



# SUMMARY REPORT OF THE EXTERNAL EVALUATION

of the cluster of educational programmes in

«State and Municipal Management» (38.03.04, 38.04.04),  
«Business Information Technology » (38.03.05, 38.04.05),  
«Customs Affairs » (38.05.02),  
Further education programme « Manager of State and  
Municipal Service »,

delivered by the Federal State Autonomous Educational  
Institution of Higher Professional Education "North-  
Caucasian Federal University"

While preparing this Summary Report we used information from the Self-Evaluation Report and the Report on the External Review of the cluster of educational programmes in «State and Municipal Management» (38.03.04, 38.04.04), «Business Information Technology» (38.03.05, 38.04.05), «Customs Affairs» (38.05.02), Further education programme «Manager of State and Municipal Service» delivered by the Federal State Autonomous Educational Institution of Higher Professional Education "North-Caucasian Federal University".

The presentation document for the use by the National Accreditation Board.

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## GENERAL INFORMATION ON EDUCATIONAL INSTITUTION

Full name of the educational institution	<i>Federal State Autonomous Educational Institution for Higher Professional Education "North-Caucasian Federal University" (NCFU)</i>
Founders	<i>Ministry of Education and Science of Russian Federation</i>
Year of foundation	<i>1971 – Stavropol Polytechnic Institute 1994 – Stavropol State Technical University 1999 – North-Caucasus State Technical University 2011 – Federal State Budgetary Educational Institution of Higher Professional Education North-Caucasian State Technical University 2012 – Federal State Autonomous Educational Institution for Higher Professional Education "North-Caucasian Federal University"</i>
Current state accreditation status:	
Type	<i>Educational institution of higher professional education</i>
Location	<i>Russia, 355029, Stavropol, Pushkin Str. 1</i>
Rector	<i>Levitskaya Alina, cand. of philol. sc., assistant professor</i>
License	<i>Series 90Л01 №0000357 reg. No. 0328 dated 06.09.2012, permanent</i>
State Accreditation	<i>Certificate of State Accreditation No. 0929 dated 21.03.2014, valid till 21.03.2020</i>
Number of students	<i>20277 including: full-time 23168 part-time 12475  part-time 124 externship 10569</i>

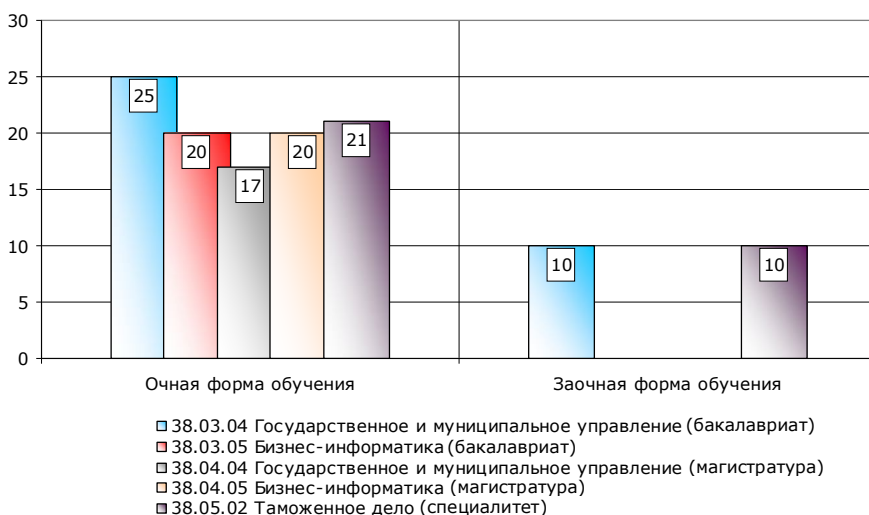
## INFORMATION ON THE EDUCATIONAL PROGRAMMES UNDERGOING ACCREDITATION

Educational programmes	<i>«State and Municipal Management» (38.03.04, 38.04.04), «Business Information Technology» (38.03.05, 38.04.05), «Customs Affairs» (38.05.02), Further education programme « Manager of State and Municipal Service»</i>
Level of training / Standard period of training	<i>Bachelor's degree programme / 4 years Master's degree programme/ 2 years Specialist's degree programme /5 years</i>
Structural subdivision (head)	<i>Institute of Economics and Management (Ushvitsky Lev, Doctor of Economics, professor)</i>
Major Departments (heads)	<i>Department of State and Municipal Management (Kalugina Svetlana Nikolaevna, Doctor of Economics, senior lecturer) Department of Business Information Technology (Korolev Vitaly Alexandrovich, Doctor of Economics, professor) Department of Economics and International Trade, Finance and Credit (Gorlov Sergey Mikhailovich, Doctor of Economics, professor)</i>
Date of the site visit	<i>17-19 November 2015</i>
Person responsible for public accreditation of the study programme	<i>Vice Rector for Academic Affairs Shipulin Valentin Ivanovich</i>

## SAMPLING RESULTS OF THE PROJECT "THE BEST EDUCATIONAL PROGRAMMES OF INNOVATIVE RUSSIA"

Indicators	2015
<b>Cluster of educational programmes «State and Municipal Management» (38.03.04, 38.04.04), «Business Information Technology» (38.03.05, 38.04.05), «Customs Affairs» (38.05.02)</b>	
Number of the given programmes in the RF	1411
Number of higher educational institutions to offer the given programmes	573
Number of programmes – winners of the project (% from total amount of these programmes offered in the RF)	69 (4,89%)
<b>Stavropol Region</b>	
Number of the given programmes offered in the region	40
Number of programmes – winners of the project (% from total amount of these programmes offered in the region)	5 (12,5%)
Number of higher educational institutions and branches in the region	68
Total number of programmes offered in the region	1196
Total number of programmes – winners of the project (% from total amount of these programmes offered in the region)	72 (6,02%)

### REFERENCE DATA ON STUDENT ENROLLEMENT FOR EDUCATIONAL PROGRAMME



## **ACHIEVEMENTS OF THE EDUCATIONAL PROGRAMMES**

### **The quality of educational programs' implementation**

The evaluation of the quality of students' training is performed on the basis of the entrance exams analysis, formative and summative assessment in all disciplines of the curricula, and the final state attestation of graduates.

The analysis of academic progress has shown that the progress of undergraduates and graduates remains stable: from 75 to 84 %, the grade point average is 4,0-4,3.

### **Providing up-to-date contents of education**

Major educational programmes are developed in accordance with the international education standards in the fields of economics and management. These programmes also take into account national and regional priorities for innovative economic development, the general philosophy of the University, its traditions and schools of thought, general developments in education, requirements of national and international job markets as well as professional communities.

The process of interacting between employers and the University is based on contractual relationships. Students' internship programmes are carried out in the state-owned companies, organizations and institutions.

### **Competency of the teaching staff**

97 % of the teaching staff are academic degree holders. Doctors of Economics, professors are in charge of all the departments implementing the educational programmes under accreditation.

Over the past five years the teaching staff of the departments have taken part in 138 programmes of further education. 38 % of the staff have working experience in the sphere of state and municipal management, business information technologies and customs affairs. Staff members are winners of various exhibitions and competitions as well as holders of governmental awards, badges of honor, certificates from ministries and major organizations of the North-Caucasian Federal District. They all are authors of text books, teaching manuals and guidelines.

### **Independent assessment of the students' level of knowledge**

The students of the Programmes under accreditation have regularly taken part in the project "The Federal State Exam in the Sphere of Higher Education".

According to the analysis, based on the results of students' tests within FEPO-16 and FEPO-17 in 2010-2013, there are 75-93% of students who have mastered 100% of teaching units from the general humanitarian and social-economic, general mathematics and professional cycle.

As provided by the education results' estimation model "Internet examination: competence approach", the percentage of students, whose competence is not below the second level, is 73%.

## Research

The results of the teachers' research activity are presented at conferences of different levels, published in journals, including peer-reviewed HAC, and foreign editions. Since 2009 894 articles have been published in leading journals included in the quotation system RSCI. The average number of citations per teacher is 8.3.

Research results are actively implemented in teaching. Over 40 monographs in different subject areas of the programmes have been published by the teachers since 2009.

Teachers carry out research activities on a grant, the state budget and contract basis. Over the past 6 years they won grants totaling 3,5 million ruble.

The Institute of Economics and Management regularly organizes research and practice conferences. Students under the guidance of the professors of the departments participate in international, national, regional research conferences and round tables, as well as take part together with professors of the department in organization and realization of the department's research activities.

There is Research and Education Center "Integrated Studies of the Development Problems of Regional Economy" (ISDPRE), Autonomous Nonprofit Organization "Center for Innovations' Development in Education and Science" (center "RION"), the Regional Research and Education Center "Socio-economic and Political Security of the Region."

## Material and technical resources

Training undergraduate and postgraduate students in the programme cluster 38.00.00 Economics and Management is provided with sufficient material and technical resources. All curricular disciplines are fully provided with teaching and learning materials. The following modern software products are used in the academic process: Expert Systems Эксперт Project Expert, Statistical Base for Windows v.12 English/v.10 Russian, AnyLogic Educational Konsi –Swot Analysis, Expert Audit Expert, «Banking Analyst», 1С:Предприятие 8, «Альта-Максимум-PRO» and others.

The computer classes have in place a video library of 115 discussion films and video cases, which makes it possible to conduct interactive individual and group classes with students.

## Employability of graduates

The demand for graduates of the cluster of programmes in Economics and Management for the past 6 years has been consistently high with an average of 87,6%. The number of applications from employing organizations on employment of graduates from the departments in the



profile of their training is on average 59,6%. The percentage of employed graduates in the profile of their training of the total number of graduates is on average 62%.

The students and the staff of the Institute take an active part in the organization and conducting the inter-regional human resource forum "Human Resource Management in the Framework of the Competence Approach to the Training of Personnel; national trends and regional issues", Career orientation days and Vacancy fairs.

### Academic mobility of students

Academic mobility is one of priority directions of enhancing the Institute's performance.

Bachelor and Master students of the departments participate in international academic exchange programmes of international academic exchange Erasmus Mundus Multic II and are scholarship holders of European universities, funded by the European Union.

### International projects

Members of the research and teaching staff of the Institute are working closely with leading international research and educational institutions: VU University in the Netherlands (Amsterdam), International Academy of Management and Technology (INTAMT, Germany), the Institute of Economics of NAS of Belarus (Minsk, Belarus), University of Opole (Poland), the fund FORMIT (Italy), Institute of Cisco (California, USA), University of La Sapienza (Rome, Italy) and others.

The departments of the Institute have intensive international activities through participation in the following projects: Project TEMPUS IV, «TUNING RUSSIA» "Setting Education in Russia", a joint grant RHSF and BRFFR "Socio-economic diversity as a factor in the stabilization of the economic development of the Republic of Belarus and the North Caucasus Federal District of Russia in the post-crisis period".

## EXTERNAL REVIEW PANEL



**Marius Sorin Dinca** (Romania)

Review chair, foreign expert

*Assistant professor at the Faculty of Economics, Transilvania University of Brasov (Romania), licensed economist, PhD in Economics, accredited member of ARACIS, member of Romanian National Council for Research in Higher Education (CNCSIS), member of International Economic Council in Atlanta (USA), member of the European Association for Comparative Economics*

A nominee of the Romania Agency for Quality Assurance in Higher Education (ARACIS)



**Olga Naumova** (Russia)

Deputy review chair, Russian expert

*Doctor of Economics, associate professor, Vice Rector for Academic Affairs and Education Quality, the Volga Region State University of Service*

A nominee of Craft Guild of Chefs in the sphere of professional education



**Polona Tominc** (Republic of Slovenia)

Panel member, foreign expert

*PhD in Economics, professor, Deputy Dean, Faculty of Economics and Business, University of Maribor, expert of the Slovenian Quality Assurance Agency, member of the European Consortium for Accreditation (ECA), member of European Council for Business Education (ECBE) (Republic of Slovenia)*

A nominee of the Slovenian Quality Assurance Agency



**Zhanna Ustimenko** (Russia)

Panel member, representative of employers

*Deputy Minister, Ministry for Economic Development of Stavropol Krai*

A nominee of the Ministry for Economic Development of Stavropol Krai



**Yulia Sotnikova** (Russia)

Panel member, representative of students

*4th year student of the Faculty of Accounting and Finance, member of the Student Committee on the Quality of Education, Stavropol State Agrarian University*

A nominee of Stavropol State Agrarian University

# COMPLIANCE OF THE EXTERNAL REVIEW OUTCOMES WITH THE NCPA'S STANDARDS

## STANDARD 1. Policy (mission, vision) and procedures for quality assurance

Compliance with the standard: **substantial compliance**

### Good practice

Each study programme of the cluster has clearly formulated goals and objectives. The documents regulating the contents, organization and quality of the educational process are developed and approved.

The staff of the departments, alumni, and representatives of professional communities are involved in the development of the programmes. The final versions of the programmes are signed by the Heads of the departments and representatives of employer organizations and are considered at the Academic council of the University, after which they are approved by the Rector.

The quality of the programme and qualifications are ensured by final assessment results; control over development and contents of the study programmes, syllabus design; the use of electronic library system, which is available to all students.

### Areas for improvement:

- It is recommended to establish Boards on study programme quality comprised of Heads of the departments, teachers, senior students, graduates, and employers for quality enhancement of the programmes, methods for effectiveness evaluation, and their relevance for the region's economy.
- Practice-oriented study programmes should be developed, which could meet the demand for qualified personnel for implementing the Development strategy of the Region.
- The mission of the Institute of Economics and Managements needs updating and amendment in order to include educational, research and quality assurance aspects.
- An annual monitoring of the mission should be conducted with the subsequent relevant adjustment.

## **STANDARD 2. Approval, monitoring and periodic review of educational programmes**

Compliance with the standard: **substantial compliance**

### Good practice

The panel states that the curricula and course programmes are annually reviewed according to the objectives and learning outcomes of the educational programme: such areas as the content of the course programme, methodological materials supporting the implementation of the educational technology with regard to the development of science and technology.

The University regularly conducts surveys of students and employers to identify the areas for improvement of study programmes.

The system of cyclical internal and external evaluation of study programmes and the effectiveness of their implementation is in place.

The study programme in State and Municipal Management was pronounced the winner of the competition in Economics and Management 2014 organized by the Voluntary Economic Association of Russia (VEA of Russia) in cooperation with the State Duma of the Federal Assembly of the Russian Federation and the International Academy of Management.

### Areas for improvement:

- Surveys of students and employers on the effectiveness of the programmes should be conducted at least two times a year.
- The system of quality evaluation of the programme by students should be improved.

## STANDARD 3. Assessment of student learning outcomes / competencies

Compliance with the standard: **substantial compliance**

### Good practice

Educational programme "State and Municipal Management" (38.03.04) underwent a successful independent evaluation within the project «Federal internet examination in the sphere of professional education» (Certificate of Quality № 2015/2/107 от 13.11.2015)



The procedure for formative and summative assessment of student learning outcomes/competencies is regulated by the documents approved by appropriate structural units.

The monitoring of students' performance is being conducted on a regular basis. The students' performance is assessed on the results of their academic and research activities.

Students participate in University, republican and national conferences and olympiads. They are involved in research work, which is conducted at the Institute of Economics and Management.

Graduates are given a chance to continue their education in master's and PhD programmes.

NCFU in cooperation with employers succeeds in employability of graduates, which is on average, 59,6 %.

### Areas for improvement:

- It is recommended to continue work on concluding cooperation agreements with foreign universities in the sphere of student international mobility.
- It is necessary to improve the forms and methods of foreign language teaching and to enhance proficiency in English.
- It is recommended to develop a double degree programme.
- It is advisable to develop e-learning including distance technologies of assessment of learning outcomes.

## **STANDARD 4. Quality assurance and competencies of teaching staff**

Compliance with the standard: **substantial compliance**

### **Good practice**

The programmes are taught by highly qualified professional teachers. 97 % of the teaching staff are academic degree holders. 64 teachers with practical and consulting experience are involved in the teaching process (36% of the total staff).

The human resource policy of the University agrees with its strategy goals in providing training quality of specialists.

For the last 6 years the Institute won several grants for the total amount of 3,5 ml. rubles and fulfilled research work for the amount of 17,5 ml. rubles.

Since 2010 894 articles have been published in the journals included in the RISC citation system. The average citation number per teacher is 17, 6, and the average Hirsh index is – 2, 5.

There is a rating system in the University, which annually identifies the rating of each teacher leading to stimulation awards.

The teaching staff have opportunities for professional development.

There are mobility programmes for teachers.

### **Areas for improvement:**

- It is necessary to create conditions for the teachers to learn foreign languages and get certificates in the foreign language proficiency.
- Conditions should be created for recruitment of teaching staff from other universities, especially from abroad.
- It is recommended to increase the participation of teachers in developing and implementing projects initiated by the organs of power of Stavropolsky Krai.

## **INFORMATION ON THE LEADING TEACHERS OF THE EDUCATIONAL PROGRAMMES**

### **Kalyugina Svetlana**

*Doctor of Economics, assistant professor, Winner of the RF Government Prize in Education, Deputy Director on training activity of The Institute of Economics and Management, professor of Department of «Theory of Management, State and Municipal Administration»*

### **Korolyov Vitaly Alexandrovich**

*Doctor of Economics, professor, Head of the Department of Business Information Science*

### **Glazkova Irina Yuryevna**

*Candidate of Economics, senior lecturer at the Department of Business Information Science*

### **Galstyan Armen Shagenovich**

*Candidate of Economics, senior lecturer at the Department of Business Information Science*

### **Golubeva Tatyana Gennadyevna**

*Doctor of Political Sciences, professor at the Department of State and Municipal Management*

### **Vorontsova Galina Vladimirovna**

*Candidate of Economics, senior lecturer at the Department State and Municipal Management, the "RF Government Award in Education" recipient*

### **Krivokora Evgenia Ivanovna**

*Candidate of Economics, senior lecturer at the Department State and Municipal Management, the "RF Government Award in Education" recipient, Honorary Worker of Higher Education*

### **Gridina Tatyana Alexeevna**

*Candidate of Economics, senior lecturer at the Department of State and Municipal Management*

### **Pankova Ludmila Nikolaevna**

*Candidate of Economics, senior lecturer at the Department of State and Municipal Management*

### **Savchenko Irina Petrovna**

*Candidate of Economics, senior lecturer at the of Department of State and Municipal Management*

### **Nedvizhai Svetlana Victorovna**

*Candidate of Economics, senior lecturer at the Department of State and Municipal Management*

### **Kravchenko Alexander Victorovich**

*Doctor of Economics, professor at the Department of Economic Theory and World Economics*



**Tymbalenko Sergey Vasilievich**

*Doctor of Technical Sciences, professor at the Department of Economic Theory and World Economics*

**Yakubova Ella Valentinovna**

*Candidate of Economics, senior lecturer at the Department of Economic Theory and World Economics*

## **STANDARD 5. Learning resources and student support**

Compliance with the standard: **substantial compliance**

### **Good practice**

The material and technical resources of the Institute of Economics and Management are sufficient for the provision of all kinds of theoretical and practical education and training, conducting research required by the curriculum.

The University is supplied with sufficient up-to-date library and information resources. Students have access to information resources and data bases including foreign electronic and multi-media texts books. All dormitories have free unlimited WI-FI.

The University has provided conditions for life long learning. There is student social support in different areas: medical service, living conditions, catering, sports and recreation.

Undergraduate and post graduate students are educated and trained in close collaboration of major departments and base companies and organizations. There is on-going work on establishing major departments at these companies.

The feedback from students on their satisfaction with conditions and organization of the academic process is received by way of personal application to the administration of the University at the NCFU site, through tutors and student self-governing bodies, student public organizations, through surveys conducted by the University Centre of sociological studies.

### **Areas for improvement:**

- It is recommended to re-organize the library service system on the principle of free access.
- It is necessary to create conditions for accessible learning environment for special need students.
- It is recommended to develop an on-line pool of assessment tools for self control of the level of knowledge and competencies.

## **STANDARD 6. Information system providing effective implementation of the study programme**

Compliance with the standard: **full compliance**

### **Good practice**

The key indicators data on the quality of education are available to the faculty members within the limits of their competence and authority. The available data are based on integrated automated control system (IASU-VUZ) which compiles a common database. This database is centrally controlled, automatically updated and distributed between the University subdivisions by common University corporate information network. The system allows to trace every student's path beginning from application package and admission to the University to obtaining the Diploma and graduation. It also follows the stages of professional teaching and research activity of the faculty members.

Highly detailed database of integrated automated control system VUZ offers unlimited possibilities for the statistical analysis of information and monitoring of the learning process quality.

The system is supplied with a handy tool set. For example, e-journal on eCampus system allows to monitor the learning activity of every student in the real-time mode, to create a database on his/her completion of the current academic workload both curricular and extra-curricular. The system provides access to this information to the student.

Using intranet both students and teachers get access to learning and teaching materials and learning guides necessary for the academic process at the University. The number and scope of available educational and methodological materials are actively elaborated.

### **Areas for improvement:**

- The system of benchmarking should be developed.

## **STANDARD 7. Public information**

Compliance with the standard: **substantial compliance**

### **Good practice**

The data on the quality and achievements of the cluster of bachelor, master and specialist study programmes are published on the University official website, monthly university paper Universitetsky Vestnik of the North Caucasus Federal University (University Reporter), information booklet of NCFU with details on the delivered study programmes, regional and national periodicals. The University maintains its official profiles on Vkontakte, Twitter and Facebook. News and relevant information is updated daily.

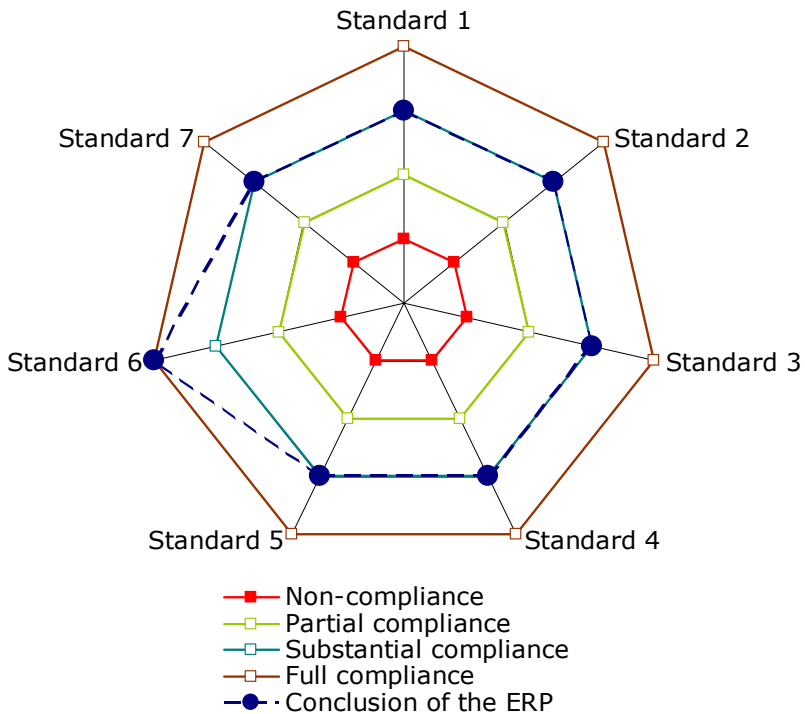
The Institute maintains close cooperation with the employment agency, organizations and enterprises. It regularly monitors current and prospective demand for qualified personnel in terms of jobs and qualifications. The Institute is actively involved in organizing career days and recruitment fairs.

The community is informed on students' employability through cooperation with professional public organizations: Chamber of Commerce and Industry of Stavropol Territory, All-Russian Non-governmental Association of Small and Medium Entrepreneurship Opora Rossii (Russian Pillar of Support), non-profit partnership of President Programme alumni Stavropol Association of Managers, Non-governmental Educational Institution of Further professional education Diplomat, regional branch of Stavropol Territory employers Congress of Stavropol Business Community and others.

### **Areas for improvement:**

- It is recommended to annually publish a self-evaluation report on quality and contents of the delivered study programmes.

## DISTRIBUTION DIGRAM OF THE EXTERNAL REVIEW OUTCOMES



Standard 1. Policy (mission, vision) and procedures for quality assurance  
 Standard 2. Approval, monitoring and periodic review of programs and qualifications

Standard 3. Assessment of student learning outcomes / competencies

Standard 4. Quality assurance and competencies of teaching staff

Standard 5. Learning resources and student support

Standard 6. Information system providing effective implementation of the study program

Standard 7. Public information

## CONCLUSION OF THE EXTERNAL REVIEW PANEL

Based on the self-evaluation report analysis, documents and data submitted, interviews with representatives of professional communities, students, post graduates, doctorate students, staff and administration of the educational institution the External Review Panel has come to the conclusion that the study programmes «State and Municipal Management» (38.03.04, 38.04.04), «Business Information Technology» (38.03.05, 38.04.05), «Customs Affairs» (38.05.02), Further education programme « Manager of State and Municipal Service» delivered by the Federal State Autonomous Educational Institution of Higher Professional Education “North-Caucasian Federal University” substantially comply with the standards and criteria of public accreditation of the National Centre for Public Accreditation.

The Panel recommends the National Accreditation Board to **accredit the study programmes «State and Municipal Management» (38.03.04, 38.04.04), «Business Information Technology» (38.03.05, 38.04.05), «Customs Affairs» (38.05.02), Further education programme « Manager of State and Municipal Service» delivered by the Federal State Autonomous Educational Institution of Higher Professional Education “North-Caucasian Federal University” for the period of 6 years.**

## SCHEDULE OF THE SITE VISIT OF THE EXTERNAL REVIEW PANEL

Time	Activity	Participants	Venue
<b>November 16, Monday</b>			
Throughout the day	Meeting of the External Review Panel (ERP) members, coordinators of the review of the educational programmes at the Stavropol airport		
<b>November 17, Tuesday</b>			
07.00 – 08.30	Breakfast at "Eurohotel"		
08.30	Transfer to the HEI		
08.45	Arrival at North-Caucasus Federal University (NCFU)		Academic Building №2, Room121
09.00 – 11.00	<b>Meeting of the ERP and coordinators of the study programmers (ERP briefing)</b>		Academic Building №2, Room121
11.00 – 11.30	Break		
11.30 – 13.00	<b>Meeting of the ERPs with university administration</b>	ERP, university administration, heads of structural subdivisions, chairs of major departments,	Academic Council Conference Hall, 218
13.00 – 14.00	Lunch		University Café
14.00 – 15.00	<b>Excursion around the university (visiting classes, libraries, exhibition of monographs, textbooks, etc.)</b>	ERP	Library, Main Building
15.00 – 15.30	Transfer to Building №7; 9 , M. Zhukov Str.		
15.30 – 16.30	<b>Meeting with the Institute's Director and chairs of the departments</b>	Director of the Institute of Economics and Management (IEM), Deputy Directors, chairs of the Departments, ERP	Academic Building of the Institute of Economics and Management (IEM), 9 M. Zhukova St., 7-308
16.30 – 17.00	Work with documentation	ERP	Hall 1 (8), 133b, Lenina St.
17.00 – 18.00	<b>Meeting with representatives of professional community</b>	Representatives of professional community, ERP	Conference Hall of the Chamber of Control and Accounts of the Stavropol District, 6, Bulkina St.
18.00 – 18.30	<b>Internal meeting of the ERP</b>	ERP	Academic Building of IEM, 133b, Lenina St.

Time	Activity	Participants	Venue
19.15	Dinner at "Eurohotel"		
<b>November 18, Wednesday</b>			
07.00 – 08.30	Breakfast at "Eurohotel"		
08.30	Transfer to the HEI		
08.45	Arrival at NCFU		Academic Building of IEM, №8, Room 205
09.00 – 10.00	<b>Meeting with students</b>	Students, ERP	Academic Building of IEM, №8, Room 205
10.00 – 10.30	Internal meeting of the ERP	ERP	Academic Building of IEM, №8, Room 205
10.30 – 11.30	<b>Attending classes</b>	ERP	Academic Building of IEM,
11.30 – 12.30	Internal meeting of the ERP.	ERP	Academic Building of IEM, №8, Room 205
12.30 – 13.30	Lunch		University Café
13.30 – 14.30	<b>Meeting with teaching staff</b>	Teaching staff, ERP	Academic Building of IEM, №8, Room 205
14.30 – 15.00	Internal meeting of the ERP	ERP	Academic Building of IEM, №8, Room 205
15.00 – 16.00	<b>Meeting with alumni</b>	Alumni, ERP	Academic Building of IEM, №8, Room 205
16.00 – 17.00	Internal meeting of the ERP.	ERP	Academic Building of IEM, №8, Room 205
17.00 – 18.00	Guided tour of Stavropol		
19.15	Dinner at "Eurohotel"		
<b>November 19, Thursday</b>			
07.00 – 08.30	Breakfast at "Eurohotel"		
08.30	Transfer to the HEI		
08.45	Arrival at NCFU		Academic Building of IEM, №8, Room 205
09.00 – 11.30	Internal meeting of the ERP: discussion of preliminary results of the site visit, preparation of the oral report of the panel	ERP	Academic Building of IEM, №8, Room 205
11:30 – 12:00	Transfer to Academic Building №2; 1, Pushkin Str.		
12.00 – 13.00	Lunch		University Café
13.00 – 15.00	<b>Closing meeting of the External Review Panel with the representatives of North-Caucasus Federal University</b>	ERP, university administration, chairs of the major departments,	Academic Council Conference Hall, 218
15.00	Departure		