



azvo

agencija za
znanost i visoko
obrazovanje

STRATEGIJA AGENCIJE ZA ZNANOST I VISOKO OBRAZOVANJE

2026. – 2030.

STRATEGY OF THE AGENCY FOR SCIENCE AND HIGHER EDUCATION

2026 – 2030



ashe

agency for
science and
higher education



*lipanj/June,
2026*



SADRŽAJ

- 1. Predgovor*
- 2. Misija, vizija i načela*
- 3. Ciljevi i podciljevi*

CONTENTS

- 1. Foreword*
- 2. Mission, Vision and Principles*
- 3. Objectives and Sub-objectives*

1. Predgovor



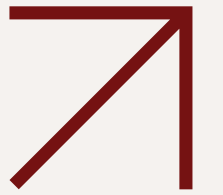
Agencija za znanost i visoko obrazovanje (AZVO) ima ključnu ulogu u razvoju i osiguravanju kvalitete sustava znanosti i visokog obrazovanja u Republici Hrvatskoj. Kroz provedbu postupaka vanjskog vrednovanja i pružanje stručne potpore dionicima u sustavu, Agencija doprinosi jačanju kvalitete, relevantnosti i međunarodne prepoznatljivosti hrvatskoga znanstvenog i visokoobrazovnog prostora, u skladu s nacionalnim, europskim i međunarodnim strateškim smjernicama.

Strategija Agencije za razdoblje 2026. – 2030. izrađena je u kontekstu dinamičnih društvenih, tehnoloških i gospodarskih promjena, ali i u skladu sa strateškim dokumentima Vlade Republike Hrvatske koji uređuju razvoj visokog obrazovanja, znanosti i digitalne transformacije javne uprave. Pritom se uzimaju u obzir prioritete Nacionalne razvojne strategije Republike Hrvatske do 2030. godine, kao i sektorske strategije i reformski ciljevi usmjereni na jačanje konkurentnosti, internacionalizaciju i povećanje učinkovitosti sustava.

Strategija je usklađena s preporukama te analitičkim izvješćima OECD-a (Organisation for Economic Co-operation and Development), osobito u dijelu koji se odnosi na unaprjeđenje upravljanja visokim obrazovanjem, osnaživanje kulture kvalitete, razvoj sustava praćenja ishoda te jačanje povezanosti obrazovanja, istraživanja i tržišta rada. Smjernice OECD-a o učinkovitom upravljanju, odgovornosti i mjerenju učinaka integrirane su u strateške ciljeve Agencije, posebice u segmentima analitičke potpore sustavu i razvoja pokazatelja kvalitete.

Provedbom Strategije, Agencija za znanost i visoko obrazovanje nastavit će aktivno doprinositi razvoju kvalitetnog, uključivog, međunarodno usporedivog i održivog sustava znanosti i visokog obrazovanja, usklađenog s nacionalnim prioritetima i međunarodnim standardima te sposobnog odgovoriti na izazove budućnosti i potrebe društva u cjelini.

1. Foreword



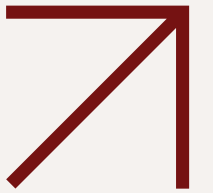
The Agency for Science and Higher Education (ASHE) plays a key role in the development and quality assurance of the science and higher education system in the Republic of Croatia. Through the implementation of external evaluation procedures and the provision of expert support to stakeholders within the system, the Agency contributes to strengthening the quality, relevance, and international recognition of Croatia's scientific and higher education landscape, in line with national, European, and international strategic guidelines.

The Agency's Strategy for the 2026–2030 period has been developed in the context of dynamic social, technological, and economic changes, as well as in alignment with the strategic documents of the Government of the Republic of Croatia that govern the development of higher education, science, and the digital transformation of public administration. In doing so, it takes into account the priorities of the National Development Strategy of the Republic of Croatia until 2030, as well as sectoral strategies and reform goals aimed at strengthening competitiveness, internationalization, and improving system efficiency.

The Strategy is aligned with the recommendations and analytical reports of the OECD (Organisation for Economic Co-operation and Development), particularly in the areas related to improving higher education governance, strengthening a culture of quality, developing systems for monitoring outcomes, and enhancing the links between education, research, and the labour market. OECD guidelines on effective governance, accountability, and performance measurement have been integrated into the Agency's strategic objectives, especially in the areas of analytical support to the system and the development of quality indicators.

Through the implementation of the Strategy, the Agency for Science and Higher Education will continue to actively contribute to the development of a high-quality, inclusive, internationally comparable, and sustainable system of science and higher education, aligned with national priorities and international standards, and capable of responding to future challenges and the needs of society as a whole.

2. Misija, vizija i načela



Misija

Misija je Agencije za znanost i visoko obrazovanje, kao javne, neovisne i međunarodno priznate agencije, osiguravati i unaprjeđivati kvalitetu znanosti i visokog obrazovanja neovisnim, stručnim i transparentnim postupcima vanjskih vrednovanja, poticati kontinuirano unaprjeđenje kvalitete i relevantnosti sustava znanosti i visokog obrazovanja te biti pouzdan partner visokoškolskim ustanovama i znanstvenim organizacijama u razvoju kulture kvalitete.

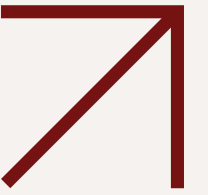
Vizija

Agencija za znanost i visoko obrazovanje prepoznata je kao neovisna, vjerodostojna i inovativna institucija koja, u suradnji s nacionalnim i međunarodnim dionicima, oblikuje i unapređuje kvalitetu znanosti i visokog obrazovanja te aktivno doprinosi njihovoj relevantnosti, izvrsnosti i održivosti u promjenjivom društvenom i globalnom okruženju.

Načela

- **Neovisnost i odgovornost** – AZVO djeluje neovisno u svojim aktivnostima i postupcima, uz jasnu odgovornost prema javnosti, dionicima sustava i međunarodnim standardima kvalitete.
- **Transparentnost i profesionalnost** – Rad Agencije obilježavaju otvorenost, jasnoća postupaka i dostupnost informacija, s ciljem jačanja povjerenja svih dionika u sustav osiguravanja kvalitete, uz rad u skladu s visokim profesionalnim i etičkim standardima.
- **Stručnost i profesionalni razvoj** – AZVO kontinuirano ulaže u razvoj kompetencija svojih zaposlenika i vanjskih stručnjaka, prepoznajući znanje i profesionalnost kao temelj vjerodostojnog vrednovanja.
- **Kvaliteta i kontinuirano unaprjeđenje** – AZVO promiče kulturu kvalitete koja nadilazi formalno ispunjavanje standarda te potiče refleksiju, učenje i trajno unaprjeđenje znanosti i visokog obrazovanja.
- **Uključivost i suradnja** – AZVO potiče uključivanje svih relevantnih dionika, uključujući studente, akademsku zajednicu i međunarodne stručnjake te razvija partnerski odnos u procesu osiguravanja kvalitete.

2. Mission, Vision and Principles



Mission

The mission of the Agency for Science and Higher Education, as a public, independent, and internationally recognized agency, is to ensure and enhance the quality of science and higher education through independent, expert, and transparent external evaluation procedures; to foster the continuous improvement of the quality and relevance of the science and higher education system; and to act as a reliable partner to higher education institutions and research organizations in developing a culture of quality.

Vision

The Agency for Science and Higher Education is recognized as an independent, credible, and innovative institution that, in cooperation with national and international stakeholders, shapes and enhances the quality of science and higher education and actively contributes to their relevance, excellence, and sustainability in a changing social and global environment.

Principles

- **Independence and Accountability** – The Agency for Science and Higher Education operates independently in its activities and procedures, with clear accountability to the public, system stakeholders, and international quality standards.
- **Transparency and Professionalism** – The Agency's work is characterized by openness, clarity of procedures, and accessibility of information, with the aim of strengthening the trust of all stakeholders in the quality assurance system, while adhering to high professional and ethical standards.
- **Expertise and Professional Development** – ASHE continuously invests in the development of the competencies of its staff and external experts, recognizing knowledge and professionalism as the foundation of credible evaluation.
- **Quality and Continuous Improvement** – ASHE promotes a culture of quality that goes beyond formal compliance with standards, encouraging reflection, learning, and the continuous improvement of science and higher education.
- **Inclusiveness and Collaboration** – ASHE fosters the involvement of all relevant stakeholders, including students, the academic community, and international experts, and develops partnerships within the quality assurance process.

3. Ciljevi i podciljevi



STRATEŠKI CILJ 1.

JAČATI I MODERNIZIRATI SUSTAV VANJSKOG OSIGURAVANJA KVALITETE KAKO BI BIO UČINKOVIT, FLEKSIBILAN I USMJEREN NA BUDUĆI RAZVOJ ZNANOSTI I VISOKOG OBRAZOVANJA

1.2. Sustavno primjenjivati digitalne alate u svim poslovnim procesima Agencije te poticati inovativne pristupe u osiguravanju kvalitete, uključujući odgovorno i etično korištenje umjetne inteligencije.

Podciljevi:

1.1 Revidirati i unaprijediti postupke, kriterije i standarde osiguravanja kvalitete u skladu s razvojem različitih oblika učenja i poučavanja (*online* i hibridni oblici, mikro kvalifikacije, združeni studiji, europske sveučilišne alijanse), uz poštivanje ESG-ja i nacionalnog zakonodavstva.

1.3 Jačati organizacijske i stručne kapacitete Agencije kroz razvoj vještina zaposlenika, unaprjeđenje podatkovne i analitičke infrastrukture te jačanje međusektorske i međuinstitucijske suradnje.



3. Strategic Objectives and Sub-objectives

STRATEGIC OBJECTIVE 1

STRENGTHEN AND MODERNIZE THE EXTERNAL QUALITY ASSURANCE SYSTEM TO MAKE IT EFFICIENT, FLEXIBLE, AND ORIENTED TOWARD THE FUTURE DEVELOPMENT OF SCIENCE AND HIGHER EDUCATION

Sub-objectives:

1.1 To revise and improve quality assurance procedures, criteria, and standards in line with the development of various forms of learning and teaching (online and hybrid formats, micro-credentials, joint programmes, European university alliances), while complying with the ESG and national legislation.

1.2 To systematically apply digital tools across all of the Agency's business processes and promote innovative approaches to quality assurance, including the responsible and ethical use of artificial intelligence.

1.3 To strengthen the Agency's organisational and expert capacities through staff skills development, enhancement of data and analytical infrastructure, and the strengthening of cross-sectoral and inter-institutional cooperation.

3. Ciljevi i podciljevi



STRATEŠKI CILJ 2.

UNAPRIJEDITI RELEVANTNOST OSIGURAVANJA KVALITETE, UTJECAJ I USKLAĐENOST S NACIONALNIM/EU CILJEVIMA U PODRUČJU VISOKOG OBRAZOVANJA I ZNANOSTI

2.2. Integrirati načela socijalne uključenosti, jednakih mogućnosti, raznolikosti i dostupnosti u kriterije, postupke i preporuke osiguravanja kvalitete u znanosti i visokom obrazovanju.

Podciljevi:

2.1. Osigurati da vanjsko vrednovanje znanosti i visokog obrazovanja uzima u obzir usklađenost studijskih programa, istraživačkih aktivnosti i ishoda učenja s potrebama tržišta rada, razvojnim prioritetima i društvenim izazovima (zelena tranzicija, digitalizacija, demografske promjene).

2.3. Jačati međunarodnu i regionalnu ulogu Agencije kao stručnog i pouzdanog partnera u području osiguravanja kvalitete, u skladu s ESG-jem, razvojnim prioritetima i društvenim izazovima.

3. Strategic Objectives and Sub-objectives



STRATEGIC OBJECTIVE 2

TO ENHANCE THE RELEVANCE OF QUALITY ASSURANCE, IMPACT, AND COMPLIANCE WITH NATIONAL AND EU OBJECTIVES IN HIGHER EDUCATION AND SCIENCE

Sub-objectives:

2.1 To ensure that external evaluation of science and higher education takes into account the alignment of study programmes, research activities, and learning outcomes with labour market needs, development priorities, and societal challenges (green transition, digitalisation, demographic changes).

2.2 To integrate the principles of social inclusion, equal opportunities, diversity, and accessibility into the criteria, procedures, and recommendations for quality assurance in science and higher education.

2.3 To strengthen the Agency's international and regional role as an expert and reliable partner in the field of quality assurance, in line with the ESG, development priorities, and societal challenges.

3. Ciljevi i podciljevi



STRATEŠKI CILJ 3.

POTICATI TRANSPARENTNOST POSTUPAKA VREDNOVANJA I ZASTUPLJENOST RAZLIČITIH DIONIKA

3.2 Unaprijediti i jasno strukturirati mehanizme za podnošenje i rješavanje prigovora i pritužbi u svim postupcima vanjskog vrednovanja, u skladu s načelima pravičnosti i pravne sigurnosti.

Podciljevi:

3.1 Povećati smisleno i uravnoteženo sudjelovanje studenata, poslodavaca, predstavnika civilnog društva i drugih relevantnih dionika u postupcima osiguravanja kvalitete.

3.3 Sustavno poticati razvoj kulture kontinuiranog unaprjeđenja kvalitete na visokim učilištima i u znanstvenim organizacijama kroz preporuke, praćenje i dijalog.

3. Strategic Objectives and Sub-objectives



STRATEGIC OBJECTIVE 3

TO PROMOTE TRANSPARENCY IN EVALUATION PROCEDURES AND THE REPRESENTATION OF DIVERSE STAKEHOLDER GROUPS

Sub-objectives:

3.1 To increase meaningful and balanced participation of students, employers, representatives of civil society, and other relevant stakeholders in quality assurance procedures.

3.2 To improve and clearly structure mechanisms for submitting and handling appeals and complaints in all external evaluation procedures, in line with the principles of fairness and legal certainty.

3.3 To systematically promote the development of a culture of continuous quality improvement in higher education institutions and scientific organisations through recommendations, monitoring, and dialogue.

3. Ciljevi i podciljevi



STRATEŠKI CILJ 4.

OSIGURATI DUGOROČNU ODRŽIVOST, STABILNOST I OTPORNOST SUSTAVA OSIGURAVANJA KVALITETE

4.2 Razviti fleksibilne mehanizme za pravodobno prepoznavanje i praćenje budućih izazova u znanosti i visokom obrazovanju te njihova utjecaja na sustav osiguravanja kvalitete.

Podciljevi

4.1 Osigurati stabilne financijske izvore, odgovarajuće prostorne i ljudske resurse te uvjete rada nužne za provedbu zakonskih ovlasti i razvoj novih aktivnosti Agencije.

4.3 Unaprijediti i razviti mehanizme vrednovanja relevantnih aktivnosti u skladu s razvojnim prioritetima i društvenim izazovima u nacionalnom i međunarodnom kontekstu.

3. Strategic Objectives and Sub-objectives



STRATEGIC OBJECTIVE 4

TO ENSURE THE LONG-TERM SUSTAINABILITY, STABILITY, AND RESILIENCE OF THE QUALITY ASSURANCE SYSTEM

Sub-objectives:

4.1 To ensure stable financial resources, adequate spatial and human resources, and working conditions necessary for the implementation of the Agency’s legal mandates and the development of new activities.

4.2 To develop flexible mechanisms for the timely identification and monitoring of future challenges in science and higher education, and their impact on the quality assurance system.

4.3 To improve and develop evaluation mechanisms for relevant activities in line with development priorities and societal challenges in both national and international contexts.

Izvori:

- *European Association for Quality Assurance in Higher Education. (2025). ENQA Strategic Plan 2026–2030 (usvojen na Općoj skupštini ENQA-e, 23. listopada 2025.).*
- *Organisation for Economic Co-operation and Development. (2023). OECD Reviews of Innovation Policy: Croatia 2023. OECD Publishing.*
- *Organisation for Economic Co-operation and Development (2025), Education and Skills in Croatia, Reviews of National Policies for Education, OECD Publishing, Paris.*
- *Organisation for Economic Co-operation and Development. (2025). Education at a Glance 2025, OECD Indicators. OECD Publishing.*
- *Vlada Republike Hrvatske. (2021). Nacionalna razvojna strategija Republike Hrvatske do 2030. godine. Zagreb: Vlada Republike Hrvatske*

References:

- *European Association for Quality Assurance in Higher Education. (2025). ENQA Strategic Plan 2026–2030*
- *(adopted at ENQA General Assembly, 23 October 2025).*
- *Organisation for Economic Co-operation and Development. (2023). OECD Reviews of Innovation Policy: Croatia 2023. OECD Publishing.*
- *Organisation for Economic Co-operation and Development (2025), Education and Skills in Croatia, Reviews of National Policies for Education, OECD Publishing, Paris,*
- *Organisation for Economic Co-operation and Development. (2025). Education at a Glance 2025, OECD Indicators. OECD Publishing.*
- *Government of the Republic of Croatia. (2021). The National Development Strategy of the Republic of Croatia until 2030. Zagreb: Government of the Republic of Croatia*

