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**SUMMARY OF THE
FINAL AUDIT REPORT
ZAGREB SCHOOL OF BUSINESS**

Zagreb, January 2022

Report Summary

The Expert Panel appointed by the Agency for Science and Higher Education carried out the audit of the Zagreb School of Business, in line with the Ordinance on Audit of Internal Quality Assurance Systems at Higher Education Institutions in the Republic of Croatia.

The procedure was conducted in accordance with **ASHE Audit Criteria** and **ESG**.

The Panel was tasked with assessing whether the HEI's internal quality assurance system is functional, fit for purpose and coherent, and whether it adequately supports the institutional mission and overall development.

During the course of this procedure, the Panel identified the HEI's strengths, weaknesses and good practices, and provided recommendations for the following period.

Basic information on higher education institution:

Name of institution: Zagreb School of Business

Address: Ulica grada Vukovara 68, Zagreb

Head of institution: Asst. prof. dr. sc. Lukša Lulić, dean

This report was made by the Expert Panel:

- Dr. sc. Tamara Cirkveni Filipović, college professor, RRI F College for Financial Management, Committee Chair,
- Assoc. prof. dr. Maja Turnšek, Faculty of Tourism, University of Maribor, Slovenia,
- Asst. prof. dr. sc. Dejan Tubić, sen. lect., Virovitica University of Applied Sciences,
- Luka Zulin, Nuvola,
- Rita-Krin Boduljak, student, Faculty of Economics, University of Osijek.

In the analysis of the documentation, site visit to the HEI and writing of the Report, the Panel was supported by:

- Goran Briški, coordinator, ASHE,
- Dr. sc. Vesna Dodiković-Jurković, coordinator, ASHE.

Summary of audit results

Strengths:

- A small organization that finds it easier to adapt.
- Student satisfaction expressed in survey responses and feedback provided in focus groups.
- Orientation towards new technologies.

Weaknesses:

- There is no systematic approach to quality assurance based on ESG standards.
- Key quality indicators have not been defined.
- There is a lack of formal communication.
- There is no formal system for monitoring employee or external stakeholder satisfaction.
- There is no formal system for monitoring the professional development of teaching and non-teaching staff.

Good practice:

- Professional papers are checked using PlagScan and Turnitin.
- Contacts with alumni are maintained.
- External associates with practical experience are involved in the teaching process.

General recommendations:

- Ensure a systematic approach to quality assurance based on ESG standards.
- Comprehensively define the internal audit procedure and all the activities this procedure comprises. Ensure that the procedure is implemented consistently (it must involve planning and preparation, implementation, reporting and follow-up activities).
- An internal audit needs to be carried out at least once a year and must be based on ESG standards.
- Revise QA system documentation, taking care to be consistent in the use of terminology in all relevant documentation.
- Define key performance indicators for all employees and external associates in accordance with the aims of the HEI.
- Ensure formal two-way communication both horizontally and vertically.
- Ensure a stronger promotion of the quality system (to internal and external stakeholders).

Conclusion

On the basis of the analysis of submitted documentation, interviews conducted with HEI's stakeholders, and other evidence collected during the site visit, the Expert Panel reached a conclusion that the internal quality assurance system of the Zagreb School of Business is in the following stage of development by individual audit criteria:

- 1) Quality policy: Initial phase;
- 2) Planning and management: Initial phase;
- 3) Implementation and monitoring: Initial phase;
- 4) Evaluation: Initial phase;
- 5) Improvements, innovations, impact: Initial phase.

The Panel's assessments are also presented in the table: Results of the audit procedure based on Audit Criteria (Annex 5.1 of the Audit Report.)

The Expert Panel also provided recommendations for the following period in order to ensure a continuous improvement of the internal quality assurance system, and consequently, the overall quality of all institutional activities.

Expert Panel's recommendation to the Agency for Science and Higher Education:

It is the opinion of this Expert Panel that the evaluated higher education institution **does not meet the requirements for certification.**

Zagreb, January 2022

Committee Chair

Dr. sc. Tamara Cirkveni Filipović, coll. prof., m. p.