



**RE-ACCREDITATION OF THE POLYTECHNIC PULA**

**Site visit: 21-22 May, 2012**

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## **COMPOSITION OF THE EXPERT PANEL**

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## **INTRODUCTION**

### ***Short Description of the Evaluated Institution***

Polytechnic Pula was founded in year 2000 by the Act of Istria County. It was at the time the only such institution in the Republic of Croatia. The licence for work, issued by the Ministry of Science, Education and Sports from the very beginning, defined Polytechnic Pula as the study for the full time and part time students. The first generation of the students attended the class with the 4-year study programme designed in such manner that the students could acquire the professional knowledge from the field of engineering, electro-technics, electronics, informatics, management and economics. After successful finish of the 4-year study, the students achieved the professional title: engineer of production (Polytechnic).

Since 2005, according to the Bologna Declaration, the first cycle of study with the 3-year programme and minimum 180 ECTS credits was introduced. The student who finishes the study, in accordance with the special Decision of the Rectors Assembly and Council of Colleges and Higher Schools from 2008, acquires the Certificate of baccalaureus/baccalaureate engineer of Polytechnic.

The Ministry of Science, Education and Sports has in 2008 awarded the school a licence to conduct the specialist graduate professional study “Creative management in processes” which lasts 2 years and consists of 120 ECTS credits, after which the students acquire the qualification: Specialist for process management.

Since 2009 the studying in two cycles in total duration of 3+2 years is completed, with the total of 180+120 ECTS credits. The same year, the school changed its name into Polytechnic Pula, Accredited Higher Technical – Business School.

### ***The Work of the Expert Panel***

The work of the Expert Panel was based on the Self-Evaluation Report submitted by Polytechnic Pula, and on a fact-finding site visit executed on Monday 21 and Tuesday 22

May, 2012 at the Polytechnic Pula, being shown the premises and facilities for teaching and research. The following groups of people kindly agreed to be interviewed:

- Management (dean, vice-dean for education, vice dean for science, secretary)
- The Self-Evaluation Group and the QA Committee
- Teachers
- Teaching Assistants
- Students

Also some visits to classrooms were conducted, interviewing students present.

The Expert Panel task was to evaluate and assess quality of Polytechnic Pula by taking into consideration 64 different criteria distributed over seven quality aspects. These quality aspects are as follow:

- 1) Institutional Management and Quality Assurance (9 criteria),
- 2) Study Programmes (10 criteria),
- 3) Students (14 criteria)
- 4) Teachers (8 criteria)
- 5) Scientific and Professional Activity (7 criteria)
- 6) International Cooperation and Mobility (7 criteria) and
- 7) Resources: Administration, Space, Equipment and Finances (9 criteria).

Grades given by the expert panel for each criterion have been reached consensually after extensive discussions. For each criterion the Expert Panel has been obliged to provide Polytechnic Pula with appropriate explanation and corresponding recommendation.

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

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

- 1.1 The institution conducts systematic strategic planning by which it engages its stakeholders in understanding its current position and in defining its vision, goals and strategy in line with its mission. **Polytechnic Pula has developed all relevant documents that prove conducting of strategic planning. The problem recognized by the expert panel is connected with tracking the situation at the labour market. Namely, it is clear that Polytechnic Pula is not prepared to accept a larger number of students. This is why the expert panel recommends that the vision, goals, strategy and mission need to be harmonized.**
- 1.2 The institution has developed effective organizational structures and processes and has formalized them in its legal documents.
- 1.3 Each study programme offered by the institution is aligned with its mission, which is “to provide the students with the modern, quality education for the engineer of the future, who will know how to design a product, to lead the business process, and to promote the product and/or service on the market”.
- 1.4 Study programmes are aligned with the Baseline of the Croatian Qualification Framework.
- 1.5 The institution has implemented effective systems of quality assurance and continuous quality improvement, with the goal that a culture of excellence will pervade all aspects of its internal operations and shape its standing with external stakeholders.

- 1.6 The institution has implemented formal mechanisms for monitoring and improvement of the teaching quality. **Polytechnic Pula has established formal mechanisms for monitoring and improvement of the teaching quality. But, during the site visit, implementation of the teaching quality improvement has been proven doubtfully. Namely, the question how the monitoring results are used for improving teaching quality remained unanswered. Therefore, the expert panel recommends that this particular aspect should be improved.**
- 1.6\* The institution has implemented formal mechanisms for monitoring and improvement of the research quality. **Almost the same as mentioned above. Difference is that research quality is considered by this criterion.**
- 1.7 In line with its mission, the institution has established formal rules for the highest level of ethical behaviour in its teaching and research activity. Polytechnic Pula has adopted a Code of Ethics and established Ethical committee as monitoring body.
- 1.8 The staff and the students are acquainted with the rules for ethical behaviour.

## ***2. Study Programmes***

- 2.1 The institution ensures that its enrolment quotas are justified by the needs of society. As an important criterion for the purpose the institution declares the economic and social needs of nearer and broader region.
- 2.2 The enrolment quotas are in line with the institutional resources for quality teaching and the analysis of pass rate. **The enrolment quotas for undergraduate students mostly depend upon the budget that is available for Polytechnic Pula. At the first glance this approach sounds understandable and appropriate. However, Polytechnic Pula should note that results of the passing rate analysis are commonly used for defining**

**enrolment quotas for undergraduate students. This is why the expert panel recommends this approach to be applied in more extensive way.**

- 2.3 Student learning outcomes set by the teachers and stated at the level of a study programme and its courses, clearly describe knowledge and skills of the graduates.
- 2.4 Teachers at a study programme ensure that the assessment of student learning, regardless of its modality, is aligned with stated learning outcomes, represents the full range of learning being assessed, and assesses learning at the level of rigour appropriate to the qualification level.
- 2.5 The institution has recently revised its study programmes, which emphasized the outcomes of the learning and the more adequate distribution of the ECTS points. The panel finds that the allocation of ECTS reflects the realistic estimate of student workload.
- 2.6 The content and quality of each study programme conforms to internationally recognized standards, ensuring the international recognition of its qualification. **The first part of the criterion is implemented by Polytechnic Pula. The second one that deals with international recognition is not. Namely, during the site visit there was no proof about international recognition of study programmes developed by Polytechnic Pula. It is simply because no student went abroad so far. Actually this is an issue that the expert panel recognized within quality aspect 6. - International Cooperation and Mobility.**
- 2.7 Teachers select teaching strategies that are appropriate to the nature of the material being learned, responsive to various student learning styles and encouraging students to be autonomous, responsible learners.
- 2.8 Programme faculty made available appropriate amount of supplemental resources, including electronic databases and other sources, which aid knowledge acquisition.



- 2.9 As appropriate to learning outcomes, students have opportunities to reinforce and apply their learning in the context of practical applications, such as through internships, business partnerships, community service, or similar arrangements. **Internships and business partnerships are assessed as properly implemented in Polytechnic Pula. However, the panel encourages Polytechnic Pula to start with international cooperation related to this criterion as well. For instance, Polytechnic Pula should be able to organize internships abroad.**
- 2.10 The institution has defined and adopted formal processes by which new study programmes are proposed, approved, and implemented. These procedures monitor development, innovation and improvement of the existing study programmes and also include other stakeholders.

### **3. Students**

- 3.1 Information packages (web pages, brochures, leaflets etc.) clearly inform potential students about the level of study programmes, qualifications and academic titles as well as possibilities for further education and employment. **The criterion is fulfilled in Polytechnic Pula. However, a remark noted by the expert panel is that web page should be translated to foreign languages. Translation on English language as the minimal requirement is highly recommendable by the expert panel at this point.**
- 3.2 Admission criteria and procedures are publicly stated and consistently applied. They are regularly reviewed for their effectiveness in predicting student success in a programme.
- 3.3 The competencies of applicants evaluated upon admission are aligned with the demands and expectations in the future career of the graduates. **Poor knowledge in math and physics is recognized here as the huge problem. The**

**expert panel find out that Polytechnic Pula has no effective programme to deal with it. Also, Polytechnic Pula has no appropriate programme for attracting better students. Development of the programmes mentioned is highly recommended by the expert panel. The reason for such recommendation is obvious: acceptable knowledge level in math and physics are essential for studying in this kind of Higher Education Institution.**

- 3.4 The institution offers counselling, mentorship and professional orientation to ensure personal and professional development of the students.
- 3.5 The institution supports students in their extracurricular activities. **Extracurricular student's activities are supported by Polytechnic Pula marginally. The expert panel commends intention of Polytechnic Pula to organize permanent exhibitions of student's paintings but also recommends Polytechnic Pula to be more engaged in examination of student's extracurricular interests and needs, particularly in organizing various types of courses, sports, recreation activities etc.**
- 3.6 The institution cares for and raises the level of the student standard. **Student Dormitory is in early beginning of preparation. It is supposed to be done in cooperation with Ministry of Science, Education and Sports, City of Pula and Region of Istria. Of course, the expert panel commends this intention and recommends Polytechnic Pula to speed it up.**
- 3.7 The institution supports the work of the Student Council.
- 3.8 The institution publishes its methods and procedures for student assessment and uses various methods for student monitoring. They include feedback by the teacher aimed at improving student knowledge and offer students possibility of appeal.
- 3.9 The institution keeps statistics on the employability of its graduates. **There are two ways of keeping statistics on the employability of graduates in**

**Polytechnic Pula. The first one assumes the official statistics of unemployed persons that is frequently published by Region of Istria. The second one assumes maintaining statistics over alumni club that has been founded recently. The expert panel recommends that first way should be updated permanently not just during the special occasions like this one (site visit). The second way should be improved according the recommendation given bellow.**

- 3.10 The institution maintains contact with alumni. **As it states above, alumni club has been founded recently meaning that related electronic data base is not established yet. Because of this there is no networking between the present students and alumni. The expert panel find out that Polytechnic Pula is on right track and recommend Polytechnic Pula to speed up the process that is under way.**
- 3.11 The institution ensures that students have appropriate opportunities to participate in its decision-making processes and into the resolution of matters affecting their experience. **Formal procedures for this criterion are developed by Polytechnic Pula but implementation of such procedures remains doubtful. The expert panel recommends Polytechnic Pula to develop related QA measure in order to check effectiveness of accepting suggestions and opinions that are given by students.**
- 3.12 The institution regularly informs the public about its study programmes, learning outcomes, qualifications and employment opportunities.
- 3.13 Students can express their opinion and proposals for improvement through the Student Assembly, their representatives in the Academic Council and committees/commissions of the School. Students may also anonymously submit their comments, critique and opinions to the Dean. This type of communication has been introduced in order to improve the quality of studies by learning about something that students sometimes do not wish to say in public.

- 3.14 The students are informed about the measures implemented on the basis of their suggestions and opinions. **Meeting that the expert panel had with students showed that students are not always well informed about the results of their suggestions and opinions. Because of that the expert panel recommends that Polytechnic Pula should pay more attention to ensuring full feedback to students.**

#### **4. Teachers**

- 4.1 The institution employs 5 full-time teachers as well as 6 teachers in cumulative employment and 29 part-time teachers. Their number and qualifications are in line with strategic goals of the institution and adequately cover core disciplines.

**The profile of these these 5 full-time teachers should be improved to guarantee that the professional education of the students is mostly done by full-time teachers and not by part-time teachers. The institution should take care that this number is not decreased or that it is even increased, if possible.**

- 4.2 The institution carries out the policy of growth and development of human resources, especially taking into account potential retirements and sustainability of the study programmes and scientific activity. **Polytechnic Pula has a policy of how to replace their elderly staff. On the other hand, Polytechnic Pula does not have a human resources department which is essential in this matter. Therefore, the expert panel recommends Polytechnic Pula to establish such department that will be responsible for development and implementation of the policy of growth and development of human resources.**
- 4.3 The institution demonstrates the employment of sufficient numbers of full-time teachers at a study programme to ensure the quality and continuity of teaching and learning. **Polytechnic Pula has only 5 full-time teachers. They perform some 33 up to 50% study programmes. Is it sufficient number to ensure the**

**quality and continuity of teaching and learning still remains questionable? The fact is that Polytechnic Pula deals with it somehow. Anyway, the expert panel takes position that 5 full-time teachers is a minimum and recommends Polytechnic Pula to formalize appropriate plans and find out an optimal number of full-time teachers that will guarantee the quality and continuity of teaching and learning.**

- 4.4 The institution takes into account the number of full-time teachers, maintaining the optimal ratio between students and full-time teachers. **Polytechnic Pula has 5 full-time teachers and 150 students meaning that requested teacher/student ratio criterion (1:30) is met. The expert panel recommends Polytechnic Pula to continue with employments of full-time teachers in order to decrease this ratio under 1:20.**
- 4.5 The institution has well-developed policies for teaching staff that ensure their development as needed to advance the institution's mission.
- 4.6 The institution developed and accepted clear procedure for teachers' advancement. Such procedures are implemented in a fair manner, with the possibility of appealing advancement decisions.
- 4.7 Policies governing the assignment of teachers' workload provide for a fair and equitable distribution of effort and include teaching, research, mentorship and student consultations.
- 4.8 The institution ensures and takes care that its teachers hold a substantial commitment to their teaching and research responsibilities and that these obligations are not compromised by a teacher's commitments external to the institution.

## ***5. Scientific and Professional Activity***

5.1 The institution has established a strategic programme of scientific research the implementation of which is monitored, evaluated and reviewed via defined success indicators. **There is no doubt that Polytechnic Pula is doing science correctly. Scientific projects that have been presented during the site visit prove this statement. Grades given by the expert panel for the rest of the criteria within this quality aspect prove this statement as well. However, the grade given for this particular criterion needs to be explained in more details. Namely, Polytechnic Pula enrolled in the Registry of Scientific Organizations and therefore obtained the right to apply for the scientific projects financially supported by the Ministry of Science, Education and Sports. As a matter of fact, the main reason for being member of such Registry is to get financial resources for scientific projects from the Ministry. On the other hand, the fact is that Polytechnic Pula has not realized any scientific project of this kind so far. Two explanations for that have been given during the site visit. The first one says that Polytechnic Pula is too small and consequently cannot fight for such kind of projects successfully. The second one says that Polytechnic Pula is recorded within Ministry database as a private Higher Education Institution even it is not the fact. It has been suggested that mentioned registration error surely does not support Polytechnic Pula attempts to get financial support for scientific projects from the Ministry. Contrary, the expert panel takes a position that related Polytechnic Pula strategic programme failed in this particular criterion and that its shortage is the main reason of unsuccessful attempts that are undertaken so far. The expert panel also recognized that related practice in Polytechnic Pula is reduced on developing of ad hoc scientific projects that are based upon the industry needs only. This is why the expert panel recommends that strategic programme of scientific research need to be revised in a very serious manner. Also, the expert panel**

**takes standpoint that registration error mentioned above is inappropriate and should be corrected. Therefore, the expert panel recommends the Ministry to check it and do so.**

- 5.2 In planning and implementing its research agenda, the institution clearly envisions and provides for cooperation with other scientific organisations and industry both within and beyond Croatia.
- 5.3 At all levels of the institution, research is acknowledged as a contributing component of its overall activity as may be evidenced by intellectual contribution to the institution and its reputation.
- 5.4 Members of the expert panel decided to ignore this criterion as there are no young researchers at the institution. Actually, the institution has a plan to establish the specific research profile for young researcher until the end of 2012.
- 5.5 The institution has developed and implemented a policy of promoting research excellence.
- 5.6 The institution has developed and implemented a policy of encouraging academic publishing. The researchers are, from the very beginning, encouraged to publish their papers in the most significant journals in the field.
- 5.7 The institution keeps track of multiple evidences of scientific productivity, such as Croatian and international publications, citations, patents, and other.
- 5.8 In line with its mission, the institution supports professional activities and services, ensures conditions for knowledge and technology transfer and monitors their evidence.

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

- 6.1 The institution facilitates and promotes mobility of students from other higher education institutions. **Polytechnic Pula facilitates and promotes mobility of students only by informative leaflets. The expert panel takes a standpoint that it is good but not enough. Because of that the expert panel recommends Polytechnic Pula to develop appropriate plans that will improve inward mobility of students.**
- 6.2 In keeping with the international context of study programmes, students have opportunities to complete some portion of their programme abroad. **Up to now Polytechnic Pula has only ideas how to achieve related opportunities. As a matter of fact, an international networking is established in a certain level. So, the expert panel recommends Polytechnic Pula to continue with present international networking and to implement related ideas.**
- 6.3 The institution encourages international cooperation and mobility of its teachers and analyses implementation of their experience in its activities. **Polytechnic Pula encourages international cooperation and mobility of its teachers sporadically not systematically. Also, serious analyses of their experience are missing. Therefore, the expert panel recommends Polytechnic Pula to pay more attention on this criterion.**
- 6.4 The institution is involved in international associations of similar institutions and actively contributes to joint goals. **Polytechnic Pula cooperates successfully with some abroad institutions such as University of Maribor and Wissensmanagement Forum from Graz. Cooperation with CISCO Academy should not be underestimated as well. However, the expert panel takes an opinion that it is enough just for the start. Therefore, the expert panel recommends Polytechnic Pula to join the international association of similar Higher Education Institution primarily and participate in achieving their joint goals.**



- 6.5 The institution has ensured conditions for attracting students from abroad. **The expert panel takes a standpoint that Polytechnic Pula neglects this aspect actually. It is simply because there are no students from abroad. This is way the expert panel recommends Polytechnic Pula to start study programmes in English language. Probably this is the best way for attracting students from abroad.**
- 6.6 The institution has developed cooperation in the EU Lifelong Learning Programme. **Current status of this criterion is that Polytechnic Pula expects a fast development of the Lifelong Learning Programme for which the procedure of getting accreditation by the Agency for Vocational Education and Training and Adult Education is underway. The status is assessed by the expert panel as an early stage of implementation. Therefore, the expert panel recommends Polytechnic Pula to explore in more details related opportunities and join the EU Lifelong Learning Programme.**
- 6.7 The institution has developed other forms of inter-institutional cooperation through European projects, bilateral agreements, joint programmes, etc. **Polytechnic Pula has signed agreements with VAMK University from Vaasa and ECPD from Belgrade for cooperation and the introduction of a new programme in information technologies. The expert panel understood that agreements mentioned are far away of their implementation. This is why the expert panel recommends Polytechnic Pula to take forward steps in order to put these agreements in force.**

## ***7. Resources: Administration, Space, Equipment and Finances***

- 7.1 The institution provides appropriate resources for all enrolled students sufficient to support their effective learning. These resources include classrooms, laboratories and equipment, library resources, computers, individual and group study spaces, and others in keeping with the institution's multiple learning

modalities. **Related to this criterion the expert panel recognized following deficiencies: classrooms, laboratories and library are dislocated, space for research is missing and number of classrooms is insufficient as well as space for individual and group study. On the other hand, a huge reconstruction of Polytechnic Pula building which is under way will have a serious positive impact on the criterion assessed here. Therefore, the expert panel can only commend related intension and recommend Polytechnic Pula to speed up these reconstruction works as much as possible.**

- 7.2 The institution has fully developed rules which regulate the development of non-teaching staff and provide training opportunities in line with the mission of the institution. **Polytechnic Pula has three full-time non-teaching staff. Their qualifications meet the work needs. It states in Self Evaluation document that “further training can be carried out by means of appropriate seminars and other forms of lifelong education as required for task performance”. So, the expert panel recommends Polytechnic Pula to put quoted sentence in practice.**
- 7.3 In keeping with its research and teaching agenda, the institution ensures that laboratory equipment and usage protocols comply with recognized international standards. **As mentioned above, laboratories are dislocated which is understandable but certainly is not an advantage. The expert panel can only recommend Polytechnic Pula here to find some space in the new building and have certain laboratories under one roof. That will provide a higher degree of confidence that laboratory equipment and usage protocols comply with recognized international standards.**
- 7.4 The institution provides the equipment and technical support for its use to ensure that all aspects of the organization can make the most of current and varied technologies. **Polytechnic Pula fulfils the criterion currently. The problem may rise in case of further Polytechnic Pula developments. This is**

**way the expert panel recommends Polytechnic Pula to take care about that possibility and to adopt current equipment for further developments which may require some practical and specific use of the existing equipment.**

- 7.5 The institution collects analyses and uses information relevant to improvement of its activities.
- 7.6 Size, usability and availability of the library as well as the level of equipment ensure adequate student supports in their learning. **Polytechnic Pula has no own library at the moment but students have access to University Library. Usage of the library by Polytechnic Pula students is regulated by mutual contract between Polytechnic Pula and University Library. Because Polytechnic Pula is planning to establish own library and accommodate it within new building that is under reconstruction, the expert panel can only commend this intention and suggest Polytechnic Pula to take particular care that primarily it should be a technical library for engineers.**
- 7.7 As an aspect of its regular strategic planning cycle, the institution ensures that it has maintained an appropriate ratio of teaching and non-teaching staff. **The expert panel does not see problems with maintaining appropriate ratio of teaching and non-teaching staff, but the expert panel sees inconsistencies in strategic planning that is connected with improvement of their quality of work. This is why the expert panel recommends here Polytechnic Pula to envisage development of staff for handling the EU programs.**
- 7.8 Financial stability of the institution is harmonised with its mission and enables all students to graduate from their programmes. Sources of finance and all conditions related to financing are transparent and do not limit institutional autonomy when making decisions about teaching, professional activity and research.
- 7.9 Institution's own funds are used to improve the quality of teaching in line with its mission and other formal documents.

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

## ***ADVANTAGES (STRONG POINTS)***

### **Quality Assurance System**

The Regulatory book that describes organization, activity and methods of evaluation of the quality system of Polytechnic Pula has been established in 2009. By this way the culture of quality is developed in all aspects particularly in the system for management and improvement of the quality.

### **Study Programmes**

Study programmes are designed in a way to provide broad theoretical knowledge and specific practice as well. The programmes pay particular attention on team work. Also, they are flexible enough to react quickly on changes in the market demands.

### **Teaching Methods**

The teaching methods are: ex-cathedra lectures, auditory and laboratory exercises, home works and seminary papers, practical team project tasks, field classes and professional practice in the business. The connected problems are listed in the SWOT analysis, and the improvements are noted through the workshops by the KVP<sup>2</sup> method.

### **Scientific Projects**

Scientific projects cover the areas of engineering, shipbuilding and electrotechnics. Two especially significant scientific projects that have been undertaken are METRIS and METRIS plus. Within these projects serious research have been conducted which resulted with respectable number of the scientific papers published in the scientific and professional journals.

## ***DISADVANTAGES (WEAK POINTS)***

### **International Cooperation and Mobility**

The expert panel assessed that International Cooperation and Mobility is a weak quality aspect at all. Accessing the international associations, attracting students from abroad and developing Lifelong Learning Programme are assessed as the processes that should be seriously improved.

### **Applicants Competences**

Competences of the applicants in math and physics are not in line with the demands and expectations. On the other hand, Polytechnic Pula has not developed an effective programme to fix this problem.

### **Studying Conditions**

The studying conditions seem to be on low level. The lack of the student accommodation, adequate and low-price student canteens are the most essential.

### **Non-teaching Staff Training Opportunities**

Further training for non-teaching staff can be carried out by means of appropriate seminars and other forms of lifelong education. However these opportunities have not been practiced yet.

## **RECOMMENDATIONS FOR IMPROVEMENT OF QUALITY**

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

It is recommended that:

- Vision, goals, strategy and mission within strategic plans need to be harmonized (paragraph 1.1).
- Implementation of teaching quality improvement should be improved (paragraph 1.6).

- Implementation of research quality improvement should be improved (paragraph 1.7).

## **2) Study Programmes**

It is recommended that:

- Results of the passing rate analysis should be used for defining enrolment quotas for undergraduate students (paragraph 2.2)
- International recognition of study programmes should be achieved (paragraph 2.6).
- Internships should be organized abroad as well (paragraph 2.9).

## **3) Students**

It is recommended that:

- Web page should be translated to foreign languages (paragraph 3.1).
- Programme for improvement competences of applicants as well as Programme for attracting better students should be developed (paragraph 3.3).
- Polytechnic Pula should be more engaged in examination of student's extracurricular interests and needs (paragraph 3.5).
- Student Dormitory construction should be speeded up (paragraph 3.6).
- Official statistics of unemployed persons should be used more frequently (paragraph 3.9).
- Process of establishing the alumni club should be speeded up (paragraph 3.10).
- Quality assurance measures that are supposed to improve acceptance effectiveness of student's suggestions and opinions should be developed (paragraph 3.11).
- Polytechnic Pula should pay more attention to ensuring full feedback to students (paragraph 3.14).

## **4) Teachers**

It is recommended that:

- Department for human resources should be established (paragraph 4.2).
- Plan for searching an optimal number of full-time teachers should be undertaken (paragraph 4.3).

- Plan for approaching the 1:20 teacher/student ratio should be undertaken (paragraph 4.4).

## **5) Scientific and Professional Activity**

It is recommended that:

- Strategic scientific programme should be improved in such way to open real chances for getting scientific projects financially supported by the Ministry of Science, Education and Sports (paragraph 5.1).

## **6) International Cooperation and Mobility**

It is recommended that:

- Plan for improvement inward mobility of students should be developed (paragraph 6.1).
- Improvement of existing international networking should be updated (paragraph 6.2).
- Systematic programme for international cooperation and mobility of teachers and students should be established (paragraph 6.3).
- Memberships of the international association of similar Higher Education Institutions should be achieved (paragraph 6.4).
- Study programmes in English language should be started (paragraph 6.5).
- Polytechnic Pula should explore in more details opportunities and join the EU Lifelong Learning Programme (paragraph 6.6).
- Polytechnic Pula should take forward steps in order to put cooperation agreements with VAMK University from Vaasa and ECPD from Belgrade in force (paragraph 6.7).

## **7) Resources: Administration, Space, Equipment and Finances**

It is recommended that:

- Reconstruction of school building should be speeded up (paragraph 7.1).
- Training for full-time non-teaching staff should be planned and conducted (paragraph 7.2).
- Polytechnic Pula should plan some space in the new building and place certain laboratories under one roof in order to achieve higher degree of confidence that

laboratory equipment and usage protocols comply with recognized international standards (paragraph 7.3).

- Polytechnic Pula should take care about its further developments and adopt existing equipment which may have some practical and specific use (paragraph 7.4).
- Polytechnic Pula should take particular care that new library should primarily be a technical library for engineers (paragraph 7.6).
- Polytechnic Pula should envisage developments of its staff for handling the EU study programs (paragraph 7.7).