**References**

1. Ab Wahid, R. (2019). Sustaining ISO 9001-based QMS in higher education: a reality? *The TQM Journal*, *31*(4), 563–577.
2. Anderson, G. (2006). Assuring quality/resisting quality assurance: academics' responses to 'quality' in some Australian universities. *Quality in Higher Education*, *12*(2), 161–73.
3. Antony, J. (2014). Readiness factors for the Lean Six Sigma journey in the higher education sector. *International Journal of Productivity and Performance Management*, *63*(2), 257–264.
4. Antony, J., Krishan, N., Cullen, D., & Kumar, M. (2012). Lean Six Sigma for higher education institutions (HEIs): Challenges, barriers, success factors, tools/techniques. *International Journal of Productivity and Performance Management*, *61*(8), 940–948.
5. Anttila, J., & Jussila, K. (2017). Quality management in educational organizations. *The Journal of Quality in Education*, *6*(7), s. 6–17.
6. Arfmann, D., & Topolansky, Barbe, F. (2014). The value of lean in the service sector: A critique of theory & practice. *International Journal of Business and Social Science*, *5* (2), 18–24.
7. Asif, M., Awan, M.U., Khan, M.K., & Ahmad, N. (2013). A model for total quality management in higher education. *Quality and Quantity*, *47*(4), 1883–1904.
8. Babajide, B., & Moore, T. (2015). Engineering university-industry projects: A design for Six Sigma framework. In *Proceedings of the 2015 IEEE Frontiers in Education Conference* (FIE) (pp.1-4). IEEE Computer Society.
9. Ball, C. (1985). What the hell is quality? In D., Urwin (Ed.). *Fitness for purpose: Essays in higher education*. Society for Research into Higher Education & NFER-Nelson.
10. Balzer, W. (2010). *Lean higher education. Increasing the value and performance of university processes*. CRC Press.
11. Balzer, W., Francis, D., Krehbiel, T., & Shea, N. (2016). A review and perspective on Lean in higher education. *Quality Assurance in Education*, *24*(4), 442–462.
12. Bendermacher, G.W.G., oude Egbrink, M.G.A., Wolfhagen, I.H.A.P., & Dolmans, D.H.J.M. (2017). Unravelling quality culture in higher education: A realist review. *Higher Education*. 73(1), 39–60.
13. Bleikie, I. (2011). Excellence, Quality and the Diversity of Higher Education Systems. In *Questioning excellence in higher education – policies, experiences and challenges in national and comparative perspective*. Sense Publishers.
14. Brusoni, M., Damian, R., Sauri, J., Jackson, S., Kömürcügil, H., Malmedy, M., Matveeva, O., Motova, G., Pisarz, S., Pol, P., Rostlund, A., Soboleva, E., Tavares, O., & Zobel, L. (2014). *The Concept of Excellence in Higher Education*. European Association for Quality Assurance in Higher Education. <http://www.enqa.eu/index.php/publications/>.
15. Burgess, N.J. (2012). *Evaluating lean in healthcare*. Doctor of Philosophy in Business thesis. University of Warwick.
16. Calvo-Mora, A., Leal, A., & Roldán, J.L. (2006). Using enablers of the EFQM model to manage institutions of higher education. *Quality Assurance in Education*, *14* (2), 99–122.
17. Carvalho, C., Lopes, M., Ramos, A., Avila, P., Bastos, J., Fonseca, L., & Martens, I. (2013). Lean learning academy: An innovative framework for lean manufacturing training, In *1st international conference of the Portuguese Society for Engineering Education (CISPEE)*, IEEE, Porto.
18. Cheng, M. (2009). 'Academics' professionalism and quality mechanisms: Challenges and tensions. *Quality in Higher Education*, *15*(3), 193–205.
19. Comm, C.L., & Mathaisel, D.F.X. (2005). A case study in applying lean sustainability concepts to universities. *International Journal of Sustainability in Higher Education, 6*(2), 134–146.
20. Crozier, F., Curvale B., Dearlove R., Helle E., & Hénard F. (2006). *Terminology of quality assurance: Towards shared European values?* European Association for Quality Assurance in Higher Education, Helsinki.
21. Cruickshank, M. (2003). Total Quality Management in the higher education sector: A literature review from an international and Australian perspective. *TQM & Business Excellence*, *14*(10), 1159–1167.
22. Cudney, E., Elrod, C., & Stanley, S. (2014). A systematic literature review of Six Sigma practices in education. *International Journal of Six Sigma and Competitive Advantage,* *8*(3-4), 163–175.
23. Cudney, E.A., Venuthurumilli, S.J., Materla, T., & Antony, J. (2020). Systematic review of Lean and Six Sigma approaches in higher education. *Total Quality Management & Business Excellence*, *31*(3–4), 231–244.
24. Dahlgaard, J.J., & Østergaard, P. (2000). TQM and lean thinking in higher education. In M.N., Shina (Ed.). *The best on quality (vol. 11*, pp. 259–281). Quality Press/American Society for Quality.
25. Dahlgaard-Park, S.M. (2008). Reviewing the European excellence model from a management control view. *The TQM Journal*, *20*(2), 98–119.
26. Doman, M.S. (2011). A new lean paradigm in higher education: A case study. Q*uality Assurance in Education*, *19*(3), 248–262.
27. Douglas, J., Antony, J., & Douglas, A. (2015). Waste identification and elimination in HEIs: The role of Lean thinking. *International Journal of Quality & Reliability Management, 32*(9), 970–981.
28. Dumond, E.J., & Johnson, T.W. (2013). Managing university business educational quality: ISO or AACSB? *Quality Assurance in Education, 21(*2), 127–144.
29. Ehlers, U.D. (2009). Understanding quality culture. *Quality Assurance in Education*, 17(4), 343–363.

Elton, L. (1998). Dimensions of excellence in university teaching. *International Journal for Academic Development,* 3(1),  3–11.

1. Emiliani, M.L. (2004). Improving business school courses by applying Lean principles and practices. *Quality Assurance in Education, 12*(4), 175–187.

Emiliani, M.L. (2015a). *Lean teaching. A guide to becoming a better teacher*. The CLBM, LLC.

Emiliani M.L. [2015b], *Lean university. A guide to renewal and prosperity*. The CLBM, LLC.

1. European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers. (2006). https://cdn5.euraxess.org/sites/default/files/domains/pl/karta\_i\_kodeks\_broszura\_pl.pdf
2. European University Association. (2005). *Developing an internal quality culture in European universities. Report on the Quality Culture Project 2002*–2003.
3. European University Association. (2006). *Quality culture in European universities: A bottom-up approach. Report on the Three Rounds of the Quality Culture Project 2002–2006*, Brussels.
4. Ewell, P. (2010). Twenty years of quality assurance in higher education: What's happened and what's different? *Quality in Higher Education*, *16*(2), 173–175.
5. Gallifa, J. & Batalle, P. (2010). Student perceptions of service quality in a multi-campus higher education system in Spain. *Quality Assurance in Education*, *18*(2), 156–170.
6. Gordon, G., D'Andrea, V., Gosling, D., & Stefani, L. (2003). *Building capacity for change: Research on the scholarship of teaching.* Higher Education Funding Council for England.  [http://www.hefce.ac.uk/pubs/](%20http://www.hefce.ac.uk/pubs/).
7. Grudowski, P. (2015b). Wybrane aspekty projakościowej orientacji w zarządzaniu polskimi uczelniami (Selected aspects o quality reorientation in managing universities in Poland). *Zarządzanie i Finanse, Journal of Management and Finance, 13*(2), 17–24.
8. Gupta P., & Kaushik N. (2018). Dimensions of service quality in higher education – critical review (students' perspective). *International Journal of Educational Management*, *32*(4), 580–605.
9. Gvaramadze, I. (2008). From quality assurance to quality enhancement in the European higher education area. *European Journal of Education*, *43*(4), 443–455.
10. Harvey, L. (2007). Quality culture, quality assurance and impact. Overview of discussions. In EUA (Ed.). *Embedding quality culture in higher education.* <https://enqa.eu/indirme/papers-and-reports/associated-reports/EUA_QA_Forum_publication.pdf>.
11. Harvey, L. (2018). Lessons learned from two decades of quality in higher education. In E. Hazelkorn, H. Coates & A.C. McCormick (Eds). *Research handbook on quality, performance and accountability in higher education.* Edward Elgar Publishing, Cheltenham.
12. Harvey, L.& Newton, J. (2004). Transforming quality evaluation. *Quality in Higher Education*, 10(2), 149–65.
13. Hines, P., & Lethbridge, S. (2008). New development: Creating a Lean university. *Public Money and Management", 28*(1), 53–56.
14. Ho, S.L., Xie, M., Goh, T.N. (2006). Adopting Six Sigma in higher education: Some issues and challenges. *International Journal of Six Sigma and Competitive Advantage, 2*(4), 335–352.
15. Hrnciar, M., Madzík, P. (2013). Improving the quality of higher education in Central Europe: Approach based on gap analysis, *Higher Education Studies, 3*(4), 75– 88.
16. Ismail, R., Murad, M.A.A., Jabar, M.A., Nor, R.N.H. (2015). The effect of information systems criterion on the EFQM model in institutions of higher education. *American Journal of Applied Sciences.* 12(12). 993–999.
17. International Organization for Standardization. (2018). *Educational organizations. Management systems for educational organizations. Requirements with guidance for use* (ISO 21001:2018).

International Organization for Standardization. (2018). *Knowledge management systems. Requirements* (ISO 30401:2018).

International Organization for Standardization. (2018). *Occupational health and safety management systems. Requirements with guidance for use* (ISO 45001:2018).

International Organization for Standardization. (2017). *General requirements for the competence of testing and calibration laboratories* (ISO/IEC 17025:2017).

International Organization for Standardization. (2023). *Information technology. Security techniques. Information security management systems. Requirements (*ISO/IEC 27001:2023).

1. James, V., & James, L. (1998). Higher education and total quality managemen*t*, *Total Quality Management*, *9*, 659–668.
2. Jarvis, D.S.L. (2014). Regulating higher education: Quality assurance and neo-liberal managerialism in higher education — A critical introduction, *Policy and Society, 33*(3), 155–166.
3. Kanigolla, D., Cudney, E., Corns, S., Samaranayake, V.A. (2014). Project based learning for quality and Six Sigma education. *International Journal of Six Sigma and Competitive Advantage*, 8(1), 51–68.
4. Kasperavičiūtė-Černiauskienė, R., Serafinas, D. (2018). The adoption of ISO 9001 standard within higher education institutions in Lithuania: innovation diffusion approach. *Total Quality Management & Business Excellence*, 29(1–2), 74–93.
5. Koch, J.V., Fisher, J.L. (1998). Higher education and total quality management. *Total Quality Management,* 9, 659–668.
6. Lagrosen, S., Seyyed-Hashemi, R., Leitner, M. (2004). Examination of the dimensions of quality in higher education, *Quality Assurance in Education*, 12 (2), 61–69.
7. Lalovic, M. (2002). *An ABET Assessment Model Using Six Sigma Methodology (PhD thesis)*, Department of Mechanical, Industrial and Nuclear Engineering of the College of Engineering, University of Cincinnati.
8. Laurett, R., Mendes, L. (2019). EFQM model's application in the context of higher education: A systematic review of the literature and agenda for future research. *International Journal of Quality & Reliability Management*, *36*(2), 257–285.
9. Loukkola, T. (2012). A Snapshot on the Internal Quality Assurance in EHEA. In A., Curaj, P., Scott, L., Vlasceanu, L., Wilson (Eds). *European higher education at the crossroads: Between the Bologna Process and National Reforms*. Springer. doi.org/10.1007/978-94-007-3937-6\_17
10. Maciel-Monteon, M., Limon-Romero, J., Gastelum-Acosta, C., Tlapa, D., Baez-Lopez, Y., & Solano-Lamphar, H.A. (2020). Measuring critical success factors for Six Sigma in higher education institutions: Development and validation of a surveying instrument, *IEEE Access*, *8*, 1813–1823.
11. Marginson, S. (2011). The new world order in higher education. Research rankings, outcomes measures and institutional classifications. In S., Marginson (Ed.). *Questioning Excellence in Higher Education — Policies, Experiences and Challenges in National and Comparative Perspective* (pp.3-20). Sense Publishers. doi.org/10.1007/978-94-6091-642-7\_1.
12. Massy, W.F. (2003). *Honoring the trust. Quality and cost containment in higher education*. Anker Publishing.
13. Neave, G. (1988). On the cultivation of quality, efficiency and enterprise: An overview of recent trends in higher education in Western Europe, 1986–1988. *European Journal of Education*, 23, 7–23.
14. Newton, J. (2002). Views from below: Academics coping with quality. *Quality in Higher Education, 8*(1), 39.
15. Noaman, A.Y., Ragab, A.H., Madbouly, A.I., Khedra, A.M., & Fayoumi, A.G. (2017). Higher education quality assessment model: Towards achieving educational quality standard. *Studies in Higher Education, 42*(1), 23–46.
16. O'Mahony, K., & Garavan, T.N. (2012). Implementing a quality management framework in a higher education organisation: A case study. *Quality Assurance in Education, 20*(2), 184–200.
17. Olaskoaga-Larrauri, J., Barrenetxea-Ayesta, M., Cardona-Rodrıguez, A., Mijangos-Del Campo, J.J., & Barandiaran-Galdos, M. (2016). Between efficiency and transformation: The opinion of deans on the meaning of quality in higher education. *European Journal of Education, 51*(2), 257–269.
18. Owlia, M.S., & Aspinwall, E.M. (1996). A framework for the dimensions of quality in higher education. *Quality Assurance in Education, 4*(2), 12–20.
19. Peters, T.J., & Waterman, R.H. (2012). *In search of excellence: Lessons from America's best-run companies*. Harper Collins.
20. Readings, B. (1996). *The university in ruins*, Harvard University Press.
21. Rosa, M.J., & Amaral, A. (2007). A self-assessment of higher education institutions from the perspective of the EFQM excellence model. In D.F., Westerheijden, B., Stensaker, M.J., Rosa (Eds). *Quality assurance in higher education: Trends in regulation, translation and transformation.* Springer.
22. Rostan, M., & Vaira, M. (2011). Questioning excellence in higher education: An introduction. In M., Rostan & M., Vaira (Eds). *Questioning excellence in higher education – policies, experiences and challenges in national and comparative perspective* (p.1). Sense Publishers. doi.org/10.1007/978-94-6091-642-7.
23. Ruben, B.D. (2007). *Excellence in higher education guide. An integrated approach to assessment, planning and improvement in colleges and universities*. National Association of College and University Business Officers.
24. Ruben, B.D. (1995). *Quality in higher education*. Transaction Publishers.
25. Ryan, P. (2015). Quality assurance in higher education: A review of literature. *Higher Learning Research Communications, 5*(4).
26. Sarrico, C.S., Rosa, M.J., Teixeira, P.N., & Cardoso, M.F. (2010). Assessing quality and evaluating performance in higher education: Worlds apart or complementary views? *Minerva, 48(1)*, 35–54.
27. Saunders, I.W., & Walker, M. (1991). TQM in tertiary education. *The International Journal of Quality & Reliability Management, 8(*5), 91-102.
28. Schindler, L., Puls-Elvidge, S., Welzant, H., & Crawford, L. (2015). Definitions of quality in higher education: A synthesis of the literature. *Higher Learning Research Communications, 5*(3), 3-13.
29. Senge, P.M., Roberts, C., Ross, R.B., Smith, B.J., & Kleiner, A. (1994). *The fifth discipline field book*. Nicholas Brealey.
30. Senthilkumar, N., & Arulraj A. (2011). SQM-HEI — determination of service quality measurement of higher education in India. *Journal of Modelling in Management, 6 (*1), 60–78.
31. Simons, N. (2013). The business case for Lean Six Sigma in higher education. *ASQ Higher Education Brief, 6* (3), 1–6.
32. Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). (2015). EURASHE, Brussels.
33. Strike, K.A. (1985). Is there a conflict between equity and excellence? *Educational Evaluation and Policy Analysis*, 7(4), 409–416.
34. Stuelpnagel, T.R. (1989). Total Quality Management in business — and academia. *Business Forum, 14* (1), 4–9.
35. Sunder, M.V. (2015). Corporate perspectives: commonalities and differences between Six Sigma and Lean. *International Journal of Lean Six Sigma*,  *6* (3), 281–288.
36. Sunder M.V. [2016], *Lean Six Sigma in higher education institutions*, "International Journal of Quality and Service Sciences", vol. 8, no 2, s. 159–178.
37. [Sunder M.V.](https://www.emerald.com/insight/search?q=Vijaya%20Sunder%20M." \o "Vijaya Sunder M.), [Mahalingam S.](https://www.emerald.com/insight/search?q=Sanjay%20Mahalingam" \o "Sanjay Mahalingam) [2018], *An empirical investigation of implementing Lean Six Sigma in higher education institutions*, "[International Journal of Quality & Reliability Management](https://www.emerald.com/insight/publication/issn/0265-671X)", vol. 35, no 10, s. 2157–2180.
38. Trapitsin, S., Krokinskaya, O., Timchenko, V. (2015). *Efficiency and quality of university's performance: faculty opinion*, "International Journal for Quality Research". 9(3). 435–454.
39. Trifiro, F. (2015). The QACHE Toolkit for Quality Assurance Agencies: Cooperation in cross-border Higher Education. Retrieved from <https://www.enqa.eu/wp-content/uploads/2015/11/Fabrizio-Trifiro_QACHE-Paris-061115.pdf>.
40. Tsinidou M.V., Gerogiannis V., Fitsilis P. (2010), Evaluation of the factors that determine quality in higher education: an empirical study, "Quality Assurance in Education", 18 (3), 227–244.
41. UNESCO-OECD Guidelines for quality provision in cross-border higher education. (2005), Retrieved from <https://www.chea.org/guidelines-quality-provision-cross-border-higher-education>.
42. [Vazzana G.S.](javascript:__doLinkPostBack('','ss~~AR%20%22Vazzana%2C%20Gary%20S.%22%7C%7Csl~~rl','');" \o "Search for Vazzana, Gary S.), [Winter J.K.](javascript:__doLinkPostBack('','ss~~AR%20%22Winter%2C%20Janet%20K.%22%7C%7Csl~~rl','');" \o "Search for Winter, Janet K.) (1997). *Can TQM fill a gap in higher education?*, "[Journal of Education for Business](javascript:__doLinkPostBack('','mdb~~bth%7C%7Cjdb~~bthjnh%7C%7Css~~JN%20%22Journal%20of%20Education%20for%20Business%22%7C%7Csl~~jh','');" \o "Search for Journal of Education for Business)", vol. 72, iss. 5, s. 313–316.
43. Vettori, O., Lueger, M., Knassmuller, M. (2007). *Dealing with ambivalences – strategic options for nurturing a quality culture in teaching and learning*. In *EUA (Ed) Embedding quality culture in higher education*, A selection of papers from the 1st European Forum for Quality Assurance, Brussels, EUA.
44. Weinstein L.B., Petrick J., Castellano J., Vokurka R.J. [2008], *Integrating Six Sigma concepts in an MBA quality management class*, "Journal of Education for Business", 83(4), s. 233–238.
45. Weisbrod, B.A., Ballou, J.P., Asch, E.D. (2008). *Mission and money — understanding the university*, Cambridge University Press, New York.
46. Westerheijden, D., Stensaker, B., Rosa M.J. (Eds). (2007), *Introduction*, in: *Quality assurance in higher education. Trends in regulation, translation and transformation*, Springer, Dordrecht.
47. Wibisono E. (2018). *The new management system ISO 21001:2018: What and why educational organizations should adopt it?*, International Seminar on Industrial Engineering and Management, At Makassar, Indonesia, vol. 11th, Retrieved from <https://www.researchgate.net/publication/334549352>.
48. Worthington, F., Hodgson, J. (2005). *Academic labour and the politics of quality in higher education: A critical evaluation of the conditions of possible resistance*, "Critical Quarterly", 47, s. 96–110.
49. [Youssef](https://www.inderscienceonline.com/author/Youssef%2C+Mohamed+A)M., [Libby P.](https://www.inderscienceonline.com/author/Libby%2C+Patricia), [Al-Khafaji A.](https://www.inderscienceonline.com/author/Al-Khafaji%2C+Abbass), [Sawyer Jr.](https://www.inderscienceonline.com/author/Jr%2C+Granville+Sawyer) G. (1998). *TQM implementation in academe: A framework for further investigation*, "International Journal of Technology Management". 16. 584–593.
50. Zhao L. [2005], *China's higher education quality management based on Six Sigma management principles*, Proceedings of Artiﬁcial Intelligence, Management Science and Electronic Commerce, IEEE, Deng Leng. pp. 6559–6561.