



Republika e Kosovës
Republika Kosova - Republic of Kosovo



Agjencia e Kosovës për Akreditim
Agencija Kosova za Akreditaciju
Kosovo Accreditation Agency

PrBHE “Heimerer College”

INSTITUTIONAL AND PROGRAM EVALUATION

REPORT OF THE EXPERT TEAM

Zagreb, May 31, 2019



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1. INTRODUCTION

1.1. Context

Date of site visit: April 30, 2019

Expert Team (ET) members:

- Prof. Dr. Melita Kovačević, University of Zagreb, Croatia
- Prof. Dr. Danica Železnik, Faculty of Health and Social Sciences, Slovenj Gradec, Slovenia
- Prof. Dr. Helvi Kyngäs, University of Oulu, Finland

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
- Meeting with the Management of College and extensive discussion between the responsibility persons of program and the expert team, and representatives of KAA
- The Code of good practice and guidelines for site-visit, provided by the Kosovo Accreditation Agency
- Site-visit of the facilities and equipment
- On-site visit 30 of April 2019 and discussion and observations during that visit



Criteria used for institutional and program evaluations

- *KAA accreditation manual*
- *Law on higher education*
- *Health legislation in Kosovo*
- *ESG*

1.2. Site visit schedule

2. Site visit was scheduled as follows:
3. 08.40 Meeting at the reception of the hotel
4. 09.00 – 10.30 Meeting with the management of the institution
5. 10.40 – 11.30 Meeting with quality assurance representatives and administrative services
6. 11.40 – 13.00 Lunch break
7. 13.00 – 13.40 Visiting tour of the facilities and infrastructure
8. 13.40 – 14.40 Meeting with the heads of study programs
9. 14.50 – 15.40 Meeting with teaching staff
10. 15.50 – 16.40 Meeting with students
11. 16.50 – 17.40 Meeting with graduates
12. 17.50 – 18.40 Meeting with employers of graduates and external stakeholders
13. 18.45 – 19.00 Internal meeting – Expert Team and KAA
14. 19.00 – 19.15 Closing meeting with the management of the institution

During the visit the experts discussed their impressions of the self-evaluation report. It was allocated of responsibilities within the expert team in a following way: Prof. dr. Melita Kovačević was responsibility of Institution evaluation and program of Psychology. Professor dr. Danica Železnik was responsibility of Management of Health Institutions and Services (MSC) and professor dr. Helvi Kyngäs was responsibility of Nursing Program (Bsc). However, professor Železnik and professor Kyngäs both met and discussed with heads of study programs (Management of Health Institutions and Services and Nursing)



and their teaching staff. Expert team was involved in discussion with the management group of the institutions, quality assurance representatives and administrative, students, graduates, employers of graduates and other stakeholder. Prof. dr. Melita Kovačević was chair of expert team. All members of the expert team agreed to conduct their work during the on-site visit together divided those responsibilities according to KAA's invitation. All work was done in close co-operation.

A brief overview of the institution under evaluation

Insert general information about the institution, its legal status, its mission, the study programs it is offering, and others.

2. INSTITUTIONAL EVALUATION

a. Public mission and institutional objectives

The Heimerer College has defined its mission that includes three main pillars, teaching, research and community service. It is well defined and includes internal and external stakeholders. The mission is recognised by staff, both academic and administrative and, and it was noticeable how much staff is devoted to the institution and its objectives. The institutional mission provides fairly clear guide for strategic planning and development of the action plan. Institutional objectives are well defined and clear. Still, it would be possible to define mission in more concrete way, being more specific and targeted.

Compliance level: Fully compliant

ET recommendations:

- 1. Mission should be revisited and further improved in. away that allows measuring and to have clear performance indicators, and at the same time to enhance institutional uniqueness.*



b. Strategic planning, governance and administration

The institution has developed strategy and corresponding action plan and it seems to be focused on improving efficient system. The strategy is for the period of five years. Strategic planning was done in collaboration with external stakeholders and they are perceived as valuable stakeholders. The staff being the members of the institutional leadership are committed and with clearly defined roles. Introduction of Vice Rector for Research is a valuable sign of efforts the leadership is putting into institutional and staff development. It seems that both on academic level and administrative level staff is skilled and with international experience, with a good command of English, facts that could positively contribute to the governing system in general. Being fluent in foreign languages and having an international experience could also facilitate to meet strategic goals such as international cooperation and research.

However, the system is saturated with number of procedures and reports, that could easily end up having a more negative than positive impact. In addition, the system organisation does not correspond to the size of the institution and actual governing needs, The number of deans, deputies, assistants etc. is far too big.

The presence of students in decision making bodies is not quite clear. Although it was confirmed that they do participate, it is not quite clear what is actually their role, how they are elected, how many of them etc.

Compliance level: Substantially compliant

ET recommendations:

- 1. It is necessary to restructure the number of meetings, reports and in general to simplify procedures; the system needs to have transparent procedures, but they should not become a burden to the system*
- 2. Governing system needs to be more efficient and suited to the size of the institution; having deans with no faculties is unusual, and not economic*
- 3. The number of people participating in governing and middle management is too high considering the size of the institution and actual needs*
- 4. Strategic planning and corresponding action plan would be more staff friendly and easier to follow and monitor if simplified*
- 5. Students role and presence in decision making bodies, executive bodies and consultative bodies need to be clarified and elaborated*



c. Financial planning and management

Heimerer College is private HE institution with sufficient funding and with realistic annual planning. Oversight and management of the institution's budgeting and accounting functions are carried out by a specialised office responsible to a senior staff member. There is an accurate monitoring of expenditure and commitments against budgets with reports prepared at least once per year. The financing system assures sustainability.

Compliance level: Fully compliant

ET recommendations:

No recommendations

d. Academic integrity, responsibility and public accountability

Academic integrity, responsibility and public accountability is in accordance with standards. Heimerer College is paying a lot of attention to all those issues, and has all the documents that support such an approach. All the staff is familiarised with those documents and support the institutional values. Interestingly, graduates and employers who collaborate with the institutions supported the institutional attitude, and it is observed as a very good example in the context of academic institutions.

In order to support good and talented students, it offers support by employing them and this way facilitate their tuition fees. The Ethics Committee has been established last year and it is quite active addressing different issues raised by students, academic staff and/or administrative staff.

Compliance level: Fully compliant

ET recommendations:

1. *To purchase and start using the tool for plagiarism*



e. Quality management

The institution developed very elaborated quality assurance system, following all the standards. It seems they are very committed to maintain the system of quality and to further develop it. All the stakeholders, academic staff, administrative staff, students are involved, they participate, they are evaluated and there is continuous monitoring, reporting, providing a feed back. As they say, College applies 360/degree assessments process, and within assessment there are different procedures.

Compliance level: Fully compliant

ET recommendations:

No recommendation

f. Learning and teaching

Teaching staff is qualified and has opportunity to attend different trainings for further personal development. They are acquainted with different strategies, and this could be also observed throughout of different programmes offered. All the programmes monitor the procedures and give the feed back. Students evaluations are also regularly administered and academic staff receives the results.

Although modern technology is also used and it is a part of teaching, diversification of teaching methods should be applied. This would put students more in active role and it would be beneficial for their learning experience. Mobility of students is relatively in focus, and although it might be not so easy to achieve it, the College is trying to do its best and to have regular student mobility, in particular spending time in Germany. Nevertheless, it should promote it further.

Compliance level: Substantially compliant

ET recommendations:

- 1. To versify teaching methods*
- 2. To support further student mobility*



g. Research

The fact that research is becoming more important on the institutional level is also the fact that since recently College has a Vice Rector for Research. A research became a part of strategy, institutions is allocating some financing, administrative support is also being developed. Those are all good signs that research is becoming a more prominent component. However, it is still low number of publications, in particular in internationally relevant journals. In order to change it, it is important to develop institutional mechanisms and incentives. Heimerer College has been working on developing partnership with a few European HE institutions. It would be also important to start insisting on research based learning and teaching which will put both students and teachers in different context and will promote more research. The first steps, such as training offered by external experts are done, but it needs to be more systematically implemented and followed up.

Compliance level: Partially compliant

ET recommendations:

- 1. There should be more systematic demand and support for staff to do research and to publish*
- 2. More substantial financing should be devoted for research*
- 3. Research based learning and teaching should be further supported*
- 4. Since the College is focused on professional education, research should be related and applied,; this approach would further improve the quality of education*

h. Staff, employment processes and professional development

The College has established procedures for the employment and they are in accordance with relevant institutional and national documents. Ratio of academic staff and students is relatively good, although there is a still tendency to enroll too many students. And, of course, considering still a significant number of teachers who are only employed as a part time, and with a year contract, it is hard to get a full picture. Staff is supported to obtain additional professional training. While academics are supported to attend different training courses for special skills or go for professional conferences, administrative staff also have an opportunity for life long learning.

There is a relatively low number of staff with PhD, though it seems that many are in a process of obtaining the doctoral degree. However, considering the fact that Heimerer College is



offering mainly professional education and it is applied science college, the existing number of PhD holders is sufficient by the national regulation.

Compliance level: Substantially compliant

ET recommendations:

- 1. To support and increase the number of staff with PhD degree; it is in particular needed if the staff want to be more involved in research (as stated within the institutional strategy)*
- 2. To collect data regularly and to have better presentation of staff, their positions and actual workload (I teaching hours, not only distribution in percentage); this would be more transparent and informative for everyone*

i. Student administration and support services

Admission procedures are transparent, all the information are available and students could easily reach all the needed information. It is impression that College creates a good atmosphere and implements, as they say, open door policy. The College also offers financial support to some limited number of students. Students services are put in place.

Compliance level: Fully compliant

ET recommendations:

No recommendation

j. Learning resources and facilities

The College assured adequate space, with sufficient number of lecture rooms, multifunctional spaces, tele-conferencing, computer rooms, e-platforms. Lecture rooms tend to be old fashioned, with fixed tables and chairs which makes it hard to work in groups or to follow some other kinds of students work.

Facilities for practical work exist, some of them are well organised, some would need an update.



Library has access for e-books and papers, still the system depends too much on individual teacher and his/hers resources. The existing books are relatively modest collection with no sufficient number of recent titles.

Compliance level: Substantially compliant

ET recommendations:

1. *Facilities for practical work need additional furnishing and updating in order to fully support quality education*
2. *Library needs to be updated with recent literature*
3. *Classrooms need to be organized in a way to facilitate more flexible arrangements and to allow more up/date teaching methods and work in groups*

k. Institutional cooperation

The institution has very reach list of cooperation, both within the country and outside. There is tendency to be selective and to choose institutions to collaborate according to the Strategy. Number of institutions are also participating in the training of students. College and its leadership is starting to put more efforts to exchange staff and students.

There is also regular communication with employers, and many of them are participating in different activities and happenings organised by the College.

Compliance level: Fully compliant

ET recommendations:

1. *It would be useful to administer surveys and to collect regular feedback from the employers in order to further improve the education*



Overall compliance:

Standard	Compliance level
1. Public mission and institutional objectives	Fully compliant
2. Strategic planning, governance and administration	Substantially compliant
3. Financial planning and management	Fully compliant
4. Academic integrity, responsibility and public accountability	Fully compliant
5. Quality management	Fully compliant
6. Learning and teaching	Substantially compliant
7. Research	Partially compliant
8. Staff, employment processes and professional development	Substantially compliant
9. Student administration and support services	Fully compliant
10. Learning resources and facilities	Substantially compliant
11. Institutional cooperation	Fully compliant
Overall compliance	Substantially compliant

Expert Team

Chair

Melita Kovačević

(Signature)

(Print Name)

(Date)

Member

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