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	IT department, Registry of integrated undergraduate and graduate study
<b>Responsibility for assessment / adoption</b>	Vice Dean for education / Dean
<b>Performance indicators</b>	Analysis of the effectiveness of the ISVU, MOZVAG

<b>Activity 10.2</b>	<b>Developing and establishing an information system for monitoring the student success in the course of study</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Vice Dean for education / Registry of integrated undergraduate and graduate study, ISVU coordinator
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee / Faculty Council



<b>Performance indicators</b>	Reports on the success of students at the end of the study, records bases of the ISVU, MOZVAG
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<b>Activity 10.3</b>	<b>Developing and establishing an information system for staff management</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Secretary, IT department
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee / Faculty Council
<b>Performance indicators</b>	Databases of the ISVU, MOZVAG

<b>Activity 10.4</b>	<b>Developing and establishing an information system for financial monitoring</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Accounting and finance department, Vice Dean for finances / IT department
<b>Responsibility for assessment / adoption</b>	Vice Dean for finances, Quality Assurance Committee / Dean
<b>Performance indicators</b>	Establishment of the system for financial monitoring

<b>Activity 10.5</b>	<b>Developing and establishing an information system for administrative operations</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Secretariat / Accounting and finance department
<b>Responsibility for assessment / adoption</b>	Vice Dean for finances / Faculty Council
<b>Performance indicators</b>	Databases for administrative operations

<b>Activity 10.6</b>	<b>Periodic evaluation of the information system</b>
<b>Implementation period</b>	Periodically
<b>Responsibility for the proposal / draft</b>	Office for Quality / IT department



<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee / Faculty Council
<b>Performance indicators</b>	Report on the evaluation

<b>Activity 10.7</b>	<b>The Faculty continuously develops and improves its information system</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	IT department
<b>Responsibility for assessment / adoption</b>	Vice Dean for finances / Faculty Council
<b>Performance indicators</b>	Reports and analyses of required improvements

### Examples of good practice

- The Faculty submits a report on the success of students for the improvement of the quality of the University.
- The Faculty stores evidence about the competence of teachers, associates, professional, administrative and support staff in the personnel department.
- The Faculty, through the Registry, statistically analyzes basic information about the student population and the success of the study programs.
- Satisfaction of students with teachers and the study program (the survey) is monitored according to the decisions of the University and also when necessary.

#### 4.11 Publicity of work

##### Standard



The Faculty should regularly publish up to date and objective information about its programs and qualifications, scientific and professional work and on other relevant topics.

### Objective

In the fulfilment of its public role, the Faculty is obliged to inform the public on the programs offered, intended learning outcomes of these programs, obtained qualifications, teaching, the learning and assessment procedures that are applied, as well as the learning resources available to students.

All information must be accurate, impartial, objective, easily accessible and primarily intended for informing the public on the work of the Faculty.

The official web page of the Faculty is the basic form of informing the public on all the activities of the Faculty. In addition to the website, the Faculty uses printed materials to inform the public (brochure with information about the conditions for admission, etc. is very important). The Faculty is also presented at the public events organized by the University (University Fair) or in other institutions with which it cooperates, it appears in the media, delivers information to the media, publishes chronicles, etc.

All printed and web materials must be designed in accordance with the standards of visual communication, usability and accessibility.

### Activities

<b>Activity 11.1</b>	<b>Public disclosure of the basic information about the Faculty</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Secretariat
<b>Responsibility for assessment / adoption</b>	Dean's Board / Dean
<b>Performance indicators</b>	Records of public disclosure of data, analysis of performance

<b>Activity 11.2</b>	<b>Public disclosure of study programs and curricula for each study program</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Registry of integrated undergraduate and graduate study, IT department / Vice Dean for education



<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee / Dean
<b>Performance indicators</b>	Reports of the Vice Dean for education, reports of the Quality Assurance Committee

<b>Activity11.3</b>	<b>Public disclosure of rules and regulations of the Faculty</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Secretary / IT department
<b>Responsibility for assessment / adoption</b>	Dean / Faculty Council
<b>Performance indicators</b>	Publicity of the Faculty's legislation on the website of the Faculty

<b>Activity 11.4</b>	<b>Ensuring publicity of examinations, defence of final, graduate and doctoral theses</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Vice Dean for education, Vice Dean for science and international cooperation
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee / Dean, Faculty Council
<b>Performance indicators</b>	Information about public defences available on the website of the Faculty and on the Faculty notice boards

<b>Activity 11.5</b>	<b>Right to the access to information in accordance with the law</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Secretary / IT department
<b>Responsibility for assessment / adoption</b>	Dean / Faculty Council
<b>Performance indicators</b>	Procedures on the accession of certain data, ownership of user names and passwords for access to certain data

<b>Activity 11.6</b>	<b>Publication of informative and publicity materials</b>
<b>Implementation period</b>	Permanently



<b>Responsibility for the proposal / draft</b>	Heads of departments / clinics, Vice Dean for education, Vice Dean for science and international cooperation / Secretary, IT department
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee / Dean
<b>Performance indicators</b>	Analysis of the availability of promotional materials, their clarity, appropriateness, etc.

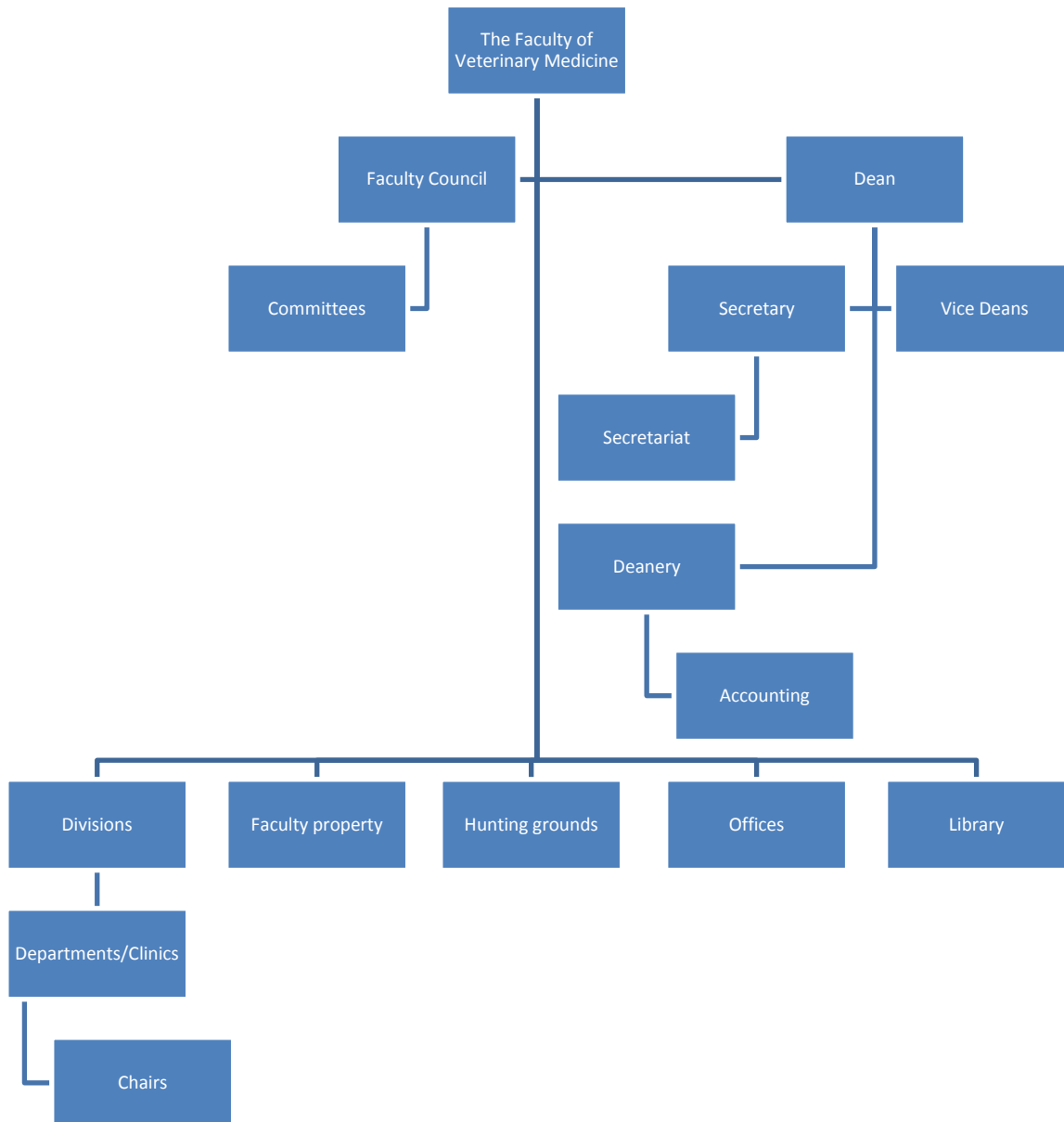
<b>Activity 11.7</b>	<b>Personal data protection of students, teachers, associates, administrative and support staff in accordance with the law</b>
<b>Implementation period</b>	Permanently
<b>Responsibility for the proposal / draft</b>	Secretary / IT department
<b>Responsibility for assessment / adoption</b>	Quality Assurance Committee, Dean / Faculty Council
<b>Performance indicators</b>	Protocols on the data protection, regulations

### Examples of good practice

- The Faculty has accepted Regulations on business and professional secrecy.
- The Faculty has established the IT Department, which takes care of all the information support to departments, clinics, staff and professional services of the Faculty, and regulates the website.
- The Faculty officially authorizes employees / teachers for publishing content on the website, but also provides verification of published information.
- The Faculty uses a unique information system (ISVU) for recording information about the study and students.
- The Faculty participates at the University Fair and Open Door Days in order to inform future students.



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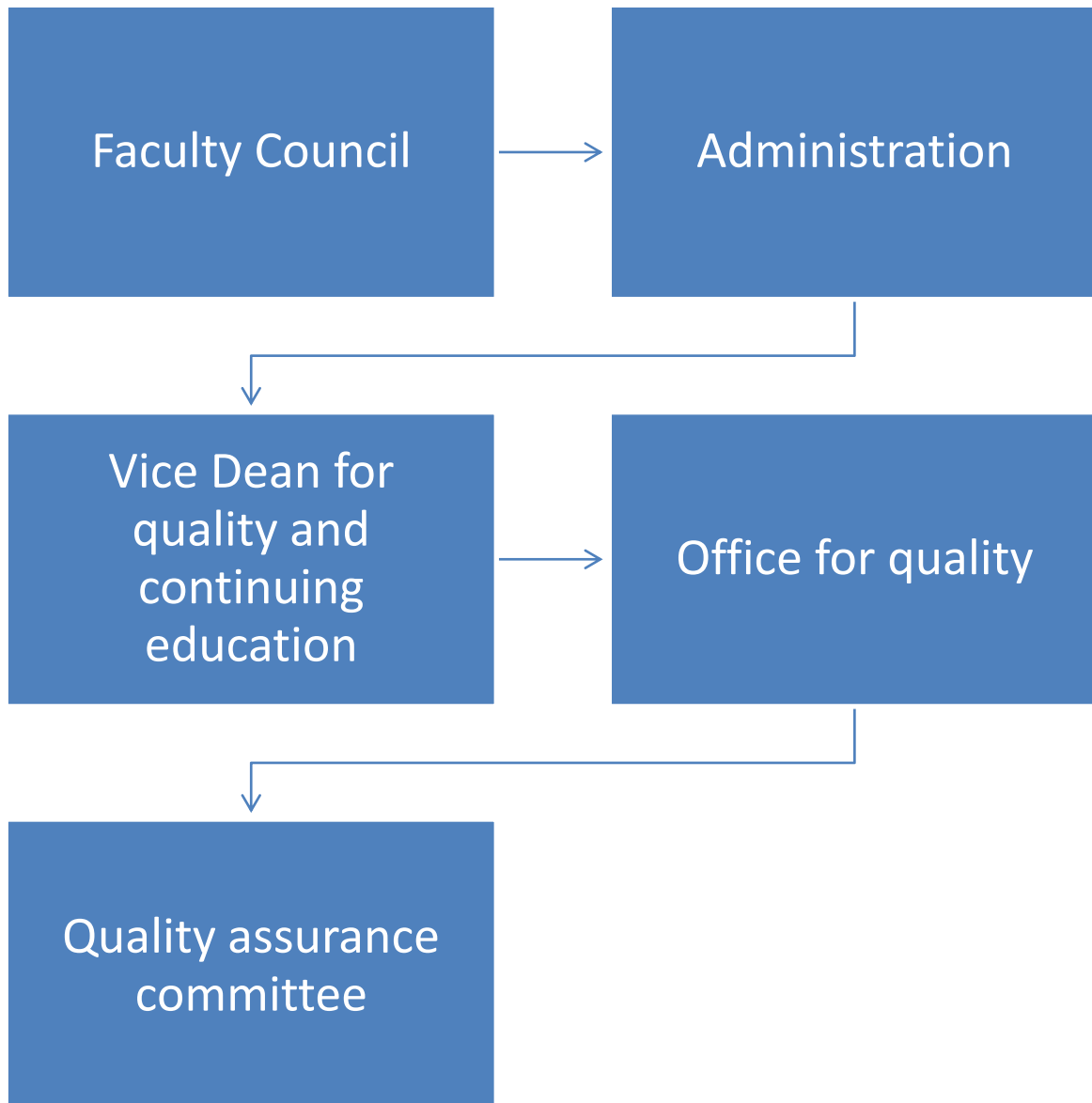






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## **SOURCES**

### ***Regulations and documents of the Faculty of Veterinary Medicine***

Statute

Regulations on the Quality Assurance System

### ***Regulations and documents of the Republic of Croatia with links***

Scientific Activity and Higher Education Act

Act on Quality Assurance in Science and Higher Education

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