



**RE-ACCREDITATION OF THE UNIVERSITY COLLEGE OF
ECONOMICS, ENTREPRENEURSHIP AND MANAGEMENT “NIKOLA
ŠUBIĆ ZRINSKI”**

**Date of the site visit:
24th May 2013, Zagreb**

COMPOSITION OF THE EXPERT PANEL

- Prof. Juergen Bruns, Hochschule Niederrhein, Germany (Chair)
- Dario Silić, Ph.D., Zagreb School of Economics and Management, Croatia
- Prof. Jesus Esteban García, Ph.D., University of Valencia, Spain
- Prof. Marko Petrak, Ph.D., Faculty of Law University of Zagreb, Croatia
- Ivan Vidas, student, University of Split, University Department of Professional Studies, Croatia

Expert panel was supported by:

- Viktorija Juriša, coordinator, Agency for Science and Higher Education
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- Lida Lamza, interpreter at site visit and report translator, Agency for Science and Higher Education

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INTRODUCTION

Short description of the evaluated institution

NAME OF HIGHER EDUCATION INSTITUTION: University College of Economics, Entrepreneurship and Management „Nikola Šubić Zrinski“

ADDRESS: Selska Street 119, 10000 Zagreb

NAME OF THE HEAD OF HIGHER EDUCATION INSTITUTION: Mr.sc. Zdravko Tkalec

LIST OF STUDY PROGRAMMES: Undergraduate professional study „Economics of Entrepreneurship“

NUMBER OF STUDENTS: 96 part-time and 66 full-time (year 2013)

NUMBER OF TEACHERS: 7 full-time, 22 external associates

TOTAL BUDGET (in kunas): 2.784.632 kn

OWN FUNDING (percentage):

SHORT DESCRIPTION OF HIGHER EDUCATION INSTITUTION:

University College of Economics, Entrepreneurship and Management 'Nikola Subic Zrinski' (hereafter: University College Zrinski; University College; UC) was founded and set in operation in 2008. The field of expertise of the University College is education in economics, entrepreneurship and management.

2008.

- Issue of operating licence for the professional study programme „Economy of Entrepreneurship"
- Foundation of the Student business incubator
- Foundation of the first student company Čarobni korak d.o.o./Magic step ltd.

2009.

- Issue of Erasmus University Charter valid to academic year 2010/2011
- Meeting the demands of international standard ISO 9001:2008
- Participation in drafting the National Strategy of entrepreneurial learning „Enterprising Croatia" 2010 - 2014
- Implementation of the project granted by the Ministry of Economy, Labour and
- Signing the Agreement on educational, scientific, professional and technical cooperation with the Faculty of Technology Novi Sad, Republic of Serbia
- Foundation of Student Assembly
- Foundation of Academic table tennis club

2010

- Issue of permanent operating licence
- Issue of Erasmus University Charter - for mobility of students, teaching and non-teaching staff valid to academic year 2013/2014
- Foundation of the second student company Čarobni put d.o.o./Magic path ltd.
- Cofounder and the member of Education group Zrinski, association of institutions
- Registration of Student's Sport Association of the University College Nikola Šubić Zrinski
- Implementation of the IT support system „Z-student"
- Organizing monthly forums „Zrinski - on Thursdays",
- Project grant: "Supporting Entrepreneurship by engaging Ambassadors to inspire Croatian women to become entrepreneurs" in cooperation with the partners: Technological park Varaždin and Technological-development centre Osijek d.o.o., project leader is Croatian Chamber of Economy

2011.

- Filed request for issuing the operating licence for five professional programmes: Professional study „Management of small and medium sized production enterprises", Professional study „Management of foreign trade business", Professional study „Corporate security", Specialist graduate professional study „Management of Entrepreneurship" and Specialist graduate professional study „Management of Corporate Security"
- Foundation of the third student company Ruki zrin Ltd.
- Change of the legal counsel/dean; professor Boris Pirjevec, PhD was relieved of his duty (15/10/2008-08/05/2011) and Zdravko Tkalec, MA was appointed dean (from 09/05/2011)
- Innovation and Development Centre Zrinski was founded in 2011 as a part of University College of Economics, Entrepreneurship and Management Nikola Šubić Zrinski, whose core activities are research and development. Its focus is planning, drafting, implementing, supervising and evaluating projects as well as providing support for all members of Education Group Zrinski. One of its tasks is supporting implementation of business simulations in educational institutions and business subjects as well as training and consulting for project management.
- Since 2011 University College has been the organiser of International Conference on entrepreneurial Learning (ICEL [http:// www.icelconf.eu](http://www.icelconf.eu)). The first conference was held in Zagreb in Ministry of Entrepreneurship and Crafts, and the second one was held in Novi Sad (Serbia) in cooperation with the Faculty of Technology and The Faculty of Economics and Engineer Management from Novi Sad. The third conference will be held in Zagreb again. The conference hosted student competition in business simulations Piece of Cake.
- Since 2011 The University College Zrinski has been implementing business simulations, innovative Finnish software for developing entrepreneurial competences of students within which students run their own virtual businesses. Our institution is the exclusive representative for Cesim simulations for Croatia, Slovenia, Bosnia and Herzegovina, Serbia, Montenegro, Kosovo (according to UNSCR 1244/99) and Albania. Besides implementing business simulations in the education sector in the region, we also organize human resources trainings for corporate sector.

- University college has been implementing Erasmus programme since 2010/2011 thus enabling students to complete their internship abroad and professors to give lectures and develop professionally
- In 2010 the experts from the University College participated in drafting the National Strategy for Entrepreneurial Learning 2010 -2014 which was accepted by the government of the Republic of Croatia.

2012.

- Foundation of the fourth student company Panograf Ltd.
- Opening of additional accreditation proceedings
- Signing the Agreement on educational, scientific, professional and technical cooperation with the Faculty of Mechanical Engineering in Slavonski Brod
- In November 2012 completed two-year CIP (EU Competitiveness and Innovation Programme) EntrepreneurSHEp Croatia within European Network of Ambassadors of Female Entrepreneurship in which University College was a partner of Croatian Chamber of Economy (coordinator)
- Since 2012 University College has been in a three-year project Summer Academy of Virtual Entrepreneurship within the framework of Lifelong Learning Programme Erasmus - Intensive Programmes. The supervisor of the project is Helena Chodkowska University of Management and Law in Warsaw (Wysza Szkoła Zarządzania i Prawa im Heleny Chodkowskiej) and other partner schools are Università degli Studi di Enna Kore (Italy), Instituto Superior da Maia (Portugal), Altalanos Vallalkozasi Foiskola (Hungary) and Wyższa Szkoła Ci i Logistyki (Poland)
- In December 2012. The Network of student business incubators was started through partnership with Croatian Agency for SMEs and Investments, whose aim is the development of entrepreneurship at institutions of higher education in Croatia through founding and supporting real student companies (40 institutions from Croatia were included)
- The project for improving vocational education in north eastern Montenegro (project MNE/011) is currently being implemented by the Ministry of Education and sports of Montenegro in cooperation with the government of Montenegro and the government of Luxembourg. Within this project the experts from University College hold workshops on

education for entrepreneurship for teachers and principals of vocational schools and mentors (September 2012- March 2013)

- The project Balkan Women Network for Professional Qualification and Training in the field of Business and Economic science (January 2012- December 2014) is currently being implemented within the LLP Gruntvig programme. University College Zrinski is a partner in this project together with organizations from Greece, Turkey, Romania, Croatia, Macedonia, Serbia, Albania and Bulgaria.
- The process of accreditation of Specialist graduate professional study "Management of small and medium sized enterprises".

The work of the Expert Panel

For its work the Panel drew upon the Self-Evaluation Report, prepared by the University College of Economics, Entrepreneurship and Management „Nikola Šubić Zrinski“. A site visit was carried out on 24th of May 2013. During the visit to the Institution the Expert Panel held meetings with the representatives of the following groups:

- The Management;
- The Working Group that compiled the Self-Evaluation;
- The students, i.e., a self-selected set of students present at the interview;
- The Vice-Dean for Teaching and Students' Affairs, programme co-ordinators and teachers;
- The Vice-Dean for Scientific Activity and International Cooperation and research projects' leaders;
- Assistants.

The Expert Panel also had a tour of the library, IT rooms, student register desk, and the classrooms at the University College of Economics, Entrepreneurship and Management „Nikola Šubić Zrinski“ where they held a brief question and answer session with the students who were present.

General remarks

This report contains reviews, comments and recommendations of the expert panel in this re-accreditation procedure made on the basis of all available documents and information obtained during the site-visit. Detailed criteria are listed in a separate document (Criteria for quality evaluation of polytechnics and colleges). In this report, a number of an individual criterion is listed, followed by opinions and recommendations pertaining to this criterion. Opinions and comments of the expert panel are sometimes reflecting only one or two segments or observations. Had a more extensive review and an in-depth analysis been carried out, other issues would also perhaps be considered in this report. Therefore, comments and recommendations for improvement by this expert panel include, but are not limited to, opinions, comments and recommendations listed in this report.

In addition to the recommendations listed below, the panel strongly recommends that HEI continues with efforts to improve the performance and other quality criteria, which are necessary for a successful operation.

DETAILED ANALYSIS BASED ON STANDARDS AND CRITERIA FOR RE-ACCREDITATION

1. Institutional management and quality assurance

1.1. The institution has a strategic plan with vision, mission and goals. The mission is the development of entrepreneurial competencies of students by a practical oriented educational approach necessary for management structures that are needed especially for the development of small to medium enterprises in Croatia and the wider language similarity space.

One of the main objectives is to be among the top five colleges in the region offering the same programme.

Recommendation: It is necessary to define the required formal changes in order to reduce or eliminate weaknesses and threats, in both short and long term, and to ensure that these weaknesses and threats do not affect teaching activities, and consequently HEI's strategic and development goals.

1.2. The Dean, the Teachers Board and the Managing Board are the key elements of the organizational structure. Their competencies are determined by the law, the Charter of Foundation and the Statute of the University College Nikola Šubić Zrinski. Two Vice-Deans are responsible for Education and Development and International Cooperation. The structures are formalized.

Recommendation: It is recommended to implement these formalized processes.

1.3. The Study programme (see chapter 2) is aligned with the institution's mission.

Recommendation: It is recommended that the institution concentrates on its core competencies "management" when planning new programmes. This applies for the professional study programmes "Management of Small and Medium Enterprises", „Foreign Trade Management“ and the Specialist graduate study programme „Entrepreneurship Management“. The expert panel recommends verifying whether a programme "Corporate Security" would be aligned with the institution's mission or whether it could dilute the institution's clear philosophy.

1.4. University College Nikola Subic Zrinski has established a quality management system which complies with the requirements of HRN EN ISO 9001:2008 and which was certificated in 2009. Structural elements of the quality system are the Office for Improvement and Study Quality Assurance and the Commission for improvement and Study Quality Assurance. There are two units responsible for securing internal quality. The secretary of the College has the additional function of a Coordinator for Quality Management System. Once a year, there is an independent audit of the quality management system carried out by an external authorized organisation.

Recommendation: Continuously implement student and teacher surveys. Continue with the activities according to plans. Planned activities for the development of quality should be implemented in the following period. Ensure that the QA Committee continues with the efforts for effectively maintaining and raising the level of quality. It is necessary to provide regular and formal feedback to teachers, students and non-teaching staff on the results of their suggestions, as well as on the measures taken and the results of quality improvement.

1.5. As a basis for quality control management and quality assurance various kinds of information are collected. Primary information is obtained by students' assessments. Class attendance is carefully checked. Without student's signature participation in exams is not possible. The bases for secondary information are students' enrolments, pass rates, drop out rates, average grades during study.

Students' questionnaire, which is carried out anonymously twice in an academic year, refers to the quality of teaching and the success of teaching. Feedback is given in due time to the student representatives and individually to teachers.

Recommendation: Analyze the results over a designated number of years, and work to improve the quality and remedy any deficiencies. Continue with the activities according to the plan.

1.6. Formal mechanisms for monitoring and improving the teaching quality are based on the analysis of the students' survey. Other mechanisms are the Working Committee to monitor the quality of teaching, implementation of quality indicators and the SWOT-analysis.

Informal mechanisms are the possibilities to contact teachers directly or drop complaints or suggestions in the suggestion box.

Recommendation: It is recommended to include teachers and non-teaching staff in the survey which up to now is only carried out for students. Although Nikola Šubić Zrinski is at present still a relatively small organisation, informal contacts should be formalized already now, thus securing anonymity and being prepared for further growth.

- 1.7. There is a Code of Ethics containing moral principles and the principles of professional ethics. In 2012, a Code of Conduct was added which refers to the importance of academic behaviour as member of the society. Both Codes are published on the electronic platform Z-student of the University College Nikola Subic Zrinski.

2. Study programmes

- 2.1. Based on the results of the evaluation of the existing undergraduate professional study programme, that programme has been updated and revised with respect to an alignment of the learning outcomes, final competencies, compulsory and elective courses and the required workload. Nikola Šubić Zrinski's own experience and cooperation with associations and ministries (e.g. Croatian Chamber of Commerce, Ministry of Entrepreneurship and Crafts or Croatian Association of Employers) are the basis for developing new study programmes.

Recommendation: The procedures of monitoring and improving existing study programmes, as well as the process of proposing and approving new study programmes are clearly defined. However, the expert panel recommends that, when proposing new programmes, the focus should be laid on "management" and "entrepreneurship". This would be in line with the mission and would meet the competencies of the University College.

When developing new programmes, a greater importance should be given to analyses of the labour market needs, both in Croatia and Europe. Formal analyses of the needs for new study programmes are required, in cooperation with Croatian Employment Service, chambers of commerce, business sector and other relevant stakeholders, in Croatia and abroad. HEI should continuously compare its study programmes with programmes carried out by similar foreign institutions. This is needed in order to make comparisons, adjustments and improvements to the existing programme, and introducing new ones.

2.2. The enrolment quotas were based on indicative information about the labour market. As all graduates found an employment latest few months after graduation, it can be assumed that the study programme meets the need of the society.

Recommendation: It is recommended to formalize the process of defining the enrolment quotas so that they are in accordance with the labour market needs and HEI's existing resources. Growing numbers of students might in future no longer allow a tentative determination of enrolment quotas.

2.3. The enrolment quotas (2011/2012) of 80 full-time and 40 part-time students were in line with the University College resources. They exceeded the number of 16 full-time and 15 part-time enrolled students.

Recommendation: Formalize and explain how the enrolment quotas are defined and how is the optimal quota determined. Rely more on labour market analyses, in cooperation with CES and business sector, and the analyses of needs for these qualifications.

2.4. Although only a few syllabi (in Croatian language) were submitted on request, it can be derived that the module descriptions define learning outcomes, skills and knowledge of the graduates. It should be ensured that all syllabi clearly define the learning outcomes.

Recommendation: It is recommended to continuously monitor practical and scientific developments in the field of management and entrepreneurship, do benchmarking and keep the programme and courses up to date with respect to learning outcomes, learning inputs, teaching mode and literature. Necessary changes should be implemented at short notice.

Learning outcomes should be monitored regularly with a checklist of programme objectives (outcomes check list). This ensures a timely response to potential problems and encourages changes and adjustments according to students' and labour market needs.

2.5. Various individual and group teaching modes are applied (e.g. lectures, presentations, business simulations or case studies). They represent the full range of teaching methods. The type and mode of exams are appropriate to assess the achievement of the learning outcomes. Ensure

that the knowledge is assessed in accordance with defined learning outcomes and level of qualification.

2.6. The study programme comprises 180 ECTS and is calculated on the basis 30 hours/workload = 1ECTS. Workload should be based on students' assessments.

Recommendation: It is necessary to formalize the distribution of ECTS credits and to ensure that the number of credits reflects actual student workload. Student surveys should include question on whether ECTS credits are adequately distributed. ECTS credits should be regularly revised for each course in order to ensure their adequate distribution, in accordance with the actual student workload.

(1) It is recommended to break-down the courses by semester.

(2) It should be indicated how many electives have to be chosen in a semester.

(3) The total workload should be clearly split into contact hours and self-study hours (e.g. preparation, group work, assignments). The following table gives an example for calculating the workload (1 ECTS = 30 hours/workload)

Business Administration							
Modul No.	Modul	Semester	Contact hours	Self study	Workload	ECTS	Type of exam.
Modul 1	Study introduction	1	80	190	270	9	
1.1	Introduction into BA		30	90	120	4	2 hours
1.2	BA and National Economy		30	90	120	4	written Exam.
1.3	Scientific working		20	10	30	1	Oral
Modul 2	Fundamentals I	1	120	240	360	12	
2.1	Micro economy		60	120	180	6	3 hours
2.2	Macro economy		60	120	180	6	written Exam.
Modul 3	Management Basics	1	120	150	270	9	
3.1	Introduction into Management		30	30	60	2	
3.2	Marketing I		30	60	90	3	2 hours
3.3	Organization		30	30	60	2	written Exam.
3.4	Human Ressources		30	30	60	2	
Total	Semester 1		320	580	900	30	
	...						
Total	Semester 1 - 6		1800	4600	5400	180	

(4) The study programmes include obligatory a Final Paper (Thesis). This Paper should be clearly shown in the study programme and should have separate ECTS for the written paper and the oral defense. Including the Final Paper 180 ECTS should be achieved. (At present, the total number of 180 credit points (ECTS) is already achieved without considering the Final Paper).

(5) The detailed syllabi should include learning outcome, learning input, teaching mode, type and duration of exam, literature (obligatory, recommended), ECTS, name of the course responsible.

2.7. The content of the programme conforms to a large extent to international standards. It is a solid basis for entrepreneurial activities.

Recommendation:

(1) It is recommended to keep the programme up-to-date by continuous benchmarking. It should be considered to include Purchasing or E-Commerce in the programme.

(2) Apart from work-law there are no legal courses. It is recommended to analyse to what extent e.g. company law, contract law, laws concerning international trade or law of E-Commerce should be taken into account.

Assess and formally monitor the labour market needs, with a special focus on the needs of European scientific community. Put additional efforts to introducing foreign language courses, as well as providing courses in English.

2.8. According to the syllabi and the information given by students, teachers apply a variety of appropriate teaching methods. Project-based learning is considered a one of the most effective instruments.

Recommendation: It is recommended that teachers use more updated teaching materials, submit it to students before the lectures and recommend more foreign books e.g. in English language.

2.9. Apart from teachers' materials and compulsory literature students have access to the National and University Library in Zagreb, to the World Digital Library, Europeana and to the digital library Metelwin which provides a variety of databases.

2.10. Students have the opportunity, after acquiring theoretical knowledge in the first year of study, to practice and apply their knowledge in 4 registered student companies. There are also internships at other Higher Education Institutes offered based on international agreements.

Recommendation: Put additional effort towards formalizing agreements with companies and institutions regarding the student internships. Encourage students to use the office for student internships or counseling when seeking internships or employment.

3. Students

3.1. Student admissions are based on legal ordinance that is completion of secondary vocational school (level B) or State Matura. There is also a possibility of registration regardless of the state graduation exam; in that case, students have to pass a classification exam which consists of a test essay and motivation letter. There are no additional criteria. The admission criteria are published on the website (www.zrinski.org).

Recommendation: It is recommended that with a growing number of students additional criteria should be added. This could be e.g. a minimum score and/or a motivational interview to better predict whether students' competencies meet the preconditions for students' success in the programme.

See how the enrolment criteria can be improved, especially taking into account statistics on the pass rate and the employability of alumni.

3.2. Students can join the Sport Association of the students of University College Nikola Šubić Zrinski, Academic rugby club and Academic table tennis club. Student Assembly organises extracurricular activities. Events and activities are published on the website. So far students did not show much interest in the extracurricular activities, although students' activities are financially backed.

Recommendation: It is recommended to add questions in the students' questionnaire to find out in which other extracurricular activities they might be interested.

Students need to be motivated to participate in extracurricular activities (seminars, LLL, etc.). Encourage agreements with other institutions in order to ensure better conditions for studying (leases, rents, discounts), and work towards increasing the student standard. Explore the possibilities of providing a student restaurant and ensure help for students in finding accommodation and participating in sports and other activities.

3.3. There is a tutorial system helping to overcome the knowledge-gap between freshman from vocational schools and grammar schools. The system gives support to the students throughout the entire educational process. Tutors are teachers, assistants and senior year's students.

Counseling centre should continuously provide help in planning and directing students' future careers, provide useful information on writing CVs and job interviews, organize professional workshops, offer information on labour market needs and finding employment and internships etc.

3.4. The institution cares for raising the level of student standard.

Recommendation: With growing numbers of students it might become more important to improve the standards according to the requirements. HEI should maintain and improve student standard at all levels.

3.5. Various methods and procedures for students' assessments are applied. Students are informed about these methods directly by teachers or via the platform Z-student.

Recommendation: The small number of students permits efficient direct and informal contacts. It is recommended to formalize information and feedback channels with a growing number of students.

3.6. University College is in constant contact with alumni, either by phone or by email. Alumni are notified about various events at the University College (public lectures, new projects, etc.). Former students are also involved in improving the curriculum quality.

Recommendation: An alumni club keeping a database of student employment by individual sectors and industries is useful for HEI and students. The foundation of a club should not be postponed until the number of students is growing.

3.7. According to the ordinance, students are represented by the Student Assembly; they are member in the Teachers Board and in the Committee for Quality Assurance. An ombudsman discusses student rights and complaints with the responsible bodies.

3.8. Most of the news for the public about the University College is published via the website (www.zrinski.org/nikola). The website submits information on the structure of study programmes, schedules, teachers, events and international cooperation (Erasmus), enrolment procedure and tuition fees. Students are informed in addition via "Z-student", the IT support system ISVU and Facebook about the latest news of the College.

Recommendation: The low number of students indicates that additional media for promoting the study programme should be used to increase the awareness level of the public about Nikola Šubić Zrinski.

Put additional effort to improve informing the public about study programmes, learning outcomes, qualifications and employment opportunities, in order to maintain a positive image of the HEI and its graduates.

3.9. Students have the opportunity to fully express their opinions and proposals for improvement as they are represented in all decision making committees, an ombudsman keeps contact to the decision making bodies and a mail box permits anonymous complaints. The size of the UC guarantees furthermore direct informal contacts between students, teachers and the Dean.

3.10. Students are informed about the consequences of their proposals.

Recommendation: As feedback is given by teachers on more informal basis, formalization should be implemented. Procedures have to be independent from people in charge.

Continue with these activities and further formalize informing of students about the changes made on the basis of student suggestions and student survey. Conduct analysis of the student survey results, by academic year for individual courses and services, satisfaction of studying at HEI and satisfaction with internships. Compare these results with results from previous years in order to determine a trend and possibilities of improving and raising the overall quality.

4. Teachers

4.1. Although the overall student/teacher ratio meets with the legal requirements of 10.3 (2012/2013), the teacher structure is unsatisfactory. There are only 7 teachers full-time employed and 3 assistants. 25 teachers and 5 assistants are part-time employed. Most of the external associates are lecturers (10) and assistants (5). A large number of part-time teachers are qualified teachers with PhD.

Recommendation: It is recommended to employ more full-time instead of part-time teachers, to give more stability to the delivery of the programme. This development can already be seen because the number of full-time teachers steadily increased from 2 (2008/2009) to 10 (2012/2013). At present full-time teachers only cover 44% of the total workload, while the contribution of part-time teachers is 56% of the total schedule of the study programme. New full-time teachers should be qualified in the field they teach. All full-time teachers should be motivated to acquire higher academic titles e.g. a PhD.

The expert team is well aware that, on the one hand, there is not enough teaching workload, but on the other hand, the legal obligation to maintain a given ratio of full-time and part-time teachers should be met.

- 4.2. The institution wants to carry out a policy of growth. The limited number of students prevented up to now an increase of the teaching staff.

Recommendation: It is recommended to monitor the development of student enrolments, continue changing the teachers' structure and develop human resources to secure the stability of the study programme.

It is recommended to reduce the number of external associates and increase the number of fully employed teachers in order to ensure the quality of teaching and learning. Formalize the allocation of time for teaching and additional activities such as research, publishing etc. If necessary, reduce teaching obligations for lecturers who are more engaged in research and publishing. Continue with the financing of doctoral studies for teaching staff. Define and formalize a human resources development plan in line with plans for future institutional development.

- 4.3. The number of full-time teachers has been increased, but not to such an extent that continuity in teaching and learning is ensured.

Recommendation: As mentioned under 4.1 and 4.2, full-time teachers reduce the risk of fluctuation, thus giving more stability to the programme and confidence to the students. Increase the number of fully employed lecturers who are appointed to grades of senior lecturers or college professors. Where possible, reduce the workload of lecturers (in terms of additional activities). Provide a sufficient number of teachers in order to ensure the required quality and continuity.

4.4. During the years from 2008/2009 until now, the ratio between full-time teachers and students has been improved, partly due to the fact that the numbers of students has diminished.

Recommendation: Maintain an optimal ratio, taking into consideration the growth of student body in the future.

4.5. The development of teaching staff is achieved e.g. by attending conferences, informal learning and networking among the teachers. The Ministry of Education and Sports in Podgorica Montenegro had organized training in "Entrepreneurship education for teachers, principals of vocational schools and instructors in north-eastern Montenegro", in which teachers of Nikola Subic Zrinski took part. Under the LLP - Transversal programmes, teachers participated in training "Entrepreneurship and creativity throughout the curriculum" and "New orientations for educational managers." Teachers are encouraged to hold classes in English.

Recommendation: All supporting measures are only applied for full-time teachers. It is recommended to think about possibilities to motivate (also financially) part-time teachers, to increase their loyalty to the college, thus stabilizing the study programme, ensuring the quality of both the programme and teachers.

Define and formalize transparent regulations for teaching and non-teaching staff (regular and external), in order to ensure their professional development according to the institutional needs and development.

4.6. The UC has developed several indicators for evaluating teachers' qualifications and competencies e.g. papers published, teaching methods, general reputation or student surveys.

4.7. Teachers' workload is in line with the legal regulations, which determine the max. workload.

Recommendation: It is recommended that a teachers' questionnaire is implemented, that could give realistic figures about the teachers' workload, and that corrective measures are introduced to resolve the issue of teachers' workload. Define a clear and transparent allocation of workload at HEI, and take timely actions towards reducing teachers' workload.

4.8. The institution takes care that teachers fulfill their obligation at the College.

Recommendation: With growing numbers of students and increasing workload of full-time teachers, it might become necessary to introduce processes that guarantee that teachers' obligations are not compromised by external obligations. However, it is important to motivate the teachers to occasionally hold lectures at other HEIs so that they can acquire and improve their teaching competencies. In order to make this possible, a reduction of teachers' workload is needed.

5. Scientific and professional activity

5.1. The UC has implemented formal policies for professional and research activities. An overview of indicators serves as a yardstick for proofing research competencies (publications, methods of teaching and learning etc.). A list of 10 most important, recent professional papers is an indication for the success of this policy. The University College publishes its own journal (Entrepreneurial Learning). Many presentations on conferences, cooperation with other HEI where Nikola Subic Zrinski plays a leading role or collaborations with governmental partners contribute to the impression that research plays an important role, far above the average research activities of a University College.

5.2. The UC has implemented mechanisms to ensure the efficient operation of its professional and research activities.

Recommendation: Motivate all the employees to participate in professional and research activities. Develop a strategy that would allow for better results of professional and research activities. Collaborate with other HEIs, institutions and companies in Croatia and abroad, in terms of professional and research activities. Formalize a policy of professional and research activities, as well as an action plan and strategy thereof.

5.3. Research activities include cooperation with Croatian and foreign HEI within the Erasmus charter. Collaborative research projects are carried out within the E4E with several mainly governmental partners. The „Network of Student Business Incubators“ will help to intensify contacts also to foreign business partners. In addition to the teaching activities, teaching staff is

committed to the fostering professional work and the direct transfer of knowledge to the service users.

Recommendation: It is recommended that the many different research activities are formalized in a regularly updated in a research agenda.

Define a short-term and a long-term action plan of professional and research activities. Formalize a policy of professional and research activities, as well as an action plan and strategy thereof. Collaborate with other HEIs, institutions and companies in Croatia and abroad, in terms of professional and research activities. Explore the possibilities of awards and incentives for professional and research activities.

5.4. University College supports professional activities in line with its missions, thus ensuring the scientific development of teachers e.g. by contributing to the cost for post graduate studies, by co-financing workshops, symposia, organizing conferences etc.

Recommendation: Put additional effort towards securing more professional projects, especially with the business sector. Use the opportunities to secure and maintain cooperation with Croatian and foreign companies. Formalize such cooperation through agreements.

Develop cooperation with HEIs abroad in order to allow for incoming mobility of students from foreign HEIs. Participate actively in the ERASMUS program. Consider changes that may improve the incoming mobility; e.g. changes of study programmes so that they are comparable to study programmes at other HEIs, or introducing courses in English or another foreign language.

6. International cooperation and mobility

6.1. The UC is prepared to receive foreign students in the ERASMUS programme. They don't have to pay tuition fees while they are studying at Nikola Šubić Zrinski. In the last 3 years only 2 students could be attracted. At present there are 2 students from Finland (one working on a project).

Recommendation: It is recommended to attract more foreign students. Preconditions could be offering more courses taught in English, thus making the programme more internationally known.

6.2. Students have the possibility to complete part of their study programme abroad. There is a selection of 50 placements in 14 countries. A Learning Agreement has to be signed in advance defining the courses that a student will take at a foreign institution together with the ECTS points awarded. The acceptance of the acquired ECTS of compulsory courses and of elective courses will be done by a Panel based on the transcript of records.

6.3. Teachers mobility is also a part of the ERASMUS programme. It is considered as reward to motivate full-time teachers. However, only one teacher took part in that programme within the last 3 years, although all costs are covered by the UC (participating in international conferences abroad is not considered by the expert panel as international mobility). Reasons that teachers don't benefit from that opportunity might be bottlenecks that will occur at the UC when a teacher is leaving for a longer period of time and has to be replaced by the remaining staff. There might be as well family reasons for avoiding a longer absence.

Recommendation:

(1) It is recommended to encouraging teachers' participation in international mobility programmes. With a growing number of students and teachers, problems of temporarily replacing a teacher will diminish. Also family problems (small children) will become less important with a growing average age of the still very young teacher generation.

(2) As experiences based on teachers' mobility will be an important input for improving the quality of teaching, UC could think of mobility being a precondition for promoting.

6.4. Apart from several cooperation within the ERASMUS programme, UC is participating in various projects of the Innovation and Development Centre Zrinski, a special part of the University College. There are currently 3 implemented projects and 8 in the process of evaluation. The project "Network of Student Business Incubators" with the Croatian Agency for SME's and Investment will provide especially to students of entrepreneurship additional practical knowledge.

Recommendation: It is recommended to strengthen cooperation with other international institutions, and to participate in the work of international associations of

similar institutions. Develop cooperation with other international institutions and organizations, maintain relations with foreign institutions, HEIs, associations and companies.

6.5. There are possibilities offered, but no measures implemented to attract students for abroad.

Recommendation: It is recommended to develop a time schedule indicating which courses and when will be fully taught in English and to communicate this plan through the relevant media channels.

Develop cooperation with HEIs abroad in order to allow for incoming mobility of students from foreign HEIs. Participate actively in the ERASMUS program. Consider changes that may improve the incoming mobility; e.g. changes of study programmes so that they are comparable to study programmes at other HEIs, or introducing courses in English or another foreign language.

6.6. In addition to the license of the Erasmus Charter, there are bilateral international agreements e.g. with Novia University of Applied Sciences, Turku, Finland; GEA College, Ljubljana, Slovenia or the Instituto Superior da Maia, Avioso - S. Pedro - Castelo da Maia, Portugal. There is also a partnership of the University College Nikola Subic Zrinski with Lehigh University, USA, and the Iacocca Institute for the programme "Global Village" in which students of the UC participate each year.

Recommendation: Put additional effort towards organizing courses in English, as this is a prerequisite for incoming mobility of foreign students and teachers, and international cooperation.

7. Resources: administration, space, equipment and finances

7.1. According to the tables 7.1. to 7.7. submitted to the panel in the Self-Analysis Report and partly inspected by the panel, there are sufficient classrooms to secure currently the functioning of teaching and a sufficiently equipped room, where students can work in groups for "their companies" and the teaching course Integral Company Management can be hold. More

teachers' offices and a sports hall are however needed. In the long run - with growing number of students - more space will be needed.

Recommendation: It is recommended to carefully monitor the development of student numbers and the number of full-time teachers. An adequate environment might be necessary to attract more full-time teachers (already recommended under 4.1.). When possible, modernize lecture rooms and study rooms.

7.2. The institution keeps with a ratio of full-time teaching staff to non-teaching staff of 10:6, an optimal ratio (one employee is counted under teaching and non-teaching staff).

Recommendation: Formalize the ratio of teaching and non-teaching staff, and regularly monitor it to ensure that there is enough teaching and non-teaching staff. In case of an increase in student numbers, additional non-teaching staff will be needed.

7.3. The ERASMUS programme also includes non-teaching staff. Within the last 3 years, 4 members took the opportunity for professional visits to a foreign HE institution.

Recommendation: Formalize the plan of professional development of non-teaching staff and regularly monitor whether there is a need thereof.

7.4. Is not relevant and applicable for Nikola Šubić Zrinski.

7.5. There are 22 PCs in the computer lab. Each lecture hall is equipped with computer, beamers and overhead projectors. Each full-time teacher has a notebook. Students have also access to the IT cabinet and to the cabinet for the course "Integrated Management of Enterprises".

Recommendation: It is recommended that management thinks of shorter cycles (at present 4 years) to modernize the computer equipment.

7.6. The library meets the basic requirements of students. There are 2 computers with internet access in the library, a scanner and a photocopying machine. There are links to databases with free materials, books and magazines: World Digital Library, Europeana, EconPapers, free books from the field of economy, SocialScience Research Network and Internet Archive. UC library is part of Metelwin thus having access to a 950 external libraries and database network.

Recommendation: It is recommended to stock more international books in English language in the library. This will be a precondition for courses in English and a

precondition for their students to study abroad and for attracting more foreign students.

Provide a room for work and study, equipped with computers. Work towards modernizing the library and study room (new chairs, desks, etc.). Allow access to electronic databases, both Croatian and international, to all the students.

7.7. According to assumptions in the strategic plan (submitted only in Croatian language), the financial situation enables all students to graduate. According to the management, HEI is financially stable because of the Zrinski group, which will finance any deficit school has, and for as long as necessary, in addition to investing in development and expansion of the HEI.

Recommendation: It is recommended to try and formalize short- and long-term financial plans (expenditure and revenue), in order to ensure financial sustainability. If it is not already formalized, it is recommended to formalize the financial guarantee group Zrinski provides to HEI, i.e. that it will cover all potential future losses in case of continuous decrease of revenue or expenditure growth.

7.8. The Institution's funds - although limited - are consequently used to raise the quality of teaching and research activity.

In case of an increase in student numbers, additional investments in teaching and research will be needed.

Recommendation: It is recommended to formalize short- and long-term financial plans (expenditure and revenue) in order to ensure future financial stability and sustainability of HEI.

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

Taking into account the analysis of information submitted in the Self-Analysis Report and the answers provided by the management, students and teachers of the institution to panel members' questions during the site visit, the expert panel members have noted the following strong and weak points:

ADVANTAGES (STRONG POINTS)

- The professional study programme offered by Nikola Šubić Zrinski is a unique programme in Croatia. Offering a management programme that is focused on developing entrepreneurial knowledge and skills meets the urgent needs of the society and the Croatian economy. This is also proven by the fact that graduates find a job in short time.
- A Unique Selling Proposition (USP) is also the mode of implementation. After laying the theoretical foundations in the first year, project-based learning within real registered students companies will be dominating the learning process up to the exam.
- This concept leads to high involvement and motivation of students and teachers in a good working climate.
- Several international cooperation give evidence that Nikola Šubić Zrinski is international and future oriented.
- The research orientation proven by publications and contributing papers on conferences is above the average standard of a University College.
- The management supports the staff development by financing Ph.D. studies of assistants, thus securing the future improvement of the staff quality.

DISADVANTAGES (WEAK POINTS)

- The public awareness of the University College Nikola Šubić Zrinski and its study program and the public image are too “underdeveloped” to attract sufficient full-time and part time students to guarantee in the long run profitable programmes.
- The UC is facing administrative and financial obstacles e.g. vis-à-vis public colleges (e.g. issuing a license for new study programmes, student rights, financial subsidies).
- The ratio of full-time teachers to part-time teachers is too low to guarantee stability in the delivering of the programme.
- Incoming and outgoing mobility of students and teachers is insufficient although with joining the Erasmus programme and concluding additional cooperation the basis for mobility has been laid.
- There is need for more courses taught in English as a further incentive for increasing mobility.
- The ECTS-calculation has to be broken down by semesters and to differentiate between contact hours and student’s work (assignments, preparation, reading etc.), thus securing more transparency.
- An anonymous questionnaire for full-time and part-time teachers and non-teaching staff would give a more objective insight than informal contributions.

As laid down in the SAR the management is aware of several of the above mentioned weak points. The panel members have also realized that there is only very limited influence for the University College Nikola Šubić Zrinski on changing weaknesses caused by external factors.

RECOMMENDATIONS FOR IMPROVEMENT OF QUALITY

To summarize the above mentioned detailed recommendations, the panel wants to emphasize areas of priority:

- Make the University College and the study programme and the mode of delivering entrepreneurial competencies better known in the public in order to attract more students.
- Redesign the study programme strictly following the European Standards and Guidelines (ESG). These standards provide a general framework for quality systems. Applying these guidelines a quality system in line with the Bologna requirements will be guaranteed (e.g. ECTS by semesters, ECTS for final thesis)
- These adjustments are a precondition for increasing the effort to become more international. Mutual international acceptance and an increasing teacher and student exchange will only be possible on the basis of the same understanding of the Bologna requirements.
- Concentrate on Nikola Šubić Zrinski's management competencies when developing new programmes.

Recommendations provided within this report address some issues for which additional efforts are needed on the part of HEI in order to ensure the necessary conditions for improving the criteria. HEI should take into consideration all the recommendations provided in this report, and monitor regularly the effectiveness of implementation thereof.

In addition, continuous efforts are recommended towards improving the quality criteria that are perhaps not listed here, but which are necessary for an efficient operation. Regarding the criteria that are mostly or fully implemented, HEI is recommended to continue with regular monitoring and improving these criteria.