



**UNIVERSITY OF ZAGREB
CATHOLIC FACULTY OF THEOLOGY**



**PLAN OF ACTION FOR IMPROVEMENT OF
QUALITY
OF THE CATHOLIC FACULTY OF THEOLOGY
OF THE UNIVERSITY OF ZAGREB
June 1, 2015 – June 1, 2016**

Zagreb, June 2015

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PLAN OF ACTION FOR IMPROVEMENT OF QUALITY

Introduction

On the basis of the article 22 paragraph 3 of the Law on Quality Assurance in Science and Higher Education (“Official Gazette” no. 45/09) and the opinion of the Accreditation Council, the Agency for Science and Higher Education has recommended to the relevant Minister for science and higher education the following:

1. Issuing of certificate of fulfilment of conditions for performance of activity of higher education and scientific activity to the Catholic Faculty of Theology of the University of Zagreb.
2. Subsequent monitoring of activity of the Catholic Faculty of Theology of the University of Zagreb that includes the following:
 - adoption of a plan of action for the purpose of improvement of quality in the period of 6 months from the day the certificate has been delivered and submission of the plan of action to the Agency
 - an annual report to the Agency on realisation of the plan of action including the update of conditions of performance in the information system that is being used by the Agency.

On the basis of the aforementioned recommendation and in congruence with the mission of the Faculty, we have started to work on the first plan of action for the period from June 1, 2015 – June 1, 2016, which will, from now on, be a regular annual activity of the Faculty.

During the VIIth regular session of the Faculty Board for the academic year 2014/2015, held on April 24, 2015, the Work Group for making the plan of action has been appointed and it consists of the following members: Prof. Tonči Matulić (PhD), the Dean, Prof. Ružica Razum (PhD), the Vice-dean for Teaching, Assoc. Prof. Slavko Slišković (PhD), the Vice-dean for Science, Assoc. Prof. Mario Cifrak (PhD), the Vice-dean for Organisational Issues and the Regional Study, Assoc. Prof. Ivan Štengl (PhD), Ass. Prof. Marija Pehar (PhD), Ass. Prof. Dario Tokić (PhD), and Silvija Migles (PhD).

The appointed Work Group has made an outline of the plan of action and submitted it to all the members of the College of Experts on May 11, 2015, as the material for the session held on May 21, 2015. During the session there was a public discussion. During the session of the College of Experts all proposals were considered and the final proposal of the Plan of Action for improvement of the quality of the Catholic Faculty of Theology of the University of

Zagreb has been accepted and subsequently adopted by the Faculty Board on the session held on May 29, 2015. The Plan of Action has been translated in English language and published on the web page of the Faculty. This plan of action describes also those activities that have been done at the Catholic Faculty of Theology after the process of re-accreditation.

Recommendations of the Expert Committee during the process of re-accreditation

Of great help to us in making this Plan of Action were the recommendations of the expert committee for the procedure of re-accreditation. These were made on the basis of a detailed analysis based on the standards and criteria for re-accreditation, which are aligned with standards and guidelines for quality assurance in the European higher education area.

During the procedure of re-accreditation the expert committee expressed the following remarks and recommendations:

1. Managing the higher education institution and quality assurance

- Development of a more comprehensive and detailed strategic plan
- Adoption of the Manual for Quality Assurance as an efficient tool for implementation of a coherent and systematic policy
- Lack of coordination of monitoring and improvement of quality of scientific work on the institutional level

2. Study programmes

- Ensure the complete integration of learning outcomes for the whole programme and specific goals of individual modules
- Insufficient number of full-time teachers on the doctoral study programme
- Decrease in pass-rates on exams in all study programmes in the last five years
- Further work on a more realistic allocation of ECTS points for all study programmes
- Facilitating the use of electronic tools for didactical purposes

3. Students

- To work on strengthening motivation and interest for study is needed among those students who lack them. The Faculty needs to intensify and explore new approaches to promoting itself and attracting motivated potential students through social media, internet, school competitions, etc.
- To continue monitoring of social, economic, and ecclesial factors that determine enrolment quotas and to react to them creatively.
- To set up a systematic policy of informing students on measures that have been adopted and which are based on their proposals.

4. Teachers

- Incongruence between, on one hand, full-time teachers and external associates in the post-graduate study programme and, on the other, the official directives

- Improvement of teaching skills of teachers
- The teaching workload is too high for teachers within some departments

5. Scientific and professional activity

- Lack of the strategic plan of scientific work
- Teaching and research obligations are not in congruence within some departments
- Lack of publications on foreign languages
- Lack of policy of stimulating and rewarding scientific activities of our employees
- Need for more projects

6. Mobility and international cooperation

- Increase the mobility of incoming and outgoing students
- Increase the mobility of teachers and researchers

7. Resources: Professional services, space, equipment, and finances

- Need for more classrooms
- Dislocation of the library
- No subscription to the bibliographical data base of *American Theological Library Association*

Basic documents

In making the plan of action the following documents have been used:

- The final report of the Expert Committee for the procedure of re-accreditation of the Catholic Faculty of Theology of the University of Zagreb
- The Manual for Quality Assurance of the University of Zagreb
- “Standards and Guidelines for Quality Assurance in the European Higher Education Area - ESG”
- The Strategy of Development of the Catholic Faculty of Theology of the University of Zagreb
- Annual plans and reports for the area of quality assurance of the Catholic Faculty of Theology of the University of Zagreb.

1. Managing the institution for higher education and quality assurance

Planned activities according to the recommendations of the Expert Committee for conducting the procedure of re-accreditation of the KBF

No.	Objections and recommendations of the Re-accreditation Committee	Activities (with an emphasis on corrective activities)	Bearers of activities	Implementation deadline	Expected (measurable) result
1.1.	Lack of detailed strategic plan	Elaboration of recommendations of activities for implementation and monitoring of strategic goals (revision of the Strategy for the purpose of addition)	Dean, Vice-deans, Committee for Quality Assurance, Faculty Board	October 2015	Detailed strategic plan as a part of activities, bearers of activities, and deadlines, published on the web page
1. 2.	Adoption of the <i>Manual for Quality Assurance</i> as an efficient tool for conduction of a coherent and systematic policy.	Making of the <i>Manual for Quality Assurance</i>	Committee for quality assurance , Faculty Board	September 2015	<i>Manual for Quality Assurance</i> . Published on the web page of the Faculty and in the printed edition.

2. Study programmes

Planned activities according to the recommendations of the Expert Committee for conducting the procedure of re-accreditation of the KBF

No.	Objections and recommendations of the Re-accreditation Committee	Activities (with an emphasis on corrective activities)	Bearers of activities	Implementation deadline	Expected (measurable) result
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2.1	Ensure full integration of outcomes of the whole programme	Redefining and alignment of study outcomes.	Teachers / heads of departments / Vice-dean for Teaching /Faculty Board	Continuous. The first workshop will be held at the beginning of October, 2015.	More workshops will be held at the level of study programmes. Redefining of learning outcomes in the <i>Lectures Schedule</i> .
2.2	Insufficient number of full-time teachers on the doctoral study programme	Making and adoption of a new doctoral study programme that will include a different engagement of teachers and other KBF employees.	Committee for Post-graduate Study, Vice-dean for Science, Faculty Board.	September, 2015	New doctoral study programme that will be conducted mainly by the Faculty's full-time teachers.
2.3	Decrease of pass-rates on exams in all study programmes in the last five years	<p>Make an analysis of pass-rates in all study programmes, years of study, and courses.</p> <hr/> <p>Make a proposal of implementation of additional quality criteria for selection of candidates.</p> <hr/> <p>Organisation of additional education according to needs.</p> <hr/> <p>Implementation of demonstrators.</p> <hr/>	<p>Course teachers, Vice-dean for Teaching. Committee for Quality Assurance.</p> <hr/> <p>Committee for Entry Exams. Committee for Quality Assurance.</p> <hr/>	<p>Continuous</p> <hr/> <p>May, 2015</p> <hr/> <p>According to the need.</p> <hr/>	<p>Alignment of work-load of students with ECTS points.</p> <hr/> <p>New motivational test for conduction of entry exams.</p> <hr/> <p>Workshops for teachers and students on successful teaching and successful learning.</p> <hr/>

		Support for students.	Student Support Office.	Continuous.	
2.4	Further work on a more realistic allocation of ECTS points in all study programmes	Determine the congruence between ECTS points and student workload in individual programmes and courses.	Committee for Quality Assurance. Teachers. Heads of departments. Vice-dean for Teaching.	Continuous. 1 st phase: May, 2015 2 nd phase: October, 2015	Proposal for alignment of student workload with ECTS points within the frame of the new <i>Lectures Schedule</i> . Making of amendments of and additions to study programmes (Church Music, Philosophical-theological Study Programme, and Regional Study in Theology).
2.5	Facilitate the use of electronic tools for didactic purposes	Making of new web page. Stimulating teachers with various encouragements and awards, making materials available on the web page. Equipping the new multimedia	Vice-deans. Dean. Commissioner for e-learning. Dean. Vice-dean for	November, 2015 Continuous. October, 2015	New web site. Higher number of e-course, scripts, lectures and similar contents on the web page. New multimedia classroom.

		classroom. Procurement of new computers for the needs of students.	Organisational Issues. – Vice-dean for Business.	October, 2015	The number of new computers.
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3. Students

Planned activities according to the recommendations of the Expert Committee for conducting the procedure of re-accreditation of the KBF

No.	Objections and recommendations of the Re-accreditation Committee	Activities (with an emphasis on corrective activities)	Bearers of activities	Implementation deadline	Expected (measurable) result
3.1.	A part of the student body demonstrates poor motivation and interest for their studies.	Make a proposal for introducing additional quality criteria for selection of candidates. Introduction of a new two-subject study programme. Introduction of (a) new graduate study/studies	Committee for Entry Exams. Committee.	May 2015 Permission, July 2015 Permission, July 2016	New motivational test for conduction of the entry exam. New two-subject study programme in Religious Pedagogy and Catechetics. New graduate study programme in Church Music
3.2.	Intensify and	Preparation of	Committee.	October, 2015	Availability

	<p>explore new approaches to promoting the Faculty and attracting motivated potential students through social media, internet, school competitions, etc.</p>	<p>new informative materials on the web page of the Faculty.</p> <hr/> <p>Promotion of study programmes through social media.</p> <hr/> <p>Directed familiarisation of high school pupils with KBF's study programmes through various informative manifestations (participation in Days of Universities, organisation of the "Day of Open Gates", presentations of study programmes in high schools, etc.)</p> <hr/> <p>Making of the new web page of the Faculty.</p>	<p>College of Experts.</p> <hr/> <p>Vice-dean for Teaching.</p> <p>College of Experts.</p> <p>Student Assembly.</p> <hr/> <p>The Faculty Management.</p>	<p>December, 2015</p>	<p>of new materials on the web page.</p> <hr/> <p>Visitations of our exposition spot.</p> <p>The number of visitors during the "Day of Open Gates"</p> <p>The number of held presentations of the Faculty in schools.</p> <hr/> <p>New web page.</p>
3.3.	<p>Development of measures for improving the pass-rate and decreasing the number of students who drop out of study.</p>	<p>More well-coordinated activities (already specified):</p> <ul style="list-style-type: none"> - making of a proposal for introducing 	<p>Study guides.</p> <p>Vice-dean for Teaching.</p>	<p>Annual.</p>	<p>Report on an analysis of results that have been achieved by students, which has been</p>

		<p>additional quality criteria for selection of candidates - determining congruence between ECTS points and work-load of students in individual programmes and courses - continuous workshops for teachers and students on successful teaching and successful learning</p> <hr/> <p>Regular monitoring of the advancement and success of students in reaching the defined learning outcomes for individual courses.</p>	<hr/> <p>Course bearers. Vice-dean for Teaching. Study guides.</p>	<hr/> <p>During classes and at the end of classes.</p>	<p>discussed during professional colleges and at the Faculty Council – proposals for amendments for improvement of conduction plan of study have been adopted.</p> <hr/> <p>In conduction plan of each course methods of monitoring of the advancement and success of students have been defined.</p>
3.4.	<p>Continuation of monitoring of social, economic, and ecclesial factors which are responsible for determining enrolment quotas and to creatively react to these. .</p>	<p>Continuous monitoring and analysis of the condition of and trends at the work market, especially in cooperation with offices for religious education in schools and, if needed,</p>	<p>Vice-dean for Teaching. Faculty Board.</p>	<p>Continuous.</p>	<p>Thematic sessions of the Faculty Board.</p>

		correction of enrolment quotas.			
3.5.	Alumni club and the data base are in the initial phase of realisation.	Continuation of making of the data base. Founding of the ALUMNI association of the KBF (adoption of the Statute, founding congress...)	The Faculty's Secretariat. Dean. Initial committee.	December, 2015 October, 2015	
3.6.	Establishing of systematic policy of informing students about measures that have been done on the basis of their proposals.	Conduction of student questionnaire during an academic year. An analysis of the questionnaire and a discussion on results with students and teachers.	Dean. Vice-dean for Teaching. Study guides. Teachers. Committee for Quality Assurance.	Continuous.	Holding of regular meetings of study guides with students. Report on conducted questionnaire at a session of the Faculty Board – adopted guidelines for improvement.

4. Teachers

Planned activities according to the recommendations of the Expert Committee for conducting the procedure of re-accreditation of the KBF

No.	Objections and recommendations	Activities (with an	Bearers of activities	Implementation deadline	Expected (measurable)
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	of the Re- accreditation Committee	emphasis on corrective activities)			result
4.1.	Incongruence of full-time teachers and external associates on the post-graduate study programme with official directives.	Making of a new doctoral study programme, in whose realisation the majority of full-time employees will be included.	Committee for post-graduate study. Faculty Board.	October, 2015	Defined ratio of full-time employees and external associates in favour of the full-time employees.
4.2.	Improvement of teaching skills of teachers.	Pedagogical workshops (learning outcomes, e-learning, students with disabilities, support for students,...) Seminars and other forms of additional training for acquiring teaching competency.	Vice-dean for Teaching. Commissioner for e-learning. Commissioner for students with disabilities.	Continuous. According to the need.	More than half of teachers have attended some form of pedagogical-didactic education. Results of the student questionnaire.
4.3.	The teaching workload is too high for teachers within some departments.	Analysis of teaching workload on study programmes. _____	Vice-dean for Teaching. Heads of departments. Heads of institutes.	1. Phase: June, 2015 2. Phase: December, 2015	Report of teaching workload for each department. _____
		Forming a procedure of re-allocation of teaching workload.			The procedure of re-allocation of teaching workload (students of different study programmes)

		Re-allocation of teaching workload within constitutive units.			will follow some courses together; decrease in the number of elective courses; development of e-learning,...) A proposal to a department on a more balanced teaching workload.
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5. Scientific and professional activity

Planned activities according to the recommendations of the Expert Committee for conducting the procedure of re-accreditation of the KBF

No .	Objections and recommendations of the Re-accreditation Committee	Activities (with an emphasis on corrective activities)	Bearers of activities	Implementation deadline	Expected (measurable) result
5.1 .	Making of the strategic plan of scientific research	Making and adoption of the Strategic Programme of Scientific Research for the Period from 2015-2020.	Dean. Vice-dean for Science. Professional Board. Faculty Board.	July, 2015	Strategy of research work has been adopted at the Faculty Board meeting and published on the web page of the Faculty.
5.2 .	Lack of publications in foreign languages.	Encouraging teachers to publish in prestigious international journals in	Vice-dean for Science. Editors of the Faculty's	Continuous. Annual reports.	Regular updating of the data base on publications.

		foreign languages. <hr/> – Implementation of the record of scientific publications in foreign languages.	journals. Authors.		
5.3	Publishing of works in foreign languages in the Faculty's journals.	Making possible to publish a larger number of works in foreign languages in the Faculty's journals. <hr/> Increasing the number of publications in foreign languages the Faculty's journals. <hr/> Implementation of the record of scientific publications in foreign languages.	Editorial boards of the Faculty's scientific journals. Vice-dean for Science.	Continuous. Annual report.	The decision of editorial boards of scientific journals on allowing a larger number of publications in foreign languages. <hr/> Regular updating of the publication data base.
5.4	Lack of policy of encouraging and rewarding the scientific activity of our employees.	Elaboration of rules of rewarding for success in the scientific-research area.	Board for Normative Acts of the Faculty. Committee for Awards.	November, 2015	Adapted Directive on Awards. The number of given awards and recognitions for scientific work.

			Committee for Quality Assurance.		
5.5	More scientific projects.	Workshops on possibilities of applying for and forms of conducting scientific projects.	Vice-dean for Science.	More times annually. According to the need.	A certain number of teachers who have participated in workshops/seminars.

6. Mobility and international cooperation

Planned activities according to the recommendations of the Expert Committee for conducting the procedure of re-accreditation of the KBF

No.	Objections and recommendations of the Re-accreditation Committee	Activities (with an emphasis on corrective activities)	Bearers of activities	Implementation deadline	Expected (measurable) result
6.1	Increasing the incoming and outgoing mobility of students.	Encouraging students to study abroad and to practically counsel them with the purpose of choosing the appropriate programme of mobility. — Signing of new bilateral contracts, especially with institutions in English speaking	Office for the International Cooperation. Teachers. Vice-dean for Science. Office for the International Cooperation. Vice-dean for Science. Faculty Board.	Permanent. December, 2015	Publicly published information on the web page. Grades transcripts / certificate on performed professional internship. New contracts have been signed.

		countries.			
		Implementation of more courses in foreign languages.	Teachers. Faculty Board.	October, 2015	Course descriptions have been published on the web page.
		Use more course materials in foreign languages.	Teachers	Permanent	Teaching materials have been published on the web page.
		Helping incoming students, especially through allocation of mentors.	Vice-dean for Science. Office for the International Cooperation.	During the exchange.	Grades transcripts of incoming students.
		English edition of the web page.	Vice-dean for Teaching. Secretariat.	November, 2015	The whole web page of the Faculty has been translated into English language.
		Implementation of the possibility to learn foreign languages as elective courses.	Vice-dean for Teaching. Faculty Board.	October, 2015	Offer of the possibility to learn a foreign language in the new <i>Lectures Schedule</i> .

6.2	Increasing the incoming and outgoing mobility of teachers and researchers.	Encouraging teachers to participate in international projects. Encouraging teachers and researchers to apply for European projects. — Signing of new contracts with institutions of higher education.	Dean. Vice-dean for Teaching.	Continuous.	Higher number of applied projects.

7. Resources: professional services, space, equipment, and financing

Planned activities according to the recommendations of the Expert Committee for conducting the procedure of re-accreditation of the KBF

No.	Objections and recommendations of the Re-accreditation Committee	Activities (with an emphasis on corrective activities)	Bearers of activities	Implementation deadline	Expected (measurable) result
7.1	Insufficient means allocated to access to electronic data bases, technological resources and infrastructures.	Ensuring financial means for access to electronic data bases, technological resources and infrastructure.	Faculty Management.	Continuous.	Annual report on new investments.
7.2	Need for more classrooms.	Ensuring that classrooms are well-equipped with teaching	Faculty management.	Continuous.	The means for equipping classrooms

		equipment. _____		_____	have been procured (until the move to the new location).
		– New multimedia classroom.		October 2015.	
7.3.	Insufficient space capacity of the library.	Ensuring that the library is well-equipped.	Faculty management . Head of the library.	Continuous.	The means for equipping the library have been procured.