



**European Association for  
Public Administration  
Accreditation**

## **EAPAA Accreditation Committee Evaluation Report**

**Master Programme of Public Economy and Administration, Faculty of Economics and Administration, Masaryk University Brno, Brno, Czech Republic**

Revised Evaluation Report with respect to the request for accreditation of 2 November 2010.

In consideration of the Self-Evaluation Report of the above programme of 18 January 2011, the Site Visit Report of 14 July 2011 of the EAPAA Site Visit Team for this programme, the response of the programme of 10 August 2011 to the draft of the Site Visit Report, the Response to the statements of the EAPAA Accreditation Committee concerning the postponing of the accreditation of ESF MU programmes of 28 June 2012, and the Review of the adjustments of the programme by members of the EAPAA SVT of 22 August 2012,

The EAPAA Accreditation Committee, at its meeting of 8 September 2012 in Bergen/Norway, evaluated this programme against the EAPAA Accreditation Criteria (version 8, September 2011). This evaluation is substituting the previous evaluation, decided in the meeting of 6 September 2011 in Bucharest, Romania. Based on the previous evaluation, the AC in 2011 postponed the accreditation of the Brno programme until it met the following conditions:

1. The programme(s) show that decisions are taken in order to include sufficient content of PA-related study fields into the programme(s).
2. An active policy is implemented in order to make the composition of the core faculty more balanced into the direction of public administration expertise.
3. The titles of the programmes better reflect the content of their programmes, either by making the Public Administration specialisation compulsory in the Master's degree in Public Economy and Administration, or by merging both programmes into one Master's degree in Public Economy.

Following additional information from the programme, a small delegation of the AC visited Brno on April 27-29, 2014. They followed the format of a site visit and had meetings with two vice-deans, with the programme management and core department, and with Faculty and students. All activities of the delegation centred around the question to which extent the problems established at an earlier moment that blocked a full accreditation, had been solved. On the basis of the report on this second visit, the AC concluded that these conditions had been sufficiently met and that accreditation could be awarded.

### **1. Accreditation Criteria**

<b>2. Applicability/Eligibility</b>	
2.1 Domain	Although the Faculty offers two different degree programmes, the content of the two programmes is almost the same. We therefore henceforth speak of one study programme (which is delivered in two study modes: fulltime and parttime). The core field of this common programme of study is "the application of micro-economic analysis on the specific areas of resources

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	<p>allocation under conditions of involuntariness and non-profit with an emphasis mainly on financial (fiscal) issues, with the central category of public sector effectiveness (public expenses).” The aim of the programme is to educate “universal economists for public sector organisations”.</p> <p>Three specialisations are offered: Public Economy, Public Finance, and Public Administration.</p> <p>At issue is whether this Master’s degree programme comes within the remit of Public Administration as a discipline, defined to embrace also Public Management and Public Policy, according to the EAPAA standards. Although the programme covers some elements of Public Administration, Public Management and Public Policy, the predominant focus of it is still on (public) economics. It has to be added that a majority of the students already have a bachelor in Economic Policy and Administration. There is still a need to strengthen the focus of the programme on the domain of Public Administration.</p> <p><b>Note following the second site visit</b></p> <p>The PA and management elements in the programme were enlarged and improved. The developments of textbooks in the national language is an indication for the intentions of this group to develop itself as a strong centre of Public Administration.</p>
2.2 Geography	The Czech republic is a member of the Council of Europe, therefore the programme falls within the jurisdiction of EAPAA.
2.3 Programme longevity	A programme of study in Public Economy and Administration has been in operation for about 20 years and the level 2-structure was introduced in 2001. Thus, more than two cohorts have passed the degree programmes.
2.4 Programme variants and locations	The faculty offers two Master’s degrees with a common programme of study providing three different specialisations (Public Economics, Public Finance, Public Administration) and in two different teaching modes: a full-time variant and a part-time variant with some elements of distance learning (called “combined mode”). The difference of the two modes in terms of content is only marginal. All streams and variants are offered only in one location, the Faculty of Economics and Administration in Brno.
4 Category of accreditation	<p>The Master’s degree programme under review is a Master’s level programme (Bologna level 2 with 120 ECTS) providing education for people with and without working experience and for part-time and full-time students.</p> <p>The Faculty requested in their response of 28 June 2012 to receive accreditation as a “public sector specialisation programme” according to the newly established EAPAA-category. This new category is, however, not appropriate for the Brno-programme as it is meant for specialized institutions, policy fields or public services like e.g. Health Care Management. This programme does not fit into the new category. Therefore, the programme can in principle be accredited as Public administration master level programme (1 or 2 years).</p>
<b>5. Standards</b>	

<p>5.1 Domain of public administration Score: <b>Adequate</b></p>	<p>The Master's degree programme under review has as its primary objective "to prepare graduates to perform the functions of leading economic and administrative professions in the public sector and the non-state non-profit sectors." It aims to offer a multi-disciplinary approach with a public policy-related sectoral Economics orientation across two of the three specialisations offered (Public Economy and Public Finance) and a rather modest Public Administration and Public Management orientation in the Public Administration specialisation.</p> <p>The Master's degree programme under review seeks to prepare graduates for employment related to public services. It offers a comprehensive understanding of Economics and its application to the public sector and to specific public services (such as health, housing, social security, education, culture, and sport). After revision, the programme has a broader focus on the domain of Public Administration (e.g. by offering two mandatory courses on Governance, Public Policy and Public Choice and by re-orientating the sectoral courses more towards Policy Analysis). Core elements of Public Administration, of Public Law and of Public Policy are, however, still somewhat underdeveloped.</p>
<p>5.2 Mission of the programme Score: <b>Adequate</b></p>	<p>From the very beginning, the mission of the Master's programme was to produce "universal economists" who might find their employment place in the newly formed public sector, because of their knowledge of its laws and functioning, their awareness of its specifics, their sensitivity to the social and political aspects, and their capacity to engage in a range of practical activities such as accounting, budgeting and so forth. The revised mission of the Master's programme under review is "to prepare the graduates to perform the functions of leading administrative professionals in the public sector and the non-state non-profit sector."</p> <p>The ambitious mission is rhetorically sound and clear. It provides an excellent framework for a robust programme of study related to Public Administration (broadly defined). The impact of this mission on the development of the curriculum of the Master's degree programme under review could, however, be stronger. In future, this should be evidenced by the exposure students have to Public Administration (both domestic and EU governance and governmental institutional structures and processes), Public Management (both within the traditional Weberian bureaucracy and the New Public Management agenda), and Public Policy (both domestic and EU policy institutions and processes, and cross-disciplinary policy analysis).</p>
<p>5.3 Level Score: <b>Adequate</b></p>	<p>From a formal point of view, the Master's degree programme generally is in line with the international standards of a master degree. There are, however, some doubts if the programme is really able to meet the Dublin descriptor No 1 (Knowledge and understanding). The faculty states in supplement 1 of the SER (p. 2) that "the graduate has extended knowledge and understanding of governance, public sector and public management concepts". With regard to the already mentioned deficits in the area of Public Administration and Public Management, it is hard to imagine that students of all specialisations are achieving such an "extended knowledge". The other international standards, however, seem to be met by the programme.</p>

	<p>The site visit team came to the conclusion based on the content of the self-evaluation report and of the interviews that this criterion is overall met.</p> <p><b>Note following the second site visit</b> The programme and the faculty have been developed during the last three years in terms of balances in the curriculum, the policy contents, the composition of the core faculty and its international orientation. The PA and management elements in the programme were enlarged and improved.</p>
<p>5.4 Practice and internships Score: <b>Adequate</b></p>	<p>The common programme of study offers full-time students the opportunity to undertake a 3-weeks' internship (called "special working experience") during their study period. Part-time students are not expected to do an internship as they have sufficient practical working experience. Students get 4 or 5 credits for such an internship. The internship is, however, not mandatory.</p> <p>As the Master's degree programme under review offers the opportunity to undertake internships, this criterion is met.</p>
<p>5.5.1 Curriculum Content</p>	
<p>5.5.1.1 Core components Score: <b>Adequate</b></p>	<p>After revision, the curriculum now offers at least some core elements of Public Administration. All students have to take the new courses on "Governance and Public Policy" and "Public Choice". The newly introduced course on "Governance and Public Policy" provides necessary knowledge on governance and policy-making but does not much inform about PA. The course on "Public Choice" has a quite strong economical bias, but also offers some "non-economic" aspects. Students of the specialisation "Public Administration" also have a compulsory course on PA. However, the specialisations "Public Economics" and "Public Finance" still have a bias towards Economics. Furthermore, the amended course on administrative law contributes to an improved PA-focus of the curriculum. Finally, the Faculty has restructured the various "Economics of Public Administration"-courses. Most courses now put some emphasis on policy issues. However, a few courses still show an economics' bias (e.g. the course on Public Health). The SVT is also concerned about the fact that almost all course syllabi don't include any internationally recognised articles or books about Public Administration. Most of the mandatory reading is in Czech language and authored by members of the same Faculty.</p> <p>The curriculum of the Master's degree programme under review now meets the basic requirements of the EAPAA's standard concerning the Core Components. There is, however, still some need for further curriculum development, particularly with the aim to strengthen the multidisciplinary and to make the Public Administration and Public Management content compulsory for all students.</p> <p><b>Note after the second site visit:</b> The social science foundations have stayed relatively weak. Political science and sociology are not compulsory, nor as prerequisites, but only elective courses. We advise strongly on a change either of the prerequisites or of the programme itself.</p>

<p>5.5.1.2 Other Components Score: <b>Adequate</b></p>	<p>There are 3 specialisations in the master programme. Within these there are compulsory elective courses, and there are free electives courses. The common curriculum of the two study modes of the Master's degree programme under review is quite similar. The selection of those courses not offered to part-time students is plausible. The Master's degree programme meets this standard sufficiently.</p> <p><b>Note after the second site visit:</b> There is the intention to bring together the specialisations Public Economy and Public Finance in the near future in one specialisation Public Finance. Then there will remain two specialisations: Public Administration and Public Finance. Also that intention is an indication of the course the leadership of the programme likes to follow.</p>
<p>5.5.1.3 Structure and didactics of the programme Score: <b>Adequate</b></p>	<p>The programme of study, which offers three specialisations (Public Economics, Finance, Administration), has the following structure:</p> <ul style="list-style-type: none"> <li>• faculty core courses and programme core courses which are mandatory for all streams/specialisations</li> <li>• compulsory courses in one of the three streams</li> <li>• compulsory elective courses in one of the streams</li> <li>• free electives (from other departments or faculties)</li> </ul> <p>The faculty is using an adequate choice of learning forms, consisting of lectures, seminars, case study work, excursions etc. There is also some variance of interactive teaching concepts, e.g. by employing case studies, group presentations or guest speakers from practice. The number of students in class (about 20-40) is acceptable for such a programme. Also the relation of contact hours to self-organized study time is with about 1:3 in average quite acceptable.</p> <p>The assumption that (full-time) students are occupied with learning about 52 hours per week in the programme is certainly unrealistic (the students themselves estimated a modest 20-25 hours workload). The workload of part-time students needs a fundamental readjustment; it is very unlikely that they can afford the same time budget for their study apart from their job as full-time students.</p> <p>The allocation of credits to courses seems to be plausible. A little confusing is the fact that students receive 24 credits for getting prepared for thesis writing in two "Diploma Thesis Seminars" but only 3 credits for the whole thesis itself. This is not in line with the ECTS workload standards.</p> <p>The didactics, the learning environment and the workload for full-time students are adequate. The workload for part-time students, which is assumed to be the same as for the full-time student, is most probably too high. Generally, the Master's degree programme under review meets this standard.</p>
<p>5.5.1.4 Intake Score: <b>Adequate</b></p>	<p>The programme is consistent to the qualifications of incoming students, as most students come from the Bachelor's programme of the same faculty. Thus, the criterion is met.</p>
<p>5.5.2 Length Score: <b>Complies</b></p>	<p>The length of the programme (120 ECTS) and the study time is consistent with European standards.</p>

	<p>For the segment of part-time students the strict format of 2 years seems to be inadequate. In addition to their job requirements in the public (or private) sector, they are expected to study another 1500-1800 hours a year in the two-year's master programme. This is in fact unrealistic and in contradiction to the ECTS workload standards.</p> <p>The length of the study programme is generally in accordance with the "Bologna format". The time-related requirements for part-time students should be reduced and more emphasis should be given to the achievement of grades and credits within a given larger time frame.</p>
5.5.2 Results Score: <b>Adequate</b>	<p>The realized qualifications meet the intended final qualifications of the Master's degree under review. The qualities of the master theses are adequate on average. The SVT found that some of the theses inspected were quite modest in their theoretical analysis and explanation with very limited references to internationally recognised public administration literature; they focused primarily on practical issues. According to feedback from alumni and employers, the programme meets the expectations of its target group and of the employers.</p> <p>The dropout ratio is different for full-time and part-time students. Whereas the ratio for the first group has decreased over time (it now seems to be around 20%), the ratio for the second group is around 50%. Reasons for the high ratio of part-time students are according to the programme management a too easy admission procedure and too strong tensions between work duties and study load. Furthermore, it is mentioned that the motivation to receive a Master's degree is not as high as to receive with the previous Bachelor's degree an academic degree at all.</p> <p>This criterion has been met by the Master's degree under review.</p>
5.6 Quality Improvement and Innovation	
5.6.1 Programme accomplishment Score: <b>Adequate</b>	<p>The Faculty of Economics and Administration takes the regular evaluation and improvement of teaching processes serious. Quality assurance is an integral segment of the educational process since many years. The evaluation and quality measurement is established mainly on the basis of a questionnaire where students can present their opinions regarding the expectations and satisfaction concerning the content of the course, the pedagogical performance of the lecturer, the efforts to prepare for a course, etc. The faculty has regular meetings with the Dean of the Faculty and with the Heads of Departments who are responsible for the common study programme. The responsible programme management takes action in case of severe underperformance of certain lecturers. Furthermore, the programme offered has been accredited, and was evaluated on a regular basis, by the Czech national accreditation authority.</p> <p>The Faculty and the host Department are regularly evaluating the performance of the programme, so as to identify and implement programme improvements. Thus, the criterion is fulfilled.</p>
5.6.2 Curriculum Development Score: <b>Adequate</b>	<p>The programme management regularly undertakes measures to further improve and to develop the programme under review. The development activities are based on a regular first year's student survey and on the assessment of the debates on the online learning platform of the faculty.</p>

	<p>Furthermore, the Faculty provides a long-term periodic survey of the attitudes and opinions of recently finished students, the so called „fresh graduates“, and the graduates who are already 1 – 3 years in practice. The SVT, however, is of the opinion that the academic leadership for curriculum development might be strengthened and that more external stakeholders (e.g. employers) might be included.</p> <p>The criterion is met by the Master’s degree under review.</p>
5.6.3 External Reviews Score: <b>Complies</b>	<p>The programme is regularly evaluated by the national authority and the faculty has drawn several conclusions from it (e.g. readjustment of workload, course structure etc).</p> <p>The criterion is met by the Master’s degree under review.</p>
5.7 Student Assessment Score: <b>Good</b>	<p>The faculty applies the usual variants of assignments, e.g. written exams, essays, term papers, group presentations or oral exams. The mix of forms seems to be adequate; the degree of multiple choice exams is limited. Students receive feedback on their exams from their lecturers in regular meetings with them. The regulations also demand for a defence of the master thesis which is in a quite traditional way called “state exam”. The state exam is executed by a board composed of professors of the faculty and external experts. It is open to the public.</p> <p>The concept of student assessment is more than adequate and well organised in the Master’s degree under review.</p>
5.8 Programme Jurisdiction Score: <b>Adequate</b>	<p>The programme is well established in the organisation of the faculty. Although the diagrams provided in the SER are not very easy to understand, the SVT gained the impression that the governance structure of the degree programme is acceptable. The primary responsible person for the degree programme is the Head of the Department of Public Economics. The concept of appointing several lecturers as “guarantors” of a course has been assessed positively by the SVT.</p> <p>The jurisdiction of the study programme is adequately organised. The responsibilities are clearly distributed. However, there is some room for improvement.</p>
5.9.1 Faculty nucleus Score: <b>Adequate</b>	<p>The study programme is delivered by 56 members of the Faculty of Economics and Administration. This is a sufficient number of faculty members considering various curricula elements and specialisations offered. In addition, the Faculty also successfully hires practitioners for teaching. Although the situation improved a bit since the site visit in 2011, the composition of the academic staff is, however, still somewhat problematic: The core faculty running the programme consists now out of three professors: Prof. Spalek (Head of Programme), Prof. Nemeč (international professor on fulltime basis), Prof. de Vries ((international professor on parttime basis). Additionally, there is another part-time professor (Prof. Vybihal) who teaches only one elective course.</p> <p>Furthermore, there is a group of six associate professors and a large number of assistant professors involved in teaching of the programme. However, about one third of faculty members are involved only on a part-time basis. When taking off 17 full-time language teachers from the list of faculty members, the share of part-timers increases to 49%, which makes it</p>

	<p>difficult to form and retain a core of the faculty.</p> <p>The teaching faculty has an adequate number of academic staff. However, the major drawback in the composition of the teaching faculty is the lack of full-time committed and respected professors in the field of Public Administration who would be visionaries and leaders as far as both strategic management and everyday functioning of the Department is concerned. Although the core team of assistant professors is highly motivated and professional, there is a need for academic leadership and steering by recognised (full-time) senior faculty. Another weakness relates to the high number of part-time faculty and to the insufficient focus in the fields of Public Administration and Public Policy. The situation has improved with the recent employment decisions, but the faculty composition still needs more attention in the future.</p>
<p>5.9.2 Faculty qualifications Score: <b>Adequate</b></p>	<p>The academic background of the great majority of faculty members is based in the fields of Public Economics and Public Finance as the field of Public Administration has been underdeveloped in the Czech Republic for the last decades. More recently, it has been possible to detect some shifts towards Public Administration and Public Policy in the research interests of faculty members. The following analysis is based on the faculty members other than language teachers. Formal faculty qualifications are as follows:</p> <ul style="list-style-type: none"> <li>• Habilitated doctorates (2 in Public Economics, 2 in Economics and Management, 1 in Economics)</li> <li>• 18 PhDs (13 in Public Economics, 3 in Economic Policy, 1 in Economics, 1 in Financial Law)</li> <li>• 12 faculty members with a MA degree (in Public Economics in most cases)</li> </ul> <p>A great majority of the faculty (more than three quarters) are alumni of the same university, and the same Faculty.</p> <p>Research activities of the Department carry predominantly a national focus. Publications are in most cases in the Czech language. CVs of faculty members do not include articles in non-Czech journals in the ISI Web of Knowledge, and only a very limited number (10-20 articles) have been published in international peer-reviewed journals (in most cases this being the NISPAcee Journal of Public Administration and Policy). The international research grants of the last five years include bilateral partnership with universities from Austria, Poland and Slovakia. The Department has not been able to secure funding from major EU and international research schemes. Research activities of the faculty tend to be overshadowed by teaching obligations. However, faculty members are rather active in national consulting projects. The Department is a well-recognised research centre within the Czech Republic, as many public and private sector organisations have commissioned research from the Department. The Department has been also successful in applying for research grants from the Czech Science Foundation.</p> <p>The teaching faculty cohort has a sufficient number of PhDs, however, these are in most cases awarded by the same Faculty and are biased towards Economics. There is a need for a more heterogeneous academic background of the teaching faculty, including recruitment from other</p>

	<p>universities and from other disciplinary backgrounds (including PhDs in Public Administration). There is also a need for more emphasis on research activities (including publishing in international peer-reviewed journals and participation in international Public Administration conferences) — problems that are well recognised and prioritised by the leaders of the Department. There is also room for a better use of visiting professors by letting them teach full courses, (co-)advising graduate students and co-authoring research papers. The strength of the Department is its recognition by Czech authorities which is reflected in a number of consulting projects with public and private sector organisations. The Department informed in its Response of 28 June 2012 about more recent improvements: It is starting cooperation with European PA programmes, the number of international publications is increasing, and the involvement of researchers in European research programmes has grown. Furthermore, the Faculty has gained international recognition as it has organised the IRSPM conference in April 2013 in Prague.</p>
<p>5.9.3 Diversity: gender and minorities Score: <b>Good</b></p>	<p>There is no discrimination evident on the basis of gender. An adequate ratio can be found regarding the involvement of different gender groups in the implementation of the common study programme. The percentage of women involved in the various academic activities is comparable with the national average. However, the percentage of women diminishes when moving up the hierarchy. The University may consider setting up a special policy in order to increase the number of female staff members on higher-level positions, and to gather information on the representation of other minorities in the academic positions.</p>
<p>5.10 Admission of Students Score: <b>Good</b></p>	<p>The admission policy and procedures are appropriate. Students must either have a Bachelor's degree in Public Economics and Administration (and most have it from Masaryk University) or they must pass a quite comprehensive admission test, consisting of a written test in economics and in Public Economy. The SVT found that the emphasis on economical knowledge in the admission test is quite one-sided. The admission procedures are plausible and correct, although the admission test focuses too much on Economics.</p>
<p>5.11 Supportive Services and Facilities Score: <b>Good</b></p>	<p>The financial resources of the programme seem to be sufficient to conduct effectively the programme under review. The Library at the Faculty of Economics and Administration is generally well equipped. Students and staff have full access to online journals. The selection of books in English language from the fields of Public Administration, Public Management and Public Policy is rather poor and a long list of books currently under subscription included only a very limited number of titles on the above-mentioned fields. Most lecture halls and classrooms are equipped with modern audiovisual equipment that is constantly being upgraded and allows audio and video presentations. The faculty also has three computer labs and two computer rooms for students that are equipped with efficient computers. The programme is supported by an effective e-learning system (LMS). Relevant study materials can be found at the website of the various courses. The system informs students about all relevant issues of their</p>

	<p>study, including lectures, seminars, exams etc.</p> <p>Conclusion: The Faculty of Economics and Administration has new and very modern facilities and equipment. The quality of equipment is high and meets the expectations of the students. The supportive service - especially IT equipment – is very good. The main drawback is a shortage of internationally recognised books on Public Administration in the library. The infrastructure fits into the needs of the programme.</p>
5.12 Student Services Score: <b>Good</b>	<p>Students can enjoy the services of a Counselling Centre and of a Career Centre.</p> <p>The alumni association (of the whole Masaryk University) offers graduates the opportunity to maintain contacts to their faculty. The whole cooperation with alumni takes place at university level; there are no additional specific activities of the Faculty of Economics and Administration. The faculty offers annually an excursion to Central Government institutions in Prague and twice a semester field trips to regional public sector organisations.</p> <p>Conclusion: University and faculty offer the relevant services in an appropriate manner. The dropout ratio of part-time students is extremely high and needs more attention in future.</p>
5.13 Public Relations Score: <b>Good</b>	<p>The faculty or university provide the usual media to inform about the programme. There are flyers and brochures and there is an informative website. They are also advertised in the relevant media and represented at the major educational fairs in the country.</p> <p>Conclusion: Information about the Master's degree under review is of high quality and accessible through different communication channels. Potential students can become well informed about the various study programmes. Information is presented in all the main advertising media and is specially designed for the target group.</p>
<b>6 Additional Criteria</b> Score:	None

## 2. Conclusion

The Master Degree programme under review is doubtless a promising, well-established and recognized academic study programme in the Czech Republic. With few exceptions, it fulfils the internationally valid criteria of a university programme in Public Administration. The scientific level of teaching is appropriate; the teaching staff is highly committed and is using modern didactical tools.

The Accreditation Committee found that the study programme has several very positive features that exceed the respective basic evaluation standard, namely, student assessment; students' admission; support services and facilities; student-related services; and public relations. However, the Accreditation Committee identified three more problematic aspects: The domain, the curriculum structure, and the faculty composition and orientation. Although broadened after the 2012 revision, the focus of the programme is a bit one-sided on "Public Economics". Other disciplines and fields of Public Administration, Public Management and Public Policy are still not as much in the centre as desirable. The Accreditation Committee is of the opinion that a mandatory introductory course in public administration for all students would be an essential improvement of the programme.

Furthermore, law and political science could be more visibly represented in the mandatory part of the programme. The Accreditation Committee is also concerned about the composition and orientation of the core faculty: The majority of academic staff has a background in Economics and they have graduated from the same Faculty where they now teach. There is a need to diversify the sources of academic qualifications and to refresh the teaching faculty pool. Despite the recruitment of two internationally recognized scholars, the involvement of full-time professors into the academic leadership and steering of the programme can be improved. Finally, faculty can continue its already initiated efforts to become more internationally visible and to intensify their participation at international conferences and to publish more extensively in international journals.

The Accreditation Committee does not follow the request of the Faculty to receive accreditation with regard to the newly established EAPAA-category of a “public sector specialisation”. It found that the Master’s Degree programme offered by the Faculty is a genuine “Master of Public Administration”.

### **Conclusions after the second site visit**

The programme and the faculty developed in the right direction during the three years since the original site visit. This concerned the balance in the curriculum, the policy contents, the composition of the core faculty and its international orientation. The PA and management elements in the programme were enlarged and improved. The developments of textbooks in the national language is an indication for the intentions of this group to develop itself as a strong centre of Public Administration.

The programme is obstructed by national rules and Faculty decisions. The national rules tend to defend the status quo: established disciplines function as a kind of closed shop, keeping new ones outside. A PhD in Public Administration is still impossible in the Czech Republic. But the good story is that there are developments in the desired direction. This program is a reference programme in these developments.

The Faculty of Economics functions as a kind of glove for the programme that does not fit very well. There are all kind of conditions of the Faculty about the content of the programme than have little or nothing to do with a good Public Administration program. On that level international developments in social sciences seem to be missed. The key misunderstanding of the Faculty is to consider public administration and public policies exclusively as an economic problem. Examples of these conditions are the obligatory courses in Micro and Macro Economics on the Master level, after students already had courses in these subjects on the bachelors level.

The social science fundamentals stayed relatively weak. Political science and sociology are not compulsory, nor as prerequisites, but only elective courses. We advise strongly on a change either of the prerequisites or of the program itself.

The titles of the courses are much more adequate to the contents than earlier. The content of a number of courses shows also a trend toward a more public policy orientation. The list of compulsory readings is impressive, balanced, comprehensive and up to date.

The system of internships and compulsory practice plays an important role in the programme. It is well-organised and reflects the possibilities for intensive networking with the PA institutions. The programme is beginning to function as a kind of knowledge centre for its practice environment. In that way the programme has developed its own network, at a distance of that of the Faculty. Originally also the international orientation was a point of discussion. But this point was considered settled after the last letter on behalf of the site visit team. The internationalization of the programme and the activities of the teachers are visible, which is a positive sign of their desired development. The students were motivated, intelligent and energetic ones. The faculty is a mixture. It includes a number of persons specialised in one or another economic theme and not able nor inclined to leave

their economic niche. The relatively young average age of the faculty is a positive promise for the future.

**Based on the initial evaluation, the EAPAA Accreditation Committee conditionally accredited the programme of a Master in Public Economy and Administration for a period of 3 years. After receiving additional information and having conducted a second Site Visit, the Accreditation Committee granted unconditional accreditation until 2019.**