

# Institutional Accreditation Decision

## Estonian National Defence College

25/03/2015

**The Quality Assessment Council of the Estonian Higher Education Quality Agency** decided to consider the secondary condition to be satisfied and retain the decision of 05.02.2014 to accredit the Estonian National Defence College (Kaitseväe Ühendatud Õppeasutused) for seven years.

05/02/2014

**The Quality Assessment Council of the Estonian Higher Education Quality Agency decided to accredit the Estonian National Defence College for seven years on the following condition:**

By 05.02.2015, the National Defence College must submit to the Council:

- an application plan for the strategy for research and development activities, determining the key areas of research, the staff policy supporting their development and the goals and distribution of funds to achieve these goals; and
- clear requirements of employees in the field of research and development based on the specific nature of their work.

### Assessment Committee

Paul Mitchell - Chairman	Director, Mega Mitchell Consulting Ltd (UK)
Hannu Kiehelä	Director, Training institute of Prison and Probation Services (Finland)
Egils Leščinskis	Rector, National Defence Academy (Latvia)
Hardi Lämmergus	Chief of Air Surveillance Division
Maarja-Liisa Maasik	Student, Estonian Academy of Security Sciences

## Component assessment

Organisational management and performance	Conforms with requirements
Teaching and learning	Conforms with requirements
Research, development and/or other creative activity	Partly conforms with requirements
Service to society	Conforms with requirements

## Strengths, areas for improvement and recommendations

### Organisational management and performance

#### Strengths:

- *The educational institution has a well-organised management structure with clearly defined roles. The strategic planning of the activities of the educational institution is guided by national interests. The activities of the council of the institution of higher education and other academic councils have been organised efficiently.*
- *A positive environment that supports communication and the exchange of opinions between management and staff has been created in the educational institution. Regular surveys are conducted among employees, the results of which reflect the staff's satisfaction with working conditions, the institution's management and the support it provides.*
- *The infrastructure used for studies and recreation at the educational institution is spacious and of good quality.*

#### Areas for improvement and recommendations:

- *The educational institution must involve more representatives of organisations from outside of institutions of higher education in its management councils to improve the institution's abilities in self-analysis and development.*
- *In the interests of the development of the organisation, the educational institution must promote the reciprocal, short-term international mobility of lecturers.*
- *The educational institution must develop indicators which enable the better assessment of the efficiency of the functioning of the institution and the expedience of use of its financial resources.*

### Teaching and learning

#### Strengths:

- *The environment in the institution of higher education is positive and supports students. Relationships between lecturers and students are very good. The well-functioning feedback system plays an important role in creating a positive atmosphere.*
- *Graduates from the educational institution are competitive on the Estonian labour market and employers are satisfied with their qualifications.*
- *The institution of higher education plans the number of student places based on the needs of the Defence Forces, ensuring employment for all graduates.*
- *Development of study programmes is systematic and input from all interest groups is taken into account, including students, future employers and alumni.*
- *Lecturers provide students with immediate and effective feedback. A well-functioning system for resolving complaints has been established.*

Areas for improvement and recommendations:

- *The educational institution must work with the Defence Forces to plan measures to increase the popularity of military professions among women to increase the proportion of female students.*
- *An application plan for integrating English subjects into study programmes must be developed in order to ensure the better preparation of students to work in international military structures.*
- *It is recommended to inform students as far in advance as possible of their future jobs.*
- *The educational institution must continue to plan measures to increase the contact of employees and students with the international environment and to provide opportunities for more talented students to improve themselves outside of Estonia.*

### **Research, development and/or other creative activities**

Strengths:

- *Instruction of the research of students has been well organised in the educational institution and the quality of student research is good. Selection of topics is relevant in the context of the educational institution and the Defence Forces and the instructors themselves often have practical experience in the Defence Forces.*

Areas for improvement and recommendations:

- *The strategy for research and development activities requires a specifying application plan, determining more clearly the key areas of research, the staff policy which supports their development and the goals and distribution of funds to achieve these goals.*
- *In order to achieve the principle set out in the strategy of research and development activities of the institution of higher education, according to which staff must be capable of carrying out research, the institution of higher education must: 1) also encourage employees who only have a military background to obtain the basic skills necessary for research; and 2) pursue closer cooperation with universities and other research institutions.*

### **Service to society**

#### Strengths:

- *The institution of higher education actively and systematically provides activities for the public. Employees from the educational institution participate in the activities of professional organisations, both within the field of management of the Ministry of Defence and outside of it.*
- *The institution of higher education also provides in-service training to institutions which are not governed by the Ministry of Defence.*

#### Further information:

Assessment Report

Self-Evaluation Report