DARDANIA COLLEGE
MA PUBLIC ADMINISTRATION

RE/ACCREDITATION

REPORT OF THE EXPERT TEAM

May 29, 2019, Prishtina

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1. INTRODUCTION

1.1. Context

Date of site visit: May 21, 2019

Expert Team (ET) members:

- **Prof. Dr. Melita Kovacevic**
- **Prof. Dr. Milan Pol**

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- **Prof. Dr. Yelena Istilenuova**
- **Prof. Dr. Vlatko Cvrtila**
- **Prof. Dr. Andrew Goodspeed**

Coordinators from Kosovo Accreditation Agency (KAA):

- Avni Gashi, Acting Director of KAA
- Shkelzen Gerxhaliu, Senior Officer for Evaluation and Monitoring
- Arianit Krasniqi, Senior Officer for Evaluation and Accreditation

Sources of information for the Report:

- Self-Evaluation Report (SER) submitted by University of Prizen "Ukshin Hoti";
- Information obtained during the site visit;
- Meetings conducted with the management of the institution and program, quality assurance representatives and administrative, teaching staff, students, graduates, employers of graduates and external stakeholders;
- Supplementary documents requested by the ET

Criteria used for program evaluation:

- KAA Accreditation Manual

1.2. Site visit schedule

20 May

19.45   Meeting at the Reception of the Hotel

20.00   Working dinner

21 May

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08.40   Meeting at the reception of the hotel

09.00 – 10.30   Meeting with the management of the institution *(no slide presentation is allowed, the meeting is intended as a free discussion)*

10.40 – 11.50   Meeting with quality assurance representatives and administrative services

12.00 – 13.00   Meeting with the heads of study programs

13.00 – 13.50   Lunch break

13.50 – 14.50   Visiting tour of the facilities and infrastructure

14.50 – 15.40   Meeting with teaching staff

15.50 – 16.40   Meeting with students

16.50 – 17.40   Meeting with graduates

17.50 – 18.40   Meeting with employers of graduates and external stakeholders

18.45 – 19.00   Internal meeting – Expert Team and KAA

19.00 – 19.15   Closing meeting with the management of the institution

1.3. A brief overview of the institution and program under evaluation

Dardania College started to function as formal-legal University with licencing with certificate nr. 898/02-1 of the date 1.12.2004 (December 1st, 2004) by the Ministry of Education, Science and Technology (MEST), for academic years 2004-2007, as a private university institution. The institution was re-accredited with the decision nr. 583/02-1 of the date 09.05.2007 (May 9th, 2007), for academic years 2007 – 2011, as "Dardania" University. During the institutional re-accreditation for programs at the BA and MA level, for the years from 2009, by the Kosovo Accreditation Agency (KAA) and the MEST, the institution was accredited and licenced as Private Provider of Higher Education (PPHE) "Dardania" College. Amongst study programmes is also the MA Public Administration that functions as one of the

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academic units of "Dardania" College. Initially, the Program started its activity as a two-year program MA on Public Administration, accredited by the Kosovar Agency for Accreditation in the period 2009/2010, licence number/certificate 272/09, dated 01.10.2009, for the period 2009-2010. The MA Program on Public Administration was accredited for the three-year period in 2010-2013 by the Kosovar Agency for Accreditation, through decision nr. 465, dated 19.07.2010. The program MA on Public Administration was accredited for the time in three-year period in 2013-2016, by the Kosovar Agency for Accreditation, through decision nr. 493, dated 08.07.2013.

2. PROGRAM EVALUATION

2.1. Mission, objectives and administration

The study program mission is following the overall mission statement of the institution and with objectives which are focussing to prepare students for carriers that would be beneficial to them at their post-university education, leading and administrative positions, and the public service. Program of Public Administration aims to produce competent and professional cadre, comparable to the countries of European zone of high education, who would be capable to accomplish above-mentioned requests in the context of development of economic, political, social and cultural life of Kosovo.

According SER aim of the MA Program of Public Administration of "Dardania" College is to prepare students for carriers that would be beneficial to them to be engaged in jobs at public and private institutions.

According SER objectives of this program are as follows:

- The Program on Public Administration offers a high-quality content that involves quality teaching, stimulate practical work and scientific research in the administration field;
- The Program is designed on the bases of contemporary conceptions and methodology of learning and ensures the increase of quality in the scientific-research work;
- The Program is based on principles of the National Framework of Qualifications and Qualifications of the European Zone of High Education;
- We think that the Program contains well-established didactic concepts, which were regularly reviewed on the bases of students' progress;
- The Program on Public Administration is implemented by a qualified staff with scientific and pedagogical competencies;

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- The academic staff for implementing the program on Public Administration (MA) was chosen based on the Law on Higher Education, "Dardania" College Statute and the regulation on selection and advancement of academic cadre;
- The Program on Public Administration was drafted on the bases of priority needs and comparability with sister programs on political sciences and public administration of some Western European universities, adapted to the regulation policies of "Dardania" College.

Institution has established procedure for evaluation of programme progression and evaluation. Program Council used to accept recommendations from previous re-accreditation process and used to discuss proposed changes of program. There is no evidence on comparison with other university programs. During meeting with program staff, they have stressed existence of autonomy in program development. Study program has defined overarching didactic methods with strong focus on critical thinking. Policy and regulations and delivery of the program used to be reviewed at least once every two years.

The Dean of the academic unit administers the Program. The Dean is selected based on the proposal by the Educational-Scientific Council of the "Dardania" College Senate with three-year mandate. The Dean chairs the Educational Council of its academic unit, selected simultaneously with the selection of the three-year mandate of the Dean. The Dean is the chair of the council and reports to the College Senate and the Rector on the implementation of the teaching process and research once per year.

Compliance level: Substantially compliant

ET recommendations:

1. *Establish system for regular evaluation of program based on comparison with other Political Science and Public Administration programs.*
2. *Establish partnerships with companies and institutions in providing feedback in defining learning outcomes of the program.*

2.2. Quality management

The quality management at the Program on Public Administration is done in accordance with procedures on Quality Management of "Dardania" College. According to SER among others, this includes:

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1. Evaluation of courses by the Office for Ensuring College Quality at the end of each semester;

2. Individual evaluation of teachers at the end of each semester;

3. Informal gathering of date from students as well as their views on subjects' content and their teaching;

4. Analyses of student's performance;

5. Following of graduates, as well as research on the level of satisfaction of employees with their work performance.

Program staff have participated in self-evaluation and cooperated at program level to prepare SWOT analysis. It seems lack of cooperation with employers and former students due to get feedback on appropriateness of intended learning outcomes. Students are not engaged in the design and implementation of quality assurance processes. Survey data are collected based on student evaluation of lecturers but is not public. Students were not informed on survey data.

Compliance level: Partially compliant

ET recommendations:
1. *Student should be informed on survey data*
2. *Engaged student in quality management processes*
3. *Make clear procedure for quality evaluation of program and other different components of program with focus to learning outcomes for students*
4. *Engage other stakeholders in evaluation of program like public administration and business sector representatives, and former students*
5. *Develop and implement surveys for graduates and employers*

2.3. Academic staff

The composition of the staff engaged in delivering of the program is in the full accordance with the Administrative Direction for Accreditation and Required Standers for Academic Staff. Over 70% of the academic staff at the study program are full time employees and none of them covers more than two teaching positions. "Dardania" College has some clear recruitment procedures of its staff and the selection criteria, as well as clear criteria on staff promotion. New teachers go to didactic workshops and increase their teaching performance

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capacities. In the teaching process, young teachers are evaluated by senior colleagues who are educated in evaluating the teaching. The institution supports teachers in their development through financial support for conference attendance, and for publishing works even though we did not get information about who and how they got the support during our conversation with teachers. Teachers are included in evaluation of their work, but evaluation report is not publicly available. Dardania College has presented Academic staff development plan 2019-2024 with clear orientation to develop ability of all teachers to use new technology and new teaching methods and to participate in research projects. During the meeting with the teachers, we got the impression that they were not involved continuously in the research projects due to different reasons.

Compliance level: Substantially compliant

ET recommendations:
1. *Extend the academic staff evaluation from only student evaluation, to other components (self-evaluation, superior, peer)*
2. *Make a research plan for the study program and determine the expectations for each teacher for a term of minimum three years*
3. *Continuously organisation of staff training in teaching methods and other needed skills for young teachers.*

2.4. Educational process content

According to SER, this program aims to enable students in the field of political science and public administration and to be able to influence public administration trends in Kosovo and beyond. Students during the studies are trained in critical thinking that enables their intellectual development and enables them to explore their ideas in working environments.

According to SER, expected results of the program on Public administration are:

- To possess knowledge and advanced capabilities on public administration, necessary for successful exercise of work assignments in public administration;

- To demonstrate a critical and integrated understating of relationship between theory, research and good practices;

- To possess a range of practices as well as suitable consulting capabilities for the field of public administration;

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- To evaluate key ethical, legal and administrative issues in the professional practice of public services;

- To be equipped with advanced research capabilities such as the designing, exercising and the execution of research projects in the field of public administration;
- To be able to utilise knowledge's and gathered testimonies from research projects, to inform their application in problems that occur in the environment of public administration;

- To communicate in a professional manner at academic, professional and commercial environments;

- To trust their knowledge so that they could operate in complex and unknown contexts, through the application of flexible and creative knowledge, and the generation of transformative solutions.

According to SER students will also gain skills as follows:

- Skills on accomplishing of quantitative and qualitative research;
- Skills on analysing and interpreting of data;
- Skill on preparing of scientific work with a presentation level;
- Skills on transporting data from the research with the SPSS;
- Skills and capabilities to govern public and private institutions;

In SER descriptions of the subjects are provided in all syllabuses. Within the syllabus, models were developed to measure student workload. The study program is presented through syllabuses in the same pattern. There is no clear link between learning outcomes of overall study program and each subject in program. Teachers use new IT solutions to communicate with students and provide them adequate learning materials. The disciplines within program are mostly designed in a logical way. Institution has provided all syllabuses which has all needed information. Learning outcomes are not explained in all course syllabus. In some syllabuses is lack of learning outcomes and syllabuses are not prepare based on the same patterns. Student assessment mechanisms are conducted fairly and objectively and are part of syllabus. There is no syllabus for last semester for subject Theoretical research work and Empirical research work and there is not visible what kind of general and specific goals are included in this work of students and what are learning outcomes. Institution had signed agreement with some institutions/organisations that provide internship for students.

Compliance level: Substantially compliant

ET recommendations:

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1. *Change presentation of program. Presentation of program should start with learning outcomes at program level and expected final competencies. All syllabuses should have learning outcomes which relate to program learning outcomes.*
2. *In syllabus pattern include learning outcomes for all subjects and connect them with program learning outcomes*
3. *Create a syllabus for Theoretical research work and Empirical research work with clear and visible learning outcomes that relate to program learning outcomes.*

2.5. Students

The admission procedure is clear and transparent and applies to all students. According to SER the target groups are applicants that have successfully completed their BA level on Political Sciences and Public Administration, as well as other social sciences. This includes BA level graduates at "Dardania" College, but other public Universities and private colleges also, within the territory of Republic of Kosovo. Possibility to register exists also for all BA level graduates on political and social sciences outside the country, once they have verified their titles at MEST, as foreseen within the Law on Pre-University Education in Republic of Kosova.

According to SER there is a clear criterion in the process of acceptance and registration, as follows:

- Results of the success of applicants at the BA level studies;
- Results of the success of applicants with the points from the entry Exam at the College;
- Entry exam on a foreign language (English, German, French, etc.).

The study program groups are dimensioned to ensure an effective and interactive teaching and learning process. Students receive feedback after the exam and have the ability to inspect the test. There is also a procedure of appeal to teacher behaviour. Students can use consultations to talk to the teacher about learning materials or about writing needed papers. There is no evidence of student success tracking and drop out data. The institution does not follow the student's success when switching from one to another year of study. They also do not follow students who may have difficulty in the teaching process and institution does not provide additional support options if needed. In conversation with management and teachers, difficulties were encountered in the absence adequate literature, which is mostly in English language. In strategic documents, we have seen orientation towards ensuring the translation and writing of textbooks to raise the quality of the teaching process to a higher level. There is present model for flexible treatment of students in special situation and learning schedule is

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adopted for working students. The institution does not have plagiarism detection software, so most rely on teachers who need to check the originality of some work that requires tremendous efforts. Moving students from another institution is governed by internal rules and procedures. Teachers hold regular and occasional consultations for students and the consultation time are announced in advance.

Compliance level: Substantially compliant

ET recommendations:
1. *Develop a set of quality indicator referring to records of student completion rates for courses and program*
2. *Purchase of plagiarism detection software*
3. *Make more efforts to provide adequate literature in Albanian language.*

2.6. Research

"Dardania" College has established the Center for Scientific Research, which has approved a plan for the development of research for the period 2019-2024. This document provides the plan for scientific research activities that will ensure the quality of scientific research based on the programs that are in accordance with international standards. Based on this plan, we might conclude that are allocated enough resources for achieving proposed research objectives. The contributions of the academic staff in the field of research are evaluated on the evaluation of performance in accordance with the Statute of the College (Article 56), and the Regulation on professional-scientific advancement, on election or re-election. The points acquired according to respective Regulation are included in the system of the scrutiny of individual performance and in the criteria for promotion. Institution used to support financially young teachers in doctoral study and research. Teachers publish their research results mainly in journals and less in books and, based on teacher's explanation, they are financially supported from institution for writing and publishing articles and books. Teachers include the results they have achieved in their research into information delivered during teaching, by adjusting them to the courses learned by students. Subsequently, we received a table with all the published works of teachers in the last three years, from which it is apparent that there are several teachers who publish regularly each year, while most teachers have only one or none articles published in the last three years.

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Compliance level: Partially compliant

ET recommendations:
1. *Develop clear criteria for supporting teachers in publishing articles and books.*
2. *Motivate academic staff to increase research production by considering research results as promotion criterion*
3. *Create more conferences, seminars or summer schools to motivate teachers and students for more research and publish their work*

2.7. Infrastructure and resources

"Dardania" College has quite a modern and suitable infrastructure for the implementation of the program Political Science and Public Administration. This includes the library, wide amphitheatres for lectures, as well as suitable classrooms for the group and individual work. Each classroom is equipped with whiteboards, computers and projectors. Institution has adequate financial and human resources, space, lecture rooms, software and library equipped with reading rooms, journals and books and with access to e-libraries. The number of seats in lecture and reading room are adequate regarding number of students. The infrastructure and facilities are not adapted to students with special needs.

Compliance level: Substantially compliant

ET recommendations:
1. *Make more efforts to adapt building for better approach of students with special needs.*

3. OVERALL EVALUATION AND RECOMMENDATION OF THE ET

The site visit was efficient and during visit we have opportunity to give some answers that has not been included in SER. The institution has implemented previous recommendations from previous re-accreditations and has demonstrated efforts to improve the study program. One of the major challenges the institution has is to provide the appropriate teaching staff, which can make it difficult to perform teaching at a high level of educational standards. To

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address this challenge, a human resources development strategy has been prepared, which we consider to be a good tool for tackling the issue of appropriate teaching staff in the future.

Main additional recommendations:
1. *Presentation of the program should be in different form (see previous recommendations)*
2. *Better prepare the SWOT analysis and use it to monitor performance studies and improvements*
3. *Institution should include students in discussions on programme change as other stakeholders from public administration and business community.*
4. *Make better contacts with former students and activate Alumni*
5. *Partnerships with companies and institutions should be oriented toward their involvement in providing feedback in defining learning outcomes of the program*

In conclusion, the Expert Team considers that the study program Political Science and Public Administration offered by "Dardania" College is ***Substantially compliant*** with the standards included in the *KAA Accreditation manual* and, therefore, recommend accrediting the study program for a duration of *3 years.*

Expert Team

Chair

_____
(Signature)   (Print Name)   (Date)

Member

_____
(Signature)   (Print Name)   (Date)

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Member

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(Signature)   (Print Name)   (Date)

Member

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Member

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(Signature)   (Print Name)   (Date)