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SUMMARY OF THE FINAL AUDIT REPORT

ZAGREB SCHOOL OF ECONOMICS AND MANAGEMENT

Zagreb, 15 October 2020

Report Summary

The Expert Panel appointed by the Agency for Science and Higher Education carried out the audit of the Zagreb School of Economics and Management, 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 HEI's internal quality assurance system is functional, fit for purpose and coherent, and whether it adequately supports institutional mission and overall development.

During the course of this procedure, the Panel identified 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 Economics and Management;

Address: Jordanovac 110, 10000 Zagreb

Head of Institution: dr. sc. Đuro Njavro, coll. prof.

This report was made by the Expert Panel:

- Prof. dr. sc. Sunčica Oberman Peterka, Committee Chair
- Prof. dr. Darja Peljhan
- Dr. Alenka Braček Lalić
- Anja Mahečić, MEng.
- Iris Jerković

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
- Anna Maria Perović, assistant coordinator, ASHE

Summary of audit results

Strengths

- Individualized approach to students
- Career Development Centre
- Teaching infrastructure and tools
- Good relations with business community, student placement
- Faculty Development Plan
- Employee commitment to HEI's development
- Quick reaction and readiness for change

Weaknesses

- High dependency on tuition fees as the most important (and almost only) source of funding
- Lack of research focus

Good practice

- Dean's List, SPOT programme, Buddy programme
- AOL System and Rubrics
- Future Student Day
- Faculty Development Plan

General recommendations

- Continue activities towards clearly focused research, and emphasise interdisciplinary research
- Formalize activities regarding the establishment of the Alumni Association and involvement of alumni in all School activities
- Work towards diversification of sources of funding, in order to reduce dependency on a single source (tuition fees), by involvement in projects (professional, scientific), by intensifying activities of the Business Academy, etc.

Conclusion

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

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

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 **meets the requirements for certification.**

The Panel thus recommends that the Agency for Science and Higher Education issues a certificate to the HEI for a developed internal quality assurance system, valid for a five-year period upon the adoption of this Report.

Zagreb, 15 October 2020

Committee Chair

Prof. dr. sc. Sunčica Oberman Peterka