

**MANUAL FOR AUDIT
OF HIGHER EDUCATION INSTITUTIONS
IN THE REPUBLIC OF CROATIA
2nd Edition**

Zagreb, March 2010

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Introduction

The 2nd edition of this manual is based on experiences gained during pilot-project of quality assurance system audit at higher education institutions in the Republic of Croatia, which the Agency for Science and Higher Education (ASHE) carried out together with the consultants from CARDS 2003 project „Furtherance of the Agency for Science and Higher Education in its Quality Assurance Role and the Development of a Supporting Information System“. Over the years ASHE gained the necessary experience by following the world trends and actively participating in many conferences, forums and seminars organised by international associations that are dedicated to evaluation of quality assurance in higher education and dissemination of good practice (European Association for Quality Assurance in Higher Education – ENQA, European Association of Universities – EUA, International Association of Universities – IAU, European Association of Institution in Higher Education – EURASHE, European Students’ Union – ESU, International Network for Quality Assurance Agencies in Higher Education – INQAAHE, The European Higher Education Society – EAIR, Network of Central and Eastern European Quality Assurance Agencies in Higher Education – CEE Network).

This manual is intended for the use of QA auditors and ASHE employees, but can also be used at higher education institutions in the Republic of Croatia.

I. QUALITY ASSURANCE SYSTEM IN THE REPUBLIC OF CROATIA

Croatia's signing of Bologna declaration in 2001 marked the beginning of reform of Croatian higher education system. The signing of declaration initiated the process of harmonization of higher education system with the principles of Bologna process so that it could be recognizable in the EHEA. At the same time, the process of organizing and structuring of the quality assurance system at higher education institutions was initiated. Quality assurance model in Croatia is based on documents drafted by the E4 group (**ENQA** – European Association for Quality Assurance in Higher Education, **EUA** – European University Association, **ESU** – European Students' Union, **EURASHE** – European Association of Institutions in Higher Education), at the request of EU ministers and ministers of countries that comprise European Higher Education Area – EHEA. The ground document for carrying out this task is „Standards and Guidelines for Quality Assurance in the European Higher Education Area“, adopted in Bergen in 2005, and adopted in Croatia by decision of National Council for Higher Education from May 17, 2006.

The reform of higher education was initiated with the restructuring of study programmes in 3-2-3 cycles. At the same time the first steps were taken towards development of Croatian qualification framework - an important factor for comparability and recognisability of the Croatian higher education area within the European higher education area - for the purpose of attaining mobility of both students and teachers.

In Leuven in 2009 the European higher education ministers issued a *Communiqué* with guidelines for development of European higher education area in the forthcoming decade. Within this document, a strong emphasis was placed on the necessity of well-drafted learning outcomes for every study programme, considering that they are the main indicator of competences every student has to acquire. The implementation of Leuven *Communiqué* guidelines should contribute to increase in mobility and employability, help individual careers and society as a whole.

National concept

The process of globalization brought about many changes that instigated the increase of the influence of economy and decrease of the influence of state over the area of Croatian higher education. The implementation of Bologna process in Europe gave incentive to the process of establishing national quality assurance agencies. Partaking in that process, government of the Republic of Croatia established the Agency for Science and Higher Education. The Agency was registered at the Commercial Court in Zagreb on March 8, 2005.

ASHE is an equal stakeholder in Croatian higher education and science, alongside higher education institutions, scientific organisations, Rectors' Conference, Ministry of Science, Education and Sports, Students' Union, National Council for Higher Education, National Council for Science and National Foundation for Science, Higher Education and Technological Development. All roles and relations between the stakeholders are regulated by Act on Scientific Activity and Higher Education (Official Gazette, 198/03, 105/04, 174/04, 2/07- CCRC Decision, 46/07) and Act on Quality Assurance in Science and Higher Education (Official Gazette 45/09).

Brief description of the development of quality assurance in Croatian higher education

In the "Education Sector Development Plan 2005-2010", the Ministry of Science, Education and Sports of the Republic of Croatia stated that:

- Quality assurance system shall be introduced into the higher education system of the Republic of Croatia by 2006
- External evaluation of quality of higher education programs and institutions will be conducted by the year 2010, with simultaneously developing quality assurance units at higher education institutions.

The implementation of these strategic goals was instigated by CARDS 2003 project "Furtherance of the Agency for Science and Higher Education in its Quality Assurance Role and the Development of a Supporting Information System".

On 24 April, 2006, Ministry of Finance of the Republic of Croatia, Gesellschaft für Organisation, Planung und Ausbildung GmbH (GOPA Consultants) and Nobium Ltd. signed an agreement on realization of this project for a period of 18 months.

In collaboration with CARDS 2003 project consultants, ASHE organised series of seminars and workshops in the period from 2006 to 2008, where higher education institution were given support and help with organising quality assurance systems, as well as incentive to organise quality assurance units. ASHE continues to organise seminars and workshops for stakeholders in higher education, including universities of applied sciences, university colleges of applied sciences and private higher education institutions.

A pilot project of quality assurance audit of 3 higher education institutions was carried out through CARDS 2003 project. For that purpose, ASHE organised seminars and workshops for educating and training of audit experts. All information on trained audit experts was stored in audit database. The pilot-project was also used as a test run for the new audit model. This valuable experience was used for this, new and updated second edition of the Audit Manual.

The pilot-project also opened possibilities for discussion on changes of the existing legislature, i.e. better defining of the concept of quality assurance and the roles of stakeholders. The Act on Quality Assurance in Science and Higher Education (Official Gazette 45/09), adopted in April 2009, defined ASHE's responsibilities and established its independent status. ASHE was assigned with a task of external evaluation (accreditation of higher education institutions and scientific institutions, re-accreditation of study programmes, thematic evaluations, external audit of quality assurance systems at higher education institutions and scientific organisations) for the purpose of improvement of quality and development of quality culture in higher education and science.

II. ON AUDIT

External audit of quality assurance system

External audit of quality assurance system is a systematic procedure carried out periodically that assesses whether the activities that comprise quality assurance system at higher education institution, and their respective results, are in accordance with national and ESG standards. What is also assessed is the level of contribution to continuous improvement of quality culture at a higher education institution. Every higher education institution defines its own mission, vision, strategy and goals of development. With developing quality assurance system there is a continuous improvement of all the activities and education as a whole.

The Act on Quality Assurance in Science and Higher Education, Article 23, paragraph 1, stipulates that audit is performed in 5-year cycles.

The Agency organizes, partakes in and carries out audit of quality assurance systems at higher education institutions in the Republic of Croatia, and is responsible for its efficiency to academic community and to society as a whole. Audit is carried out in accordance with the annual plan adopted by the Accreditation Council, and approved by the Management Board of the Agency. The adopted annual plan is then forwarded to Rectors' Conference and Council of Universities and University Colleges of Applied Sciences. Audit procedure determines degree of development and effectiveness of quality assurance systems. Results of audit are published on Agency web-site and are used in analyses of quality of higher education in the Republic of Croatia.

Audit goals

With external audit of higher education institution, one assesses:

- Level of quality of academic activities in comparison with the ESG
- Quality of HEI's work results
- Efficiency of HEI's quality assurance system and its impact on the quality of higher education.

Audit of higher education institution quality assurance system indicates how much the institution takes care of the academic standards and quality, which is manifested in:

- improving the possibilities for achieving certain levels of education
- providing support to the mission and strategic goals of every quality assurance unit at higher education institutions
- comparing the achieved standards and quality with the standards and quality present at the similar higher education institutions in Croatia and countries of the EU.

With audit procedure, good practice from the area of quality assurance is conveyed and its application in HEI's QA system reviewed. Audit procedure and publishing of audit reports stimulate discussions on quality assurance between the stakeholders of HEI's quality assurance system.

Audit criteria

Audit of quality assurance system is carried out on the basis of criteria drafted by ASHE, which are used for the assessment of a degree of development and efficiency of quality assurance system and its impact on the quality of higher education.

Audit of higher education institution's QA 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.

A table describing relations between the ESG and the criteria is in Appendix 1 of this Manual, page 20.

Assessment of the level of development of HEI's quality assurance system is carried out by:

- reviewing the Manual and all the relevant documents of quality assurance system
- assessing the implementation of quality policies and strategic goals
- verifying the usage of useful and valid information in the system
- assessing the transparency of the system as a whole
- assessing the involvement of students and other stakeholders in quality assurance system
- assessing the involvement of alumni, for the purpose of improving study programmes, and with the goal of constant development of education and following of trends, both national and international
- assessing the mechanisms for approving, monitoring and periodic revision of study programmes
- assessing the relations between the processes of scientific research and teaching
- assessing the stimulation/improvement of mobility and international cooperation (exchange of students, teaching and administrative staff, projects, joint study programmes)
- assessing the resources (usability, flexibility, availability, development)
- assessing the quality of work of the teaching staff and the possibilities of further education
- assessing the student grading procedure
- assessing the influence of higher education institution on regional development and development of the society as a whole – transfer of knowledge and relations with the community (innovations, patents, centres for scientific research, awards, professional associations)

- assessing the level of cooperation with professors appointed to the position of professor emeritus
- assessing the relationship with the media
- assessing the structure and functioning of the system.

With the Audit report, the Committee lists its observations and provides an assessment of a degree of development of HEI's QA system as well as recommendation for further improvements. If it is found that recommendations for improvement of QA system have not been adequately implemented by HEI, the Agency can initiate a re-audit, no later than 18 months after the completion of audit procedure.

Accreditation Council

At the proposal of the director of ASHE (proposals for candidates are put forward by Rectors' Council, Council of Universities and University Colleges of Applied Sciences, Students' Union, Croatian Chamber of Economy and national councils), the Management Board appoints the members of Accreditation Council, the expert body of ASHE.

Members of the Accreditation Council are representatives of academic community, business community and students, and representatives of non-governmental organisations are also included in its work. The Council appoints audit committees (from the database of audit experts), discusses and adopts audit reports, and reaches decision on certification.

III. AUDIT PROCESS

The results of pilot projects of the audit of quality assurance systems at three higher education institutions in the Republic of Croatia confirmed that the chosen model of audit is effective and applicable in Croatian higher education.

Audit can be carried out on institutional or programme level, with the purpose of identifying institutional credibility in fulfilling set strategic goals and tasks, either at the level of the institution as a whole or the individual programme.

Institutional audit is a procedure based on assessment and gathering of proof during the visit to HEI. Audit Committee assesses procedures and mechanisms that comprise system of quality assurance and development at HEI.

Prerequisites for initiating external audit procedure

Annual plan of audits of quality assurance systems

ASHE continuously provides support to higher education institutions in establishing and developing of quality assurance system. ASHE annually collects data and analyses the structure and functionality of their QA systems. The annual audit plan is drafted on the basis of data gathered.

In the 3rd quarter of the current year the Agency drafts an annual plan for the following year. The annual plan is adopted by the Accreditation Council and approved by the Management Board. The adopted plan is then forwarded to the Rectors' Council and Council of Universities and University Colleges of Applied Sciences.

HEIs that are included in the annual plan are informed on the upcoming audit in writing.

Securing resources and training audit experts

A financial plan is drafted alongside the annual audit plan, in order to secure funding for its implementation.

Audit fees are agreed upon in advance. At the proposal of the director of ASHE, the Management Board adopts a decision on the amount of Committee members' fee, whether as a lump sum per member or by payment of costs (accommodation, transfer within the country, travel expenses and a fee). *The manner of payment and participation in costs of audit shall be arranged with every HEI individually, unless otherwise stipulated.*

The Agency organises education and training of audit experts during the course of a year, in order to secure high-quality human resources for the implementation of the annual audit plan.

The procedure of quality assurance system audit consists of 4 stages:

Stage I:	Planning
Stage II:	Audit
Stage III:	Report
Stage IV:	Follow-up.

Stage I: Planning

Planning is the initial and most important stage of the entire audit process in which all the activities of audit are defined. Quality and efficiency of audit depend on this phase.

This stage includes the following elements:

- Legal frame for audit
- Ground for initiating the audit process
- Short description of all the activities for carrying out the audit
- Factors that influence the audit
- Goals of the audit
- Purpose and approach to the audit
- Necessary resources
- Assessment of the resources necessary for the audit
- Risk assessment

Activities that are carried out during the planning stage are:

1. arranging of audit – Agency and higher education institution
2. drafting of a flowchart in accordance with the audit outline - Agency
3. gathering data and other material for audit:
higher education institution → Agency → members of the Audit Committee
4. selection and appointment of the members of Audit Committee, for every institution separately
5. appointment of a coordinator – Agency employee
6. submitting of Agency documents to the higher education institution and the Committee.

1. Arranging of audit

The Agency agrees the conditions and the manner of conduct of audit with the higher education institution no later than 4 months before the planned visit.

2. Drafting of a flowchart in accordance with the audit outline

Pursuant to the agreement (contract*) with the higher education institution, the Agency drafts a flowchart of audit activities, in accordance with the outline of audit.

3. Gathering data and other material for audit

The institution gathers the agreed material for audit and submits it to the Agency.

HEI's documents include:

- a) Brief description of the organisation, including data on students and staff
Representation of the organisational structure that includes:
 - staff structure - management, teaching staff, administrative, technical/support staff
 - student body structure, according to:
 - status (full-time and part-time students; Croatian and foreign)
 - level of study - undergraduate, graduate and postgraduate

*A contract is signed with foreign institutions (HEIs outside the Republic of Croatia).

- number and type of study programmes
 - following mechanisms and annual evaluation according to the learning outcomes
 - infrastructure – facilities, equipment, human and financial resources
 - student support services for helping students with study process, training, mentorship
 - support for professional development of staff
 - scientific research projects
 - cooperation with other institutions and scientific organizations on national, regional and international level
- b) History of QA system at the HEI
- Brief description of QA system structure:
- model selected
 - QA system documentation
 - Criteria for selection of QA unit staff responsible for setting up of QA system
 - following of development of QA system, setting up of following mechanisms and quality development of individual activities (teaching, scientific research, management, external collaboration)
 - interconnection of quality management system (if present) and quality assurance system
- c) Representation of relation between the management and QA unit
- d) SWOT analysis
- e) Quality assurance system manual
- f) Report on the internal audit of quality assurance system
- g) Mechanisms of following and informing on QA system level of development and plan of activities for system development
- h) Efficiency analysis of QA system and its impact on quality of education

4. Selection and appointment of the members of Audit Committee

Members of Audit Committee are appointed by the Accreditation Council of ASHE. Candidates are chosen from the database of audit experts, in accordance with the Ordinance on External Audit of Quality Assurance Systems at Higher Education Institutions. Upon the appointment, every member of the Committee signs a confidentiality agreement and a written statement that there is no conflict of interest present.

Criteria for selection of the members of the Committee:

- good knowledge of higher education, science and quality assurance
- good knowledge of quality assurance systems
- participation in seminars for audit experts organised by ASHE
- successful completion of seminar for audit experts/certificate; database of audit experts
- participation in additional trainings for audit experts
- experience in audit.

Seminars for audit experts

The Agency organizes seminars for audit experts twice a year. Candidates that successfully complete the seminar receive a certificate and are included in database of audit experts.

The seminar encompasses the following areas:

- system of higher education in Croatia

- current economic and political situation in the country
- trends in international quality assurance and ESG standards
- audit process – all stages of the process
- audit criteria
- audit goals
- good practice in EU and other countries
- analysis of audit reports and other materials
- audit workshop.

The Agency also organises additional trainings for audit experts for the purpose of improving their skills and competences, as well as for informing them on new trends in quality assurance and contingent changes in audit process. Trainings are organised in the form of workshops where auditors acquire additional skills and knowledge in quality assurance.

Database of audit experts

All information on audit experts, including their attendance of ASHE seminars, is kept in a database of audit experts. Candidates that have successfully finished the seminar are obliged to provide their CVs, in both Croatian and English. The database also contains all information on the additional training audit experts have completed.

Candidates for members of Audit Committee are chosen from this database.

The Committee comprises 5 members:

- 2 representatives of HEIs or scientific organizations, 1 of which is a foreign expert
- 1 representative of the business community
- 1 student representative
- 1 representative of the Agency

In selecting the candidates for audit committee members, the type of audit and characteristics of individual candidates (profession, regional affiliation and sex) are all taken into consideration.

5. Coordinator – Agency employee

Director of ASHE appoints a coordinator – an employee of ASHE – for every individual audit. The task of a coordinator is to provide the Committee with an expert support during the course of audit procedure.

Coordinator organises the carrying out of the audit process, follows and coordinates the procedure through the audit database, takes care that members of the Audit Committee receive all the necessary documents in good time and provides help in drafting of the report during the visit.

6. Agency documents

The Agency submits necessary documents to higher education institution:

1. Audit manual
2. Appointments of the members of Audit Committee
3. Appointment of the audit coordinator
4. Criteria for assessing degree of development and efficiency of the QA system
5. Questionnaires for the assessment of the audit procedure carried out
6. Feedback – analysis of the effectiveness of audit that has been carried out

Documents submitted to the Committee:

1. Appointments of the members of Audit Committee
2. Appointment of the audit coordinator
3. Audit manual
4. Criteria for assessing degree of development and efficiency of the QA system
5. Individual Contracts with members/president of the Committee
6. Conflict of Interest Statement
7. Confidentiality Statement
8. Questionnaires for the assessment of the audit procedure
9. Feedback – analysis of the effectiveness of audit that has been carried out

Stage II: Audit

The audit includes the following:

1. Assessment of the obtained documentation and procedures of quality assurance system at the institution
2. Preliminary activities of the Committee, prior to the visit to HEI
3. The visit
4. Analysis of the material gathered, summing up of observations, reaching the conclusion on quality assurance system, and issuing recommendation for its improvement (*during visit*)
5. Informing the management of HEI on the results of audit (*during visit*).

1. Assessment of the documentation and procedures of quality assurance system at the HEI

In accordance with the agreed obligations, HEI submits documents/material in electronic form to the Agency, at least 2 months before the visit. Upon receiving this documentation, Agency coordinator adds it to the database and forwards it to the members of the Audit Committee. Members of the Audit Committee are provided with usernames and passwords in order to follow all the activities and partake in the audit activities that fall under their responsibility. HEI, for its part, appoints one representative to coordinate all audit activities within the institution itself. HEI coordinator is also provided with a username and a password. Upon receiving documentation, members of the Committee make brief notes on the quality and the degree of development of the quality assurance system, on the basis of which they can ask for further information, explanations and evidence on activities carried out during their visit.

2. Preliminary activities of the Committee, prior to the visit to HEI

The Committee convenes in the Agency one month prior to their visit to higher education institution, where it:

- selects the president of the Committee
- plans all the activities of audit procedure
- agrees upon goals and methods of work
- discusses the submitted documentation of HEI
- defines the type of analysis of audit results
- discusses the drafting of a report
- sets up a programme of visit and a list of additional material and/or questions.

Selection of the president of Committee

At the first work meeting in the Agency, the members of the Committee propose two candidates and select the president by 2/3 majority secret vote. Agency coordinator informs the Committee of their obligations, as regulated by Ordinance on External Audit and this Manual.

The Committee outlines the programme of the visit to HEI, and Agency coordinator forwards this programme to the institution. The institution takes care that all the stakeholders and documents of QA system are available to the Committee during the visit.

3. The visit

During the visit, the Committee carries out all the activities in accordance with the programme (meeting all the stakeholders, attending classroom lectures, visiting laboratories, library, student administration office, restaurant, campus, etc.) The visit usually lasts 2-3 days.

4. Analysis of the material gathered, summing up of observations, reaching the conclusion on quality assurance system, and issuing recommendation for its improvement

On the basis of documentation submitted and gathered during the visit, and the analysis of the results, the Committee makes a draft of all the observations, conclusions and recommendations that determine a degree of development of a system and its compliance to the ESG standards, Part I (1.1.-1.7.). The draft also includes recommendations for improvements.

5. Informing the management of HEI on the results of audit

At the end of the visit, president of the Committee briefly informs the management of the institution on the results of audit.

Stage III: The report

The Committee drafts a report on the basis of report outline, as well as the analysis of material obtained before the visit, information gathered during the visit to the institution (attending classroom lectures, visiting laboratories, library, student administration office, restaurant, campus, etc.) and through meetings carried out at the HEI.

The report includes:

- introduction
- description of the QA system at the higher education institution
- results of audit
- conclusion
- supplements

1. Introduction

- Introduction by the president of Audit Committee
- Basic information on the members of Committee
- Description of the Agency's model of audit
- Goals of the audit procedure
- Audit documentation
- Visit to HEI
- Structure and content of the report

2. Description of HEI

- Organizational structure of HEI
- Vision, mission and strategy
- Quality assurance system

3. Results of audit

- Goals, structure and cohesion of quality assurance system

- Documents of the quality assurance system
 - Quality assurance system as a whole (degrees of education, scientific research, interaction of HEI and local community, impact on regional development, student services as support to their study, structure of teaching and non-teaching staff, possibilities of professional development and advancement)
 - Participation of students, employees and other stakeholders in quality assurance system
 - Cooperation of management and quality assurance unit
 - Informing within the institution, availability of relevant information (to all stakeholders)
 - Monitoring mechanisms, assessment of the continuous improvement of quality assurance system
 - Efficiency of the quality assurance system
4. Conclusion
- Evaluation of a degree of development and efficiency of QA system
 - Use of good practice
 - Recommendations for development of QA system
5. Supplements:
- Tabular presentation of audit of HEI's quality assurance system in accordance with ASHE criteria and ESG

The report is submitted to the Accreditation Council no later than 30 days after the visit to HEI.

Adopted report is submitted to HEI for review no later than 2 months after the visit. Within 30 days after receiving the report, HEI submits its official response and plan of activities for the follow-up phase.

Official response of the institution shall include:

- Proof that all the stakeholders are acquainted with the audit report
- Plan of additional activities for the follow-up phase (responsibility, deadlines, monitoring)
- Remarks on the regularity of audit procedure carried out and/or its results, if any

Appeal procedure

If HEI finds that Audit Committee did not carry out the audit procedure in accordance with this Manual and/or is not satisfied with audit results, it can file an appeal to the Agency within 15 days after receiving the audit report.

Appeal is submitted to all the members of Audit Committee, and Audit Committee issues an official response within 15 days. Both the appeal and Committee's official response are submitted to the Accreditation Council. After reviewing the submitted documents, the Accreditation Council decides on whether the appeal procedure is to be initiated or the appeal rejected.

If it decides to initiate the appeal procedure, the Accreditation Council shall appoint Appeal Committee comprising 3 experts from the audit expert database (1 of whom is a student). The Appeal Committee shall review all the documents pertaining to the aforementioned audit and make a final evaluation within 30 days.

On the basis of Appeal Committee's evaluation, the Accreditation Council reaches a final decision that cannot be appealed. This decision is then submitted to the HEI and the Audit Committee.

Stage IV: Follow-up

The follow-up shall last no longer than 6 months after receiving HEI's official response to the audit report and drafting of the plan of HEI's (improvement) activities for the follow-up phase. The proposed plan of activities should be made in accordance with the recommendations from the audit report. During follow-up, HEI monitors the implementation of activities recommended and analyses their efficiency i.e. continuously works on the improvement of its QA system. After the completion of the follow up phase, HEI drafts a report with results of activities that have been carried out, and the analysis of their effectiveness.

On the basis of this report and within the period of 30 days, the Committee makes an assessment on whether the activities that have been carried out improved HEI's quality assurance system, and then drafts a final report.

The final report contains rating of the level of development and efficiency of HEI's QA system, and indicates a date of a new audit, a re-audit within a period no longer than 18 months, or a re-accreditation.

The final report is submitted to the Accreditation Council for adoption. The adopted final report is published on ASHE web-site.

Certification

If the Committee determines that HEI's QA system is effective, with regard to the criteria adopted by the Accreditation Council, the Accreditation Council issues a decision upon which the Agency certifies HEI with a certificate containing the rating of QA system's level of development and efficiency.

Abbreviations

- Agency/ASHE** - Agency for Science and Higher Education
CARDS - Community Assistance for Reconstruction, Development and Stabilization
CEE Network - The Network of Central and Eastern European Quality Assurance Agencies in Higher Education
EAIR - The European Higher Education Society
EHEA - European Higher Education Area
ENQA - European Association for Quality Assurance in Higher Education
ESG - Standards and Guidelines for Quality Assurance in the European Higher Education Area
INQAAHE - International Network for Quality Assurance Agencies in Higher Education
E 4 group - ENQA, EUA, ESU, EURASHE
EUA - European Association of Universities
ESU - European Students Union
EURASHE - European Association of Institutions in Higher Education
EQAR - European Quality Assurance Register for Higher Education
MSES - Ministry of Science, Education and Sports of the Republic of Croatia
QAS - quality assurance system
SWOT-analysis - Analysis of basic efficiency indicators of QAS (strengths, weaknesses, opportunities and threats)
HEI - Higher education institution
AC - Accreditation Council
MB - Management Board

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