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#### CLASS: 025-05/25-02/09

#### FILE NUMBER: 355-01-01-25-02

Zagreb, 11<sup>th</sup> April 2025

Pursuant to the provisions of Article 8 Paragraph 3 of the Act on Quality Assurance in Higher Education and Science (Official Gazette, 151/22) and the provisions of Article 32 Paragraph 1 Sub-paragraph 1 in relation to Sub- paragraph 11 of the Statute of the Agency for Science and Higher Education (CLASS: 003-05/13-01/0001; FILE NUMBER: 355-01-23-29) at its 22<sup>nd</sup> regular session, held on 10<sup>th</sup> April 2025, the Accreditation Council adopted the following

# Quality Standards in the Procedure of Evaluation of the Research Institute Abroad

#### Article 1

(1) **Quality Standards in the Procedure of Evaluation of the Research Institute Abroad** shall include standards, elements and quality indicators against which the level of their fulfilment is determined and a quality grade is passed in the procedure of evaluation of the research institute abroad.

(2) For the purposes of this document the following expressions shall have the following meaning:

1. A **standard** is a clearly defined level of quality of a particular aspect of quality of a research institute. The quality standards are grouped into units (three assessment areas) content-wise and they refer to various aspects of quality evaluation of the research institute.

2. Elements of the standard are taken into account in the assessment of compliance of a quality aspect of a research institute against a standard.

3. Indicators are used to assess the level of compliance of the standards.

Donje Svetice 38/5 10 000 Zagreb, Croatia T + 385 1 6274 895 E ured@azvo.hr W www.azvo.hr 4. Sources for verifying fulfilment of the standard are documents of the research institute, the website of the research institute and other materials used to check and assess the level of fulfilment of the standards. The sources specified in this document are merely examples that a research institute can use as guidelines in the preparation of the request, as well as help to expert panels in assessing the level of fulfilment of quality standards.
5. The level of fulfilment of the standards is a quantitative grade and a qualitative assessment passed by an expert panel, which includes recommendations for quality improvement.

(3) Gendered terms used in this document are used neutrally and refer equally to all genders.

# Article 2

In the procedure of evaluation of the research institute abroad, the following quality standards grouped into the following three assessment areas shall apply:

# I. STRATEGIC POSITIONING AND INTERNAL QUALITY ASSURANCE

Standard		Level of fulfilment of the standard				
1.1. The research institute has a clear vision, mission and strategic programme of scientific research and it is committed to fulfilling its role in meeting the state and societal needs.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled		
Elements and indicators of the standard:						
The strategic plan of the research institute is aligned with its mission an	d vision.					
The research institute defines and fulfils its role in the national system a	nd its institutiona	l and economic er	vironment.			
The research institute defines and fulfils its role in the state and society.						
The research institute defines and fulfils its role in industry, if applicabl	e.					
The research institute defines and fulfils its role in an international envir	ronment.					
<ul> <li>Sources for verifying fulfilment of the standard:</li> <li>Act of establishment and the statute;</li> </ul>						
• Long-term strategic programme of scientific research for the science of the sci	entific area in whi	ich the research in	stitute operates;			
• Mission and vision of the research institute and development stra	ategy are publishe	ed on the website;				
• The alignment of the mission with strategic and operational plan	ning processes.					

# • Data on the involvement and contribution of stakeholders to the delivery of the research institute's mission.

Standard	Level of fulfilment of the standard				
1.2. The research institute's strategic positioning and planned changes are based on the results of analyses of its activities, international context and public policies.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled	
Elements and indicators of the standard:					
The research institute clearly defines its activities and modes of operation	on.				
Strategic positioning of the research institute is clearly aligned with pub	olic policies in the	field of science.			
The research institute identifies and defines desired changes in its strate	gic positioning.				
The research institute analyses changes in its positioning during the refe	erence period.				
Sources for verifying fulfilment of the standard:					
<ul> <li>Long-term strategic programme of scientific research for the sci</li> <li>Annual reports on strategy implementation;</li> <li>Mission and vision of the research institute are published on the</li> <li>Analyses of institutional activities and societal needs.</li> </ul>		ich the research ir	astitute operates;		

	Level of fulfilment of the standard					
<b>1.3. The research institute has an efficient organizational structure</b> for the implementation of its activities and strategy.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled		
Elements and indicators of the standard:						
The internal organisational structure of the research institute is laid dow	n in the relevant a	act.				
The organization of the research institute as a structure comprising oper	ational units is of	ficient and aligned	1 with its strategy			
The organization of the research institute as a structure comprising oper	ational units is ci	increm and anglied	i with its strategy.			
The management of the research institute is based on appropriate bodie	es and decision-n	naking procedures	in accordance wi	th the mission and		
activities carried out by the research institute.						
The research institute has developed an effective method for involving s	stakeholders in its	activities				
<ul> <li>Sources for verifying fulfilment of the standard:</li> <li>General act governing internal organizational structure;</li> <li>Strategy of the research institute;</li> </ul>						
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<ul> <li>Sources for verifying fulfilment of the standard:</li> <li>General act governing internal organizational structure;</li> <li>Strategy of the research institute;</li> <li>Organization of the research institute;</li> <li>Designed procedures and planned decision-making bodies of the</li> <li>Mechanisms for monitoring researchers' performance;</li> <li>Mechanisms for involving stakeholders in the activities of the research and the research in the activities of the research involving stakeholders i</li></ul>	e research institute;	с;	ources of funding a	und the expenditur		
<ul> <li>Sources for verifying fulfilment of the standard:</li> <li>General act governing internal organizational structure;</li> <li>Strategy of the research institute;</li> <li>Organization of the research institute;</li> <li>Designed procedures and planned decision-making bodies of the</li> <li>Mechanisms for monitoring researchers' performance;</li> <li>Mechanisms for involving stakeholders in the activities of the re</li> </ul>	e research institute search institute; t three years, clea	e; rly showing the so	ources of funding a d expenditures;	und the expenditur		

Standard	Level of fulfilment of the standard			d
1.4. The research institute has efficient management and support processes in its management activities.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled

The allocation of the research institute's budget is carried out in accordance with clear and coherent processes and is based on an internal management dialogue with the units within the organisation.

Support services are organised in a clear, fit-for-purpose and efficient manner. The satisfaction of their internal users is subject to periodic evaluations.

Research support services within research units are effective and tailored to the institutional needs.

The management of spatial capacities and resources is conducted efficiently and appropriately, in line with the organization's strategy and activities.

The organization has a functional and efficient system for involving other institutions and stakeholders (higher education institutions, industry, public policies, etc.) in its activities and processes.

- Employee satisfaction surveys;
- Analyses of satisfaction surveys;
- Reports on implemented activities;
- Evidence of changes based on analyses of institutional efficiency;
- Mechanisms for involving stakeholders in the activities of the research institute.

Standard	Level of fulfilment of the standard			
1.5. There is an internal quality assurance and enhancement system in place that enables efficient implementation and monitoring of activities.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled

The internal quality assurance system is functional and ensures efficient implementation and monitoring of activities. The internal quality assurance and enhancement system at the research institute includes the following:

- Monitoring the development strategy;
- Implementing procedures for internal quality assurance and enhancement;
- Monitoring and improving scientific productivity of the research staff;
- Monitoring and improving professional work of the research staff;
- Monitoring and improving the work of administrative staff;
- Monitoring and improving other activities performed by the research institute.

In order to implement an internal quality assurance and enhancement system, the research institute has established an organisational unit, body or committee for quality assurance and enhancement, if applicable.

The internal quality assurance and enhancement system is regulated by a general act of the research institute.

The organizational unit, body, or committee for quality assurance and enhancement is responsible for regularly reporting to the management bodies.

- General act governing internal quality assurance and enhancement system;
- Internal quality assurance and enhancement system;
- Planned procedures and mechanisms for performance monitoring;
- Designed key performance indicators;
- Planned mechanisms for monitoring researchers' performance;
- Planned mechanisms for evaluating and rewarding researchers' performance;
- Planned ways of researchers' professional development;

• Annual report of the organizational unit, body or committee for quality assurance and enhancement.

Standard	Level of fulfilment of the standard			d
1.6. The research institute pursues an effective policy of research integrity, ethics and professional conduct.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled

#### Elements and indicators of the standard:

Activities related to academic integrity, including awareness-raising and prevention, and procedures of addressing instances of violation of integrity are carried out at the research institute.

Procedures for monitoring the quality of internal mechanisms and ethical considerations are present across all areas and activities of the research institute.

- Code of ethics of the research institute;
- Ordinance on the disciplinary responsibility, where applicable;
- Planned activities aimed at raising awareness of scientific integrity, ethics and professional conduct;
- Planned internal mechanisms connected to academic integrity;
- Documents regulating procedures in the event of unethical and unprofessional behaviour;
- Ordinances governing the application of ethical measures (if any);
- Decision on the establishment of an ethics committee, rules of procedure of the ethics committee, minutes and decisions/opinions of the ethics committee;
- Report on the results of implementation of measures and utilization of training and tools to prevent unethical behaviour, intolerance and discrimination, the ratio of reported and processed cases, the number of cases referred to the higher-level decision-making body,

following trends, new guidelines;

• Anti-plagiarism software.

# II. SCIENTIFIC AND PROFESSIONAL ACTIVITY

Standard		Level of fulfilme	ent of the standar	d
2.1. The research institute has an adequate number of high-quality researchers to fulfil the research goals stated in the mission and vision.	The standard is not fulfilled	Satisfactory fulfilment of the standard	The standard is completely fulfilled	
Elements and indicators of the standard:				
The research institute employs an adequate number of distinguished res	earchers in its sci	entific area or fiel	d.	
Lead researchers are grouped according to the topics of the research goa institute, with visible indicators of scientific excellence.	als and are among	the most distingu	ished researchers	at the research
The research institute manages the promotion of researchers and distrib excellence.	ution of responsib	oilities among rese	earchers based on t	heir scientific
Sources for verifying fulfilment of the standard:				
<ul> <li>Table 1. Staff structure;</li> <li>Table 2. Researchers at the research institute;</li> <li>Evidence of employment of researchers;</li> <li>Research staff recruitment plan.</li> </ul>				

Standard	Level of fulfilment of the standard			d
2.2. The research institute has an adequate number of young researchers to fulfil the research goals stated in the mission and vision.			Satisfactory fulfilment of the standard	The standard is completely fulfilled

The research institute manages the promotion of researchers and distribution of responsibilities of its researchers based on their scientific excellence relative to other researchers in the research institute.

The research institute ensures the research staff renewal by employing young researchers in relevant areas and fields, in line with the research goals outlined in its development vision.

- Table 1. Staff structure;
- Table 2. Researchers at the research institute;
- Research staff recruitment plan.

Standard	Level of fulfilment of the standard			d
2.3. The research institute has an adequate number of employees		Minimal	Satisfactory	The standard
working in administrative services necessary to fulfil the research		fulfilment of	fulfilment of	is completely
goals stated in the mission and vision.		the standard	the standard	fulfilled

The research institute has a sufficient number of support staff members that provide support to the researchers in the fulfilment of their research goals.

Support staff provide high-quality support to researchers in fulfilling the research institute's strategic goals.

- Table 1. Staff structure;
- Professional staff recruitment plan.

Standard		Level of fulfilme	ent of the standar	ď
2.4. The research institute has an appropriate level of quality of scientific productivity in line with its strategy.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled
Elements and indicators of the standard:				
The institute's research activity is based on original ideas and an original The research institute has a satisfactory number of research papers public scientific area and an adequate publication trend. The quality of published research papers is high. The researchers achieve significant results in their scientific area. The research institute has a satisfactory number of papers presented at p The research institute organizes scientific conferences that are recognized Researchers at the research institute participate in the work of committe Researchers participate in the work of editorial boards of research journ The research institute has established a publishing activity and publishes international environment.	ished in prestigion prestigious confere ed at the national ses and other bodic als.	us primary scienti ences. and international es in higher educa	level. tion and science.	
Sources for verifying fulfilment of the standard:				
<ul> <li>Table 5. The research institute's bibliography in the last five ca</li> <li>Table 6. Highlighted publications of RI researchers published in</li> <li>Table 9. Work on conference organizing committees in the last</li> </ul>	n the last five yea five calendar yea			

Standard	Level of fulfilment of the standard			
2.5. The quality and quantity of research projects in which the research institute participates and which it leads are adequate.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled
Elements and indicators of the standard:				
The research institute has a sufficient number of national and internation	nal research proje	cts in which it is a	a lead partner or a	project partner.
The research institute is involved in a satisfactory number of competitiv	ve research project	ts.		
Sources for verifying fulfilment of the standard:				
• Table 8. Projects in the last five calendar years.				

Standard	Level of fulfilment of the standard			d
2.6. The research institute transfers the results of its scientific research activities to industry and society at large.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled

The research institute is part of the networks which consist of institutions at the national level in order to transfer the results of its scientific research to the scientific and professional community.

The research institute has established formal and stable partnerships with stakeholders.

The research institute participates in policy making, where applicable.

Researchers at the research institute are involved in various scientific and/or management bodies.

Researchers at the research institute are active in the popularization of science.

#### Sources for verifying fulfilment of the standard:

- Procedures and mechanisms for disseminating the results of scientific research;
- Evidence of cooperation with the relevant stakeholders;
- Evidence of researchers' involvement in various scientific and/or management bodies;
- Evidence of organization of various events that promote the popularization of science or the involvement of employees of the research institute in these events (open days, public presentation of scientific projects or scientific achievements, exhibitions, lectures for a broader community, participation in radio and television shows, etc.).
- Other evidence proving a broader dissemination of scientific research and results to the broader community.

Standard	Level of fulfilment of the standard		
2.7. The research institute ensures the dynamics and the improvement of its research activities and implements guidelines of its research policy.			

#### Elements and indicators of the standard:

The research institute adequately assesses the quality of its scientific productivity in each research area in an international context. It recognizes significant contributions and major achievements made during the reference period.

The research institute has a vision for the development of its research activities for the reference five-year period.

The research institute analyses the success of the activities it has undertaken for the purpose of implementing the guidelines of its scientific policy, strengthening support for research activities and promoting the emergence of new research topics, interdisciplinarity and the development of young researchers, where applicable.

The research institute implements, in cooperation with its university partners, a policy of supporting doctoral education, contributing especially to the quality of education and the professional integration of PhDs.

The research institute analyses the results obtained within the framework of its policy of management of large scientific financial instruments / projects.

- Procedures and mechanisms for the assessment and monitoring of the quality of scientific productivity;
- Evidence of the research development plan for the evaluated five-year period;
- Procedures and mechanisms for analysing the success of the scientific policy.

Standard	Level of fulfilment of the standard			
2.8. The research institute implements an innovation policy and evaluates its success.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled
Elements and indicators of the standard:				
The research institute fosters an innovation culture within teams and en	courages risk takin	ng, where applica	ble.	
The research institute evaluates the results of their innovation activities	in a qualitative ar	nd quantitative ma	nner, where applic	cable.
The research institute analyses the success of the activities carried out as contracts, industry-funded scholarships and positions, joint laboratoric promotion activities, "industry PhDs", staff mobility, etc.				

The research institute analyses the success of the activities carried out as part of its policy to support the transfer of knowledge and technology: support mechanisms for project maturation activities, technology transfer, skills, knowledge and know-how transfer, company creation, intellectual property management policy, mechanisms for raising awareness and training of research groups, etc.

The research institute can assess the quality of its partnerships with private or public structures in the field of innovation, if acceptable.

- Procedures and mechanisms for the assessment of results of innovation activities, if applicable;
- Evidence and analysis of cooperation with stakeholders;
- Evidence of researchers' involvement in various scientific and/or management bodies;
- Procedures and mechanisms for activity performance evaluation.

Standard	Level of fulfilment of the standard			
2.9. The international impact and scientific reputation of the research institute is evident.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled
<b>Elements and indicators of the standard:</b> The research institute has a satisfactory international mobility of its rese	earch staff.			
The research institute has satisfactory mechanisms for attracting doctors		researchers.		
The international reputation of the research institute in the scientific are	a in which it oper	ates is visible.		
Researchers are involved in various international scientific and/or mana	gement bodies.			

Researchers participate in international reviews of projects, programmes and scientific publications.

#### Sources for verifying fulfilment of the standard:

- Table 5. The research institute's bibliography in the last five calendar years;
- Table 6. Highlighted publications of RI researchers published in the last five years;
- Table 8. Projects in the last five calendar years;
- Table 9. Work on conference organizing committees in the last five calendar years;
- Table 10. Participation in the editorial boards of scientific journals in the last five calendar years;
- Evidence of researchers' mobility;
- Mechanisms and procedures for attracting doctoral candidates and researchers from abroad;
- Evidence of researchers' involvement in international scientific and/or management bodies;
- Evidence of researchers' involvement in international reviews of projects, programmes and scientific publications.

Standard	Level of fulfilment of the standard			d
2.10. The research institute applies the principles of open science in its activities, processes and acts.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled

#### Elements and indicators of the standard:

The research institute has in place and implements an open science policy fostering the application of open science principles at the institutional level and ensuring open access to scientific and professional publications, educational content and research data of its researchers.

The research institute plans to encourage and evaluate the application of the principles of open science through various internal processes and/or evaluation processes at the institution.

# Sources for verifying fulfilment of the standard:

- Table 7. Open science implementation;
- Planned open science policy;
- Description of the planned evaluation processes and/or procedures aimed to motivate, evaluate and reward researchers' activities connected to open science.

# III. RESOURCES AND INFRASTRUCTURE OF THE RESEARCH INSTITUTE

Standard	Ecter of fulfillment of the standard	ď		
3.1. The research institute implements a clear policy of human resource development and efficiency.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled
Elements and indicators of the standard:				
Staff recruitment policy is clear and aligned with strategic goals of the	e research institute.			
The research institute ensures recruitment of the best candidates from goals.	different backgroun	nds in accordance	with the research	institute's strategic
The research institute encourages dynamic skills development of emp	loyees in adherence	e to its strategic go	oals.	
The research institute encourages and promotes incoming and outgoin	ng staff mobility.			
The research institute implements a clear and consistent employee per	formance review po	olicy.		
The research institute ensures employee performance review and care mission, vision and strategic goals of the research institute.	-	•	neir overall contrib	pution to the
There is a gender equality policy in all activities of the research institu	ate and at all levels	of the professiona	l career of research	hers.

#### Sources for verifying fulfilment of the standard:

- Staff recruitment policy;
- Employment criteria;
- Evidence of publishing information regarding recruitment and recruitment conditions;
- Criteria for employee promotion;
- Procedures and mechanisms for monitoring staff performance;
- Mechanisms for encouraging staff mobility.

Standard	Level of fulfilment of the standard			d
3.2. The research institute ensures availability of the library and adequate information-communication technology (ICT) equipment.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled

Elements and indicators of the standard:

The literature necessary for scientific and professional work has been ensured. The library is equipped with information and communication technology (ICT) equipment and provides access to library materials in print and/or electronic format.

The library premises and resources, including additional resources, serve the institutions' needs in accordance with, among other, conditions specified in the Standard for Higher Education, University and Scientific Libraries, where applicable.

The research institute has an overall information structure that meets the requirements for the management of the research institute and its activities, taking into account the information system security requirements.

- Table 4. Library premises and resources;
- Contract on the use of the library resources;
- Availability of literature in the library;

- Availability of digital literature (e-journals, e-books);
- Access to relevant databases;
- Information about the space (ownership documents, right-of-use documents).

Standard	Level of fulfilment of the standard			d
3.3. The research institute has adequate premises and equipment for conducting scientific research.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled

The research institute has laboratories, i.e. premises where scientific research is conducted, a library, offices for research staff and offices for employees working in professional services.

Laboratories are equipped with adequate laboratory equipment necessary for research to be conducted.

Offices of the research staff and offices of employees of administrative services are furnished with office equipment and the equipment necessary for the work of the research staff and professional services.

- Table 3. Capital equipment;
- Examination of the resources of the research institute: laboratories, i.e. premises for conducting scientific research, library, offices of the research staff, offices for the work of professional services and equipment for conducting scientific research.

Standard	Level of fulfilment of the standard			
3.4. The research institute's financial plan contains the planned revenue and expenditures to conduct research activity, i.e. artistic and professional activities over a three-year period.	The standard is not fulfilled	Minimal fulfilment of the standard	Satisfactory fulfilment of the standard	The standard is completely fulfilled
Elements and indicators of the standard:				
The research institute ensures appropriate national sources of funding,	where applicable.			
The research institute ensures appropriate international sources of fund	ing, where applica	ble.		
The research institute ensures appropriate own funding sources through	n commercial activ	vity, where applica	ıble.	
The level of the research institute's reliance on public funding or a com	petent institution i	s acceptable, whe	re applicable.	
The research institute allocates a sufficient portion of its funds for scier	ntific activity.			
Sources for verifying fulfilment of the standard:				
<ul><li>Table 11 Financial sustainability;</li><li>Document governing funds allocation.</li></ul>				

# Article 3

The Quality Standards shall be published on the website of the Agency for Science and Higher Education and they shall enter into force on the day of their publication.

President of the Accreditation Council H. Prof. Mirjana Hruškar, PhD