



**RE-ACCREDITATION OF THE  
POLYTECHNIC OF VARAŽDIN**

**Site visit: 21 May 2012**

**July 2012**

## **COMPOSITION OF THE EXPERT PANEL FOR THE REACCREDITATION OF THE POLYTECHNIC OF VARAŽDIN**

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# INTRODUCTION

## *Short description of the evaluated institution*

Polytechnic of Varaždin was founded by the Decree of Varaždin City Council on 14 December 2005. The legal predecessor of the Polytechnic of Varaždin is the School of Higher Education in Electrical Engineering, which started its work in the academic year 2001/2002 by carrying out professional study programme "Electrical Engineering". The basis for the establishment of Polytechnic of Varaždin was the obtaining of licenses for three professional study programmes on 7 July 2005: Electrical Engineering, Mechanical Engineering, with emphasis on Production Engineering, and Graphical Studies, with emphasis on Multimedia, Design and Application. There are two other professional studies in the field of technical sciences at the Polytechnic of Varaždin: Technical and Economic Logistics, and Civil Engineering. Licenses for these programmes were obtained on 14 February 2007 and 14 June 2007, respectively. The license for the professional study of Nursing, field of biomedicine and health care, was obtained on 22 December 2008. In April 2010 and September 2011, Polytechnic of Varaždin received permanent licenses for carrying out all five professional study programmes in the field of technical sciences.

Teaching is carried out at several locations, one of which - Križanićeva 33 - is also the seat of the Polytechnic of Varaždin.

The Statute of the Polytechnic of Varaždin was adopted on 17 January 2006. Higher Education Institutions Information System (ISVU) was introduced in the academic year 2008/2009 as an important factor for increasing the quality of teaching process.

As of the academic year 2010/2011, Polytechnic of Varaždin has 2246 enrolled students, out of which 42% full-time and 58% part-time students.

Polytechnic of Varaždin has 57 full-time employees, out of which 35 are appointed to teaching grades, 8 teaching assistants and 14 other employees. In addition, the Polytechnic also employs 111 external associates in teaching. Given the current number of students, this figure indicates the students-teachers ratio of 41:1. It is planned to reduce this to 30:1. Upon the completion of their study programmes, students acquire the academic title of bacc. ing., undergraduate professional study.

Individual departments carry out 3-year undergraduate study programmes (180 ECTS credits).

The main board of the Polytechnic of Varaždin is the Governing Board comprising 5 members. The Governing Board is responsible for all institutional activities and the legality of its work, and gives approval to individual decisions of the Dean and the Professional Board. Governing Board members are elected to 4-year terms. Professional Board of the Polytechnic is a professional body representing all of the Polytechnic

employees appointed to teaching and teaching-scientific grades. Student representatives make 15% of its members, and are elected at student elections. Meetings of the Professional Board are prepared and convened by the dean, and in his absence, one of the vice-deans. Dean is the head of the institution and is responsible for the legality of its work. The scope of his responsibilities is defined by the Statute of the Polytechnic of Varaždin. First dean of the Polytechnic of Varaždin, dr. sc. Marin Milković, was elected in the academic year 2010/2011.

The mission of the Polytechnic of Varaždin is to educate skilled professionals for the needs of regional business community and the system of health care in the north-western Croatia, through the quality implementation of undergraduate professional and specialist graduate professional studies, in line with the Bologna Declaration.

### ***The work of the expert panel***

In reaching these findings, the panel drew upon the self-evaluation report, prepared by the Polytechnic of Varaždin. The expert panel visited Polytechnic of Varaždin on 21 May 2012. During the site-visit, members of the panel toured the facilities and reviewed the resources.

The panel held meetings with the following groups of stakeholders:

- management
- self-evaluation group and the representatives of the QA unit
- students
- vice-dean for teaching and heads of departments
- teachers.

The panel toured the Polytechnic and some of its leased facilities (laboratories, libraries and classrooms).

Members of the panel also visited some classes and held brief question and answer sessions with students and teachers.

## **DETAILED ANALYSIS BASED ON STANDARDS AND CRITERIA FOR RE-ACCREDITATION**

### ***1. Management of the Higher Education Institution and Quality Assurance***

- 1.1** Part of the Mission Statement describing institutional mission is somewhat brief, but nevertheless defines Polytechnic as a higher education institution. The mission statement emphasizes the role and importance of this institution, for both development of Varaždin and neighbouring counties and their needs for

skilled professionals of various technical and biomedical profiles. HEI also educates skilled nursing professionals for the needs of health care institutions in the region and beyond. Vision of the Polytechnic of Varaždin is to be the leading educational, scientific, professional and socially responsible institution for educating skilled professionals in the fields of engineering, biomedical sciences and biotechnology in the north-western Croatia. HEI implements adequate strategic plans and develops new complementary and interdisciplinary study programmes at the 2nd level of the Bologna scale. Polytechnic of Varaždin is currently drafting a comprehensive development strategy for the period 2012-2019. The importance of quality assurance in higher education is also acknowledged through teaching. The institution implements ESG (Standards and Guidelines for Quality Assurance in the European Higher Education Area) for the internal quality assurance, as well as the QA Manual. HEI **mostly implements** systematic strategic planning, and includes external stakeholders in defining institutional goals, vision and strategy, in line with HEI's mission.

- 1.2 HEI has all the relevant legal documents that formalise its organisational structure. Polytechnic implements Regulations on Studying, Regulations on Disciplinary and Material Responsibility of Employees, and Regulations on Disciplinary Responsibility of Students; i.e. **for the most part has** the efficient organisational structure defined through legal documents.
- 1.3 Study programmes that are being carried out - Electrical Engineering, Production Engineering, Multimedia, Design and Application, Civil Engineering, Technical and Economic Logistics and Nursing - are all in line with the mission of providing higher education in the field of professional studies. Each of these programmes is **fully implemented** in accordance with HEI's mission.
- 1.4 Study programmes are aligned with the baseline of the Croatian Qualifications Framework. In accordance with HEI's mission (educating skilled professionals for the needs of regional business community and the system of health care in the north-western Croatia), study programmes at the Polytechnic of Varaždin are **fully implemented**.
- 1.5 HEI is a young, dynamic and innovative polytechnic. Working further on Implementation and alignment of the strategic plan, the quality system, the operational actions and learning outcomes will make improvement even more effective and strengthen the culture of excellence. HEI has formal mechanism for monitoring and improving the quality of teaching. Most recent student survey shows that the majority of students are satisfied with teachers' competencies. HEI actively cooperates with business community, with regard to student fieldwork, seminar papers and final projects. The panel recommends that a formal system of providing feedback to students and teachers is established. **Partially implemented.**
- 1.6 HEI has formal mechanism for monitoring and improving the quality of teaching. HEI has established a quality assurance system, but it will take time to determine its effectiveness and implementation. It is recommended that specific

measures are incorporated for improving student motivation in more demanding courses. **Partially implemented.**

- 1.7 HEI has established formal regulations for the highest level of ethical conduct in higher education and science. The student survey is carried out. Institution should be encouraged to continue its activities of monitoring and improving the quality of teaching.
- 1.8 Polytechnic of Varaždin adopted the following documents: Code of Ethics, Regulations on Studying, Regulations on Disciplinary and Material Responsibility of Employees, and Regulations on Disciplinary Responsibility of Students. Employees and students are therefore acquainted with the rules of ethical conduct. **Fully implemented.**

## **2. Study programmes**

- 2.1 HEI monitors the needs of the labour market, particularly in the region. Enrolment quotas for individual programmes vary in relation to the initial requirements, specified at the time the licenses were issued. Due to quota limits, Polytechnic of Varaždin is unable to enrol all the candidates that apply.
- 2.2 Polytechnic of Varaždin should hire more teachers and ensure that teaching is carried out at a single location. A closer connection should be established between the enrolment quota, student passing grade and resources. **Partially implemented.**
- 2.3 HEI should develop its own methodology of defining learning outcomes for professional study programmes, development of teaching staff, improving the quality of teaching and study programmes, while considering all the factors (course materials, exams, learning resources). Learning outcomes describe knowledge and skills in the form of general goals. They often do not indicate level of achievement in terms of understanding, analysing or assessing. In defining learning outcomes, a comparison is recommended with similar institutions of higher education that carry out professional study programmes. Given that learning outcomes are at an **early stage of implementation**, it is recommended that they are included in programme documentation and focused on what is expected of students.
- 2.4 Teachers can influence the way in which students are assessed, and that this assessment corresponds with learning outcomes. The assessment of knowledge is **partially being carried out** in accordance with the defined learning outcomes (for some courses and study programmes only). HEI is **recommended** to systematize the student assessment across all courses and programmes.
- 2.5 HEI has appropriate mechanisms for the allocation of ECTS credits so that they reflect the actual student workload. International mobility, i.e. the experience of similar programmes/institutions in the EU should also be taken into consideration in allocating ECTS credits. HEI is recommended to systematically adjust the number of ECTS with actual workload for all the courses (taking into

account the results of student survey). It is **recommended** to regularly monitor the level of workload in ECTS credits, since this is only **partially implemented**.

- 2.6** The content and quality of each study programme are partially harmonized with the internationally accepted standards/programmes (prior knowledge of the enrolled students still varies). Students have the possibility of continuing their specialist studies in the Republic of Slovenia, with which they are particularly pleased. A follow-up is recommended to determine the overall quality of all study programmes. Quality of all courses/programmes should be ensured in accordance with the international standards. The emphasis should not be on quantity but on the specialist programme target content (investing in quality).
- 2.7** Different methods are used in teaching, and this particularly applies to laboratory exercises. Students work in small groups, which encourages them for independent learning and practical application of knowledge obtained. E-learning platform on HEI's web-site is well developed, although there is some need for further improvement. Exercises in nursing are carried out in laboratories, classrooms and hospitals. It is recommended to strengthen and further develop e-learning, and improve all forms of practical exercises.
- 2.8** Resources for learning are adequate and provide appropriate support for student work. Online learning materials are provided for most of the courses. LMS (Learning Management System) system Moodle is used for e-learning.
- 2.9** Students are provided with an opportunity to practically apply their knowledge through student practice, work on AutoCAD programme, volunteer work, internships in various companies where they can get acquainted with manufacturing and business processes, etc. HEI is recommended to increase the quality of student practice in some programmes. Learning outcomes help define the objectives that are to be achieved by internships.
- 2.10** HEI has defined formal procedures for proposing, approving and implementing new study programmes, as well as the appropriate conditions for development, innovation and improvement of programmes. Students are offered a large number of elective courses throughout their studies, which has its advantages and disadvantages. Greater involvement of external stakeholders in approving and developing of study programmes is **recommended**.

### **3. Students**

- 3.1** Information packages are available to prospective students, providing information on programme levels, qualifications and academic titles, as well as on opportunities for further education and employment. Promotional activities related to the structure and content of particular courses, opportunities for study and enrolment criteria are carried out year-round.

HEI provides relevant information via notice boards, website, brochures, posters, through Student Administration Office (by phone, e-mail or direct contact),



regional newspapers, local radio stations, local TV station, and through the visits to high-schools in the region. HEI is **recommended** to find ways of promoting their institution and attracting prospective students outside the region as well.

- 3.2 Enrolment criteria and procedures are publicly available and applied consistently. At some study programmes, the majority of enrolled students come from vocational and technical schools. Prior knowledge of students is, for the most part, sufficient; however, there are some students who can not perform their tasks independently. Prior knowledge of the students of Nursing is generally better in comparison, since the students come mainly from medical schools. Enrolment criteria and procedures are regularly analyzed. Since these criteria are **partially implemented**, a greater involvement of all teachers is recommended.
- 3.3 The list of competencies required for the enrolment has to be harmonized with the list of competencies required from future graduates (e.g., additional testing or level exams). The admission criteria should be skewed toward those who have taken their State Matura exams, which would solve this issue to a certain extent. **Partially implemented.**
- 3.4 While implementing the curriculum the institution provides various forms of support to its students . Teachers provide help in finding internships, and as mentors, provide the outstanding students with recommendations for further education and employment. Polytechnic of Varaždin is trying to find a solution for the building of a genuine campus. The panel **recommends** that HEI improves the student standard, as this is only **partially implemented**.
- 3.5 HEI provides full support for students' extra-curricular activities (e.g. the use of swimming pool, sports halls, cultural and educational institutions).
- 3.6 As the founder and owner of the Polytechnic of Varaždin, the City of Varaždin is actively seeking a solution for the construction of new building, student restaurant and student dorm. It is **recommended** that the plans are carried out as soon as possible, since it directly influences the level of student standard. **Partially implemented.**
- 3.7 Polytechnic of Varaždin provides full support for students' extra-curricular activities.
- 3.8 Teachers use various methods of student assessment. HEI plans to adopt a document that will define a uniform and transparent procedure of student assessment. It is **recommended** that, in accordance with the guidelines of the Bologna process, continuous assessment is carried out in all the courses. Students have at their disposal several mechanisms for the protection of their rights: Student Union, Professional Board and Student Ombudsman.
- 3.9 Since this is a relatively new institution, it still does not have adequate mechanisms for monitoring the employment of its graduates. HEI receives data on the employment of graduates from the Croatian Employment Service, i.e. the

monitoring mechanisms are in the initial stage of development. It is **recommended** that HEI improves its statistical knowledge on the employment of its graduates, and improves communication with alumni.

- 3.10** HEI is **recommended** to implement appropriate mechanisms for monitoring the employment of its graduates and establish contact with its alumni. HEI is currently developing processes for this purpose. **Initial phase.**
- 3.11** Students are given the opportunity to influence the decision-making process and solve problems that concern them. **Fully implemented.**
- 3.12** Polytechnic of Varaždin has not developed any formal mechanism of monitoring study programmes and qualifications. In defining programmes and courses, Polytechnic of Varaždin used the experiences of other higher education institutions that carry out similar programmes. Objectives of individual courses and their content have been defined. These definitions also include desired learning outcomes. It is **recommended** to revise certain study programmes, revise and define the results of learning process by set objectives and course contents, enable student assessment according to learning outcomes and introduce additional activities to help with the employment opportunities for its graduates.
- 3.13** Students are given the opportunity to express their opinions and suggestions for improvement through participation in the decision-making bodies. Their opinion is also sought through student surveys.
- 3.14** Students are often not adequately informed about the results of student survey. Providing various measures of support in learning is beneficial for student success. On the basis of student suggestions and opinions, these measures are for the most part **implemented.**

#### **4. Teachers**

- 4.1** Teachers have adequate qualifications. Newly established Department of Nursing lacks the adequate number of teaching staff from the field of biomedicine, and this is particularly problematic with teaching assistants. There is a need for broader qualifications of teaching staff, in order to cover various disciplines more adequately. The panel **recommends** hiring additional teaching staff for certain courses, with adequate qualifications.
- 4.2** HEI has an adequately defined policy of growth and development of human resources. Teaching staff are provided support in attending courses, seminars, symposiums and conferences in Croatia and abroad related to their field of study and research. Polytechnic of Varaždin supports the exchange of teaching staff with other similar institutions. The teachers are mostly young people, so there are no issues regarding the retirement and this does not compromise the quality of study.

- 4.3 The number of full-time teachers on all study programmes is not high enough to provide the continuity of teaching and learning and should be improved. **Partially implemented.**
- 4.4 HEI takes into account the number of full-time teachers it employs and is aware of the need for employing additional teachers. The ratio of students and full-time teachers is not optimal. It is **recommended** to set strategic objectives for reducing the existing ratio of students and teachers to the one prescribed by law (30:1).
- 4.5 HEI supports professional development of its teachers, but does not have a set of regulations that would ensure it. It is recommended that HEI pays more attention to a formal system for ~~the~~ professional development of its teaching staff so that they are up to date with current knowledge and research in their field of work. A workshop on defining learning outcomes should also be organised for teachers.
- 4.6 Procedures for appointment into teaching grades and professional advancement of teachers are developed accordingly. HEI **partially implements** professional development of teachers at other Croatian and international institutions. All the procedures, including the appeal procedure, are implemented.
- 4.7 Workload is adequately distributed among the teachers; however, not enough attention is paid to their obligations in research. HEI needs to adopt formal regulations regarding the distribution of workload. The panel recommends that HEI monitors the amount of time teachers spend in teaching, research and mentoring.

## ***5. Research and Professional Activity***

- 5.1 HEI strongly supports professional and research activities. However, this is not reflected in mission statement and strategic priorities of the institution (it is not clear what direction the institution wants to take). The institution has no formal guidelines regarding the current and planned professional activities (e.g. the activities should be linked to study programmes/mission/strategy). Given the national context and type of institution, Polytechnic of Varaždin achieves good results.
- 5.2 Mechanisms for ensuring the effectiveness of research are not adequately developed; (disproportion of research and other activities). The panel **recommends** that HEI develops and strengthens mechanisms for improving research activities.
- 5.3 HEI develops good relations with the industry, institutes and other higher education institutions in north-western Croatia through planning and

implementation of its research activities. HEI is encouraged to further develop mechanisms for improving research activities.

- 5.4 HEI supports professional activities and research projects through several journals, as well as participation in national and international conferences. The panel **recommends** that HEI makes additional efforts to increase research output and publication of papers in best national and international journals (in English).

## ***6. International Cooperation and Mobility***

- 6.1 HEI has mechanisms for transfer of ECTS credits for students who went to similar programmes, for every academic year.
- 6.2 Students have the opportunity to spend part of their studies abroad on similar professional programmes. HEI has signed several bilateral agreements. The panel **recommends** HEI to further develop opportunities for studying abroad.
- 6.3 The scope of international cooperation and mobility of teachers is adequate. HEI had visiting lecturers from other higher education institutions. The possibility of a longer stay abroad is limited by teaching schedule and available finances. Since this cooperation in the initial stage, we **recommend** finding other solutions for cooperation with similar institutions.
- 6.4 AIESEC, the largest international association for student exchange, has a local chapter at the Polytechnic of Varaždin. Contribution to common objectives is in the initial stage of implementation. HEI is encouraged to find other solutions for international cooperation with similar institutions.
- 6.5 Possibilities for attracting foreign students are at this point rather limited. The reasons are the necessity of courses in English, recognition of ECTS credits, student accommodation, etc. This would indicate the initial phase of implementation. Polytechnic of Varaždin is advised to take appropriate measures by providing more courses in English and improving resources for foreign students.
- 6.6 HEI offers LLL programmes that cover various technical aspects. HEI's involvement in the EU Lifelong Learning Programme is not yet sufficiently developed. It is **recommended** to further explore the possibilities for cooperation within the EU Lifelong Learning Programme.
- 6.7 HEI does not have adequately developed inter-institutional forms of cooperation, such as EU projects, bilateral agreements, joint programmes etc. It is **recommended** to further develop international cooperation.

## ***7. Resources, Administration, Space, Equipment and Finance***

- 7.1 Some resources for students are satisfactory. Classrooms and laboratories are adequately equipped. Teachers have adequate offices. Polytechnic leases

classrooms space at other higher education institutions. Classrooms are equipped with computers. There is a lack of space for individual learning. Polytechnic has insufficient library space, and teaching is carried out at different locations. Construction of new premises/buildings is **recommended**, which is also a desire of both students and staff.

- 7.2 HEI takes care of the additional training and education of all its employees, as well as of adequate qualifications for individual positions. However, regulations for professional development are not formalised.
- 7.3 HEI ensures that laboratory equipment and its use comply with international standards, with some additional investments.
- 7.4 HEI provides adequate equipment and technical support, including IT and necessary lab equipment.
- 7.5 HEI collects, analyzes and uses information for improvement of its activities. It is **recommended** to systematically collect and use data.
- 7.6 Since the library of Polytechnic of Varaždin is located in city sports hall, students use public transport to get there. The library is open 6 hours a day, from Monday to Friday. The library stock is in accordance with individual programmes' requirements. Purchase of the IT equipment is **recommended**, and library holdings need to be updated with materials accompanying study programme.
- 7.7 Ratio of teaching and non-teaching staff is in accordance with the organizational structure of the institution.
- 7.8 Polytechnic of Varaždin ensures its financial viability in accordance with its mission. Of the total revenue, 40% comes from the state budget. The share of own income in HEI's total income is 56%, while 5% comes from the City of Varaždin. About 65% of the revenue goes to employees' salaries, 17% to material costs, 16% to external associates and 2% to health services and tuition for full-time students. It is **recommended** that HEI generates its own income from joint projects and cooperation with the industry.
- 7.9 HEI funds postgraduate and doctoral studies of its employees. Costs are related to the core business – teaching; mostly external cooperation and lease of space where teaching is carried out. HEI covers 2/3 of the costs for intellectual services from its own revenue, generated from tuition fees. It is **recommended** to reduce the number of leases, which would contribute significantly to the increase of financial resources.

# FINAL REPORT AND RECOMMENDATIONS BY THE EXPERT PANEL FOR THE ACCREDITATION COUNCIL

## *Strong points*

- Study programmes that are carried out at the Polytechnic provide quality professional higher education, which is in line with the mission.
- HEI established formal rules of ethical conduct in higher education and research.
- When defining the enrolment quota, HEI takes into consideration the needs of the Varaždin region.
- The relationship between teachers and students at the Polytechnic of Varaždin is well developed (student survey confirms this).
- Communication between the teachers is good.
- Support for junior researchers is adequate, and professional advancement of teachers is monitored through their research and participation in conferences from their field of work.
- HEI provides support for students' extracurricular activities, and for the work of Student Union.
- Students are given the opportunity to influence the decision-making process and solve problems that concern them. Students can express their opinions and provide suggestions for improvement.
- Classrooms are adequately equipped, as are some laboratories (but not all).

## *Weak points*

- Teaching at the Polytechnic of Varaždin is carried out at several locations.
- High cost of rents.
- Insufficient number of full-time teachers.
- Disparity that affects the quality of some courses.
- HEI is not a member of any international association of similar institutions.
- HEI has not secured conditions for attracting students from other regions and/or countries.
- HEI's involvement in the EU Lifelong Learning Programme is not yet sufficiently developed.

- There is no inter-institutional cooperation, such as EU projects, bilateral agreements, joint programmes etc.
- Insufficient mobility.
- Student-teacher ratio of 41:1 is too high.

## **RECOMMENDATIONS FOR THE IMPROVEMENT OF QUALITY**

### ***Management of the Higher Education Institution and Quality Assurance***

- It is recommended that the key stakeholders are more involved in strategic planning, and that cooperation agreements are formalized. HEI should set the goal of improving the quality culture and aiming at excellence in all of its internal activities (item 2.1.5).
- HEI should consider implementing mechanisms for monitoring the quality of teaching and its improvement (item 2.1.6).

### ***Study programmes***

- The panel recommends that learning outcomes included in study programme documentation are focused more on what is expected of students, and that they clearly indicate the level of outcome (item 2.2.3).
- Methods of student assessment should be reviewed in order to ensure the appropriate assessment in every course (item 2.2.4).
- It is recommended to regularly monitor the level of actual workload for ECTS credits allocated, taking into consideration students' opinions as well (item 2.2.5).
- It is recommended that content and quality of each study programme are in accordance with international standards, and that the international recognition of diplomas is ensured (item 2.2.6).

### ***Students***

- It is recommended that, in future admission cycles, more candidates who have taken their State Matura exams are enrolled (item 2.3.2).
- It is recommended that the system of mentoring provided to the students is improved (item 2.3.4).
- The panel recommends that student standard is improved (item 2.3.6).

- It is recommended that HEI strengthens and further develops its e-learning, and possibilities of appeal (item 2.3.8).
- It is recommended to keep statistics of graduates (item 2.3.9).
- It is recommended that HEI improves communication with its alumni (item 2.3.10).

### ***Teachers***

- The panel recommends hiring additional teaching staff for professional study programmes, in accordance with strategic goals (item 2.4.1).
- It is recommended that HEI formalizes plans for achieving a desired ratio of students and teachers that would ensure a sufficient number of teachers in all study programmes, with regard to quality and continuity (item 2.4.3).
- It is recommended to set strategic objectives for reducing the existing ratio of students and teachers (item 2.4.4).
- It is recommended that more attention is paid to the professional development of teaching staff, with regard to keeping up to date with current knowledge and research in their field of work (item 2.4.5).
- It is recommended that procedures for employment and professional advancement are developed, adopted and adequately applied (item 2.4.6).
- The panel recommends that HEI monitors the amount of time teachers spend in teaching and research (item 2.4.7).

### ***Research and Professional Activity***

- HEI is recommended to strengthen its professional and research activities, in accordance with mission and strategic plan (item 2.5.1).
- HEI is recommended to improve and further develop mechanisms for research activities (item 2.5.2).

### ***International Cooperation and Mobility***

- HEI is recommended to increase the incoming mobility (item 2.6.1).
- HEI is recommended to further develop the possibilities of studying abroad (item 2.6.2).



- HEI is recommended to encourage international cooperation and the mobility of teachers so that they could apply these experiences in their field of work (item 2.6.3).
- HEI is encouraged to join international associations of similar institutions (item 2.6.4).
- HEI is recommended to enrol students from abroad and offer more courses in English (item 2.6.5).
- HEI is recommended to further explore the possibility for cooperation within the EU and EU Lifelong Learning Programme (item 2.6.6).
- HEI is recommended to further develop international cooperation (item 2.6.7).

### ***Resources, Administration, Space, Equipment and Finance***

- It is recommended to improve the quality and the amount of space allocated to learning, including classrooms, offices, laboratories, library and other resources (item 2.7.1).
- It is recommended that more attention is paid to the professional development of non-teaching staff, in accordance with HEI's mission (item 2.7.2).
- HEI is recommended to gather data that is necessary for the improvement of its activities (item 2.7.5).
- A better use of library is recommended, as well as ensuring a sufficient number of copies of books that are required reading (item 2.7.6).
- HEI is recommended to conduct an analysis of its financial operations, particularly the expenditure on leased facilities.
- HEI is recommended to put its best effort into building a campus in Varaždin.