



Republika e Kosovës
Republika Kosova - Republic of Kosovo



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

***AAB COLLEGE
FACULTY OF NURSING
MSC STUDY PROGRAM IN HEALTH MANAGEMENT***

RE/ACCREDITATION

REPORT OF THE EXPERT TEAM

June 2022



Republika e Kosovës
Republika Kosova - Republic of Kosovo

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



TABLE OF CONTENTS

Contents

TABLE OF CONTENTS	2
1. INTRODUCTION.....	3
1.1. Context.....	3
1.2. Site visit schedule	3
1.3. A brief overview of the institution and program under evaluation	5
2. PROGRAM EVALUATION	6
2.1. Mission, objectives and administration	6
2.2. Quality management.....	8
2.3. Academic staff.....	11
2.4. Educational process content	13
2.5. Students	18
2.6. Research.....	20
2.7. Infrastructure and resources.....	22
3. OVERALL EVALUATION AND RECOMMENDATION OF THE ET	25
4. APPENDICES (if available)	Erreur ! Signet non défini.



Republika e Kosovës
Republika Kosova - Republic of Kosovo



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

1. INTRODUCTION

1.1. Context

Date of site visit: APRIL 13 2022

Expert Team (ET) members:

- Prof.dr.sc. Luc Hittinger, ET Chair
- Assist. Prof. Mikus Dubickis, Ph.D.

Coordinators from Kosovo Accreditation Agency (KAA):

- Ilirjane Ademaj Ahmeti ; KAA Senior Officer
- Arianit Kranisqi KAA Senior Officer

Sources of information for the Report:

- Self Evaluation report “MSC Study Program Health Management” January 2022
- Syllabi
- Staff CVs (Full time, part time)
- Annexes

Criteria used for program evaluation:

- Standard & performance indicators for external evaluation according to the accreditation Manual of KAA

1.2. Site visit schedule

Programme Re-accreditation Procedure at AAB College	
Programme:	Health Management, MSc
Online site visit on:	April 13, 2022
Expert Team:	<ul style="list-style-type: none">• Dr. Luc Hittinger• Mikus Dubickis



Republika e Kosovës
Republika Kosova - Republic of Kosovo



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

Coordinators of the KAA:	1. Arianit Krsniqi, KAA Officer 2. Ilirjane Ademaj Ahmeti, KAA Officer
--------------------------	---

Site Visit Programme

Time	Meeting	Participants
09:00 – 09:45	Meeting with the management of the faculty where the programme is integrated	1. Idriz Sopjani, Dean of the Faculty 2. Shqipe Tahiri, Vice Dean for Teaching 3. Fatime Qosaj Arenliu, Head of the program
09:50 – 10:35	Meeting with quality assurance representatives and administrative staff	1. Edona Gara, QA Coordinator of the Faculty 2. Shkelqim Miftari, Head of IT Office 3. Albulena Ramadani, Head of the Administration
10:40 – 11:40	Meeting with the heads of the study programme:	1. Fatime Qosaj Arenliu 2. Mybera Mustafa 3. Luan Jaha
11:45 – 12:30	Meeting with teaching staff	1. Ilir Rexhepi 2. Izet Sadiku 3. Mytaher Haskuka 4. Rina Hoxha 5. Albert Sutaj 6. Valdrina Fetai
12:30 – 13:15	Lunch break (provided at the evaluation site)	
13:15 – 14:05	Meeting with students	1. Driton Sadiku 2. Fatmire Ademi 3. Albina Ajeti 4. Kumrije Xharra 5. Kadengjika Dabishevci 6. Ernesa Hasani
14:10 – 15:00	Meeting with graduates	1. Sara Gjidoda 2. Flamur Marku 3. Merita Hamiti 4. Diana Mehmeti 5. Amir Alija



Republika e Kosovës
Republika Kosova - Republic of Kosovo



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

15:05 – 15:45	Meeting with employers of graduates and external stakeholders	6. Krenare Dreshaj – Ukelli 1. Pleurat Sejdiu 2. Merita Berisha 3. Lirije Beqiri, 4. Valbon Krasniqi 5. Dukagjin Hysa 6. Naser Rrustemi, 7. Bujar Gashi
15:45 – 15:50	Internal meeting of KAA staff and experts	
15:50 – 16:00	Closing meeting with the management of the faculty and program	1. Idriz Sopjani, Dean of the Faculty 2. Shqipe Tahiri, Vice Dean for Teaching 3. Fatime Qosaj Arenliu, Head of the program

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

AAB College is the largest non-public institution of higher education in the Republic of Kosovo and in the region. It was established in 2002 initially with a program in Journalism and Mass communication. Currently, the AAB College has 14 faculties with study programs at both BA and MA levels. Its main campus is located in Prishtina, the two other branches are located in Gjakova and Ferizaj. It is accredited by a decision of KAA and licensed by MEST. Over 97% of AAB's staff in employed full time and their qualification aligns with the requirements of KAA. A strategic plan 2022-2026 has been produced in January 2022.

The faculty of Nursing is a new faculty, initially accredited with the bachelor program in Nursing in 2016-2017. In 2019, the Faculty of Nursing has applied for accreditation of the Master Health Management program and has been accredited for a period of 3 years (2019-2022) by KAA. The main recommendations from the Expert Committee were: introduce a new module of Health Statistics; make the research internationally visible by creating a research plan for study program and by motivating academic staff to increase their research productivity.

The faculty provides guidance and prepares students for careers in industry-based societies. The organizational structure concerning administrative services has been recently



Republika e Kosovës
Republika Kosova - Republic of Kosovo



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

decentralized from the central management to the faculty unit which in charge of the staff recruitment, staff advancement and the management of material and physical resources.

The faculty is organized with a Teaching Council, a Master Study Council, a Dean, a Quality Assurance Coordinator and a Coordinator for Student Activities and Practical Work. The duties and responsibilities of Faculty management at AAB are detailed under the Statute of AAB College. The Financial budget of AAB College pertains to the responsibilities of the Rectorate's office and therefore not decentralized to the Faculty unit.

The Teaching Council comprises: the Dean, the Vice-Dean, Full Time academic Staff, Two Students, one non-academic staff. It Is the highest academic entity and has both an advisory role and decision-making capacities.

The Administration of AAB is efficient and employs a large number of administrative staff who facilitate and support the learning process of students and academic staff. AAB College has several offices, such the Development Office which is responsible for the maintenance and updating of the electronic e-Student and e-Professor platform. AAB College has digitalized administration services with different platforms for Management, Student's Agenda, Communication, Evaluation, Salary system... All of these original solutions enhanced the efficiency of student performance.

2. PROGRAM EVALUATION

2.1. Mission, objectives and administration

Study Program mission aligns with the institutional mission, although the institutional mission itself is very general and does not differentiate the institution from others. The Higher Educational Institution (HEI) is not achieving the study program mission (graduates' ability to work in Kosovo and abroad) because neither most of the students nor most of the graduates can speak English.

There are too many study program ILO statements (normally, there should be approximately 7-10 statements), and there is a similar problem with the ILO statements in the study course descriptions.



Republika e Kosovës
Republika Kosova - Republic of Kosovo



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

There is a place for improvement in overarching didactic and research concepts (please see the comments throughout the report and the Research section). The study program's overall concept is also unclear regarding graduate employability. Are they going to be, e.g., team leaders, heads of a functional area, or heads of an organization? It seems that they are somewhat prepared to be team leaders, but then the question, does a team leader require a master's degree, arises.

There are publicly available regulations dealing with recurring procedural or academic issues, but not all of them are reviewed at least once every two years. The Expert Team did not find that staff and students would not comply with the internal regulations relating to ethical conduct in research, teaching, and assessment.

The institution has set Key Performance Indicators (KPIs) at the study program level. Considering the information gathered during the interviews, Expert Team believes that the concepts of gender justice and the promotion of equal opportunities for students in special situations are put into practice at the level of the study program.

Standard	Compliance	
	Yes	No
Standard 1.1. The study program mission complies with the overall mission statement of the institution.		X
Standard 1.2. Relevant academic and professional advice is considered when defining the intended learning outcomes which are consistent with the National Qualifications Framework and the Framework for Qualifications of the European Higher Education Area.		X
Standard 1.3. The study program has a well-defined overarching didactic and research concept.		X
Standard 1.4. There are formal policies, guidelines, and regulations dealing with recurring procedural or academic issues. These are made publicly available to all staff and students.	X	



Republika e Kosovës
Republika Kosova - Republic of Kosovo



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

Standard 1.5. All staff and students comply with the internal regulations relating to ethical conduct in research, teaching, assessment in all academic and administrative activities.	X	
Standard 1.6. All policies, regulations, terms of reference and statements of responsibility relating to the management and delivery of the program are reviewed at least once every two years and amended as required in the light of changing circumstances.	X	

Compliance level: Partially compliant

ET recommendations:

- 1. A clear seven to ten study program ILO statements should be formulated, and three to seven study course ILO statements.*
- 2. Study course descriptions could contain a teaching, learning, and assessment methods matrix to support continuous improvement in didactics.*
- 3. Regulations dealing with recurring procedural or academic issues should be reviewed at least once every two years.*
- 4. Students could be more involved in program management.*

2.2. Quality management

Considering the self-assessment and the information gathered during the visit, the Expert Team believes that the academic staff participates in self-evaluations and cooperates with reporting and improvement processes in their sphere of activity; evaluation processes and planning for improvement are integrated into normal planning processes. At the same time, students, who are the most critical partner for the successful implementation of the studies, are involved in quality assurance only by filling in the assessment questionnaires and participating in focus groups. Although this is a challenge by default, the HEI should move towards higher engagement of students in their academic life at the HEI.

The faculty management meets with the stakeholders every two months and deals with the complaints, but there is no database with the complaints and solutions. Quality assurance processes deal with program planning and delivery, but the assessment of services and



Republika e Kosovës
Republika Kosova - Republic of Kosovo



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

resources provided by other parts of the institution is unclear. The Quality Assurance Manual (revised) is mentioned in the SER but was not provided before or after the visit.

There are different quality assurance mechanisms in place. Still, a lack of attention is given to learning outcomes (e.g., ILO statements, achievement of the same ILOs considering different students' backgrounds). Survey data is being collected from students, graduates, and employers. However, the Expert Team did not find that the results of these evaluations are made publicly available.

Considering the interviews during the visit, the internal quality assurance system results are taken into account for further development of the study program. There is a continuous improvement quality culture in the institution. However, it is recommended in the future to provide more clear evidence (e.g., specific examples of improvements that are coming from the assessment) because the institution's representatives during the interviews are not always able to cover everything. In addition, improvements to be implemented according to the assessment should be measurable or even stated using the SMART framework (see, e.g., *Academic staff should encourage students to conduct seminar works as much as possible so that students gain skills in research, problem solving, etc., which will serve them for their future careers.*).

Standard	Compliance	
	Yes	No
Standard 2.1. All staff participate in self-evaluations and cooperate with reporting and improvement processes in their sphere of activity.	X	
Standard 2.2. Evaluation processes and planning for improvement are integrated into normal planning processes.	X	
Standard 2.3. Quality assurance processes deal with all aspects of program planning and delivery, including services and resources provided by other parts of the institution.		X
Standard 2.4. Quality evaluations provide an overview of quality issues for the overall program as well as of different components within it; the evaluations consider inputs, processes, and outputs, with particular attention given to learning outcomes for students.		X



Republika e Kosovës
Republika Kosova - Republic of Kosovo



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

Standard 2.5. Quality assurance processes ensure both that required standards are met and that there is continuing improvement in performance.	X	
Standard 2.6. Survey data is being collected from students, graduates, and employers; the results of these evaluations are made publicly available.		X
Standard 2.7. Results of the internal quality assurance system have been taken into consideration for further development of the study program. This includes evaluation results, investigation of the student workload, academic success and employment of graduates.	X	
Standard 2.8. The institution ensures that reports on the overall quality of the program are prepared periodically (e.g., every three years) for consideration within the institution indicating its strengths and weaknesses		X
Standard 2.9. The quality assurance arrangements for the program are themselves regularly evaluated and improved.	X	

Compliance level: Partially compliant

ET recommendations:

1. *It would be advisable periodically (annually) to prepare one self-assessment report on the program's overall quality for consideration within the institution indicating its strengths and weaknesses.*
2. *In addition, a comprehensive reassessment of the program conducted at least once every five years would be advisable. Policies and procedures for running this reassessment should be published; the program assessment should involve external stakeholders (e.g., experienced people from relevant industries and professions and experienced faculty from other institutions).*
3. *Institution should move towards higher engagement of students in their academic life at the HEI.*
4. *Consider providing more clear evidence (specific examples) while doing self-assessment.*
5. *Improvements to be implemented according to the assessments done should be measurable or even better if stated using the SMART framework.*



2.3. Academic staff

The employment procedures for the academic staff at the faculty of Nursing are in compliance with the law and labour, the Statute as well as the Administrative Instruction on Accreditation of HEIs and other internal regulation. Employed academic staff is provided with an employment contract as well as a detailed job description. The job description, refers to academic, scientific/research and administrative work. It defines also the duties of each academic staff in relation to students, the faculty of Nursing of AAB College. Each academic staff has also the duty to participate in the planning, preparation and implementation of projects in the relevant fields. The organize also various lectures with guest lecturers, organize visits with students to relevant institutions.

Nine academic staff are engaged for the master Program in Health Management/ One Professor, 5 associated Professors and 3 lecturers; 6 full-time, 3 part-time. For each group of students and for every 60 ECTS at least one full-time professor who holds a PhD degree is employed. The teaching load for one member of the academic staff is on average 4-8 hours teaching hours throughout the program. Of the regular staff members, none of them is engaged more than in another teaching institution. The full time staff covers 80% of the subjects within the curriculum. Regarding the division of students into groups, a group of students does not consist of more that 60-70 students. For each group of students and for each 60 ECTS credits, the program has employed more than two full-time professors with the academic degree of doctor of science.

Regarding the professional and academic development of staff, AAB provides trainings which are related to teaching methods, scientific research, quality assurance and curriculum development, other professional and academic trainings through cooperation with European universities... Young researchers and lecturers are encouraged to pursue their doctoral studies as they can preserve their teaching responsibilities at AAB College.

In accordance with the internal quality assurance system, after the end of each semester, the academic staff is subject to evaluation by the students. The evaluation is done electronically anonymously and the results are submitted to each staff member individually. The evaluation report includes the recommendations which are related to the improvement of teaching, evaluation, etc... On the basis of such recommendations, activities are organized to advance the teaching process and in some cases, include the organization of additional trainings. With the



establishment and functioning of the Centre for professional Advancement and innovation, drafting of individual plans of professors are foreseen. Regular staff is considered as member of the AAB as long as they have not reached the retirement age of 65. When he/she reach that age, the academic staff changes his/her status of engagement, from full-time professor to part-time professor.

During the on-line meeting, each academic staff presented a positive attitude, and explained with conviction the reasons why they participate in the master study program. They appear attentive to reach the learning outcomes of their courses, even if they consider that the level of education and the level of English language of the students could be improved. Some of them, expressed their difficulties to reach the standard for research publications and others to participate in international meetings, e.g. limited funds and visa difficulties. Students and graduates did not mention any problem in their relation with the academic staff and where quiet happy with the quality of education that they received. Employers and Stakeholders underlined the efforts and the involvement of the academic staff in the Master study program.

Standard	Compliance	
	Yes	No
Standard 3.1. Candidates for employment are provided with full position descriptions and conditions of employment. To be presented in tabular form data about full time (FT) and part time (PT) academic/ artistic staff, such as: name, qualification, academic title, duration of official (valid) contract, workload for teaching, exams, consulting, administrative activities, research, etc. for the study program under evaluation	X	
Standard 3.2. The teaching staff must comply with the legal requirements concerning the occupation of teaching positions included in the Administrative Instruction on Accreditation.	X	
Standard 3.3. Academic staff do not cover, within an academic year, more than two teaching positions (one full-time, one part-time), regardless of the educational institution where they carry out their activity.	X	
Standard 3.4. At least 50% of the academic staff in the study program are full time employees, and account for at least 50% of the classes of the study program.	X	
Standard 3.5. For each student group (defined by the statute of the institution) and for every 60 ECTS credits in the study program, the institution has employed at least one full time staff with PhD title or equivalent title in the case of artistic/applied science institutions.	X	
Standard 3.6. Opportunities are provided for additional professional development of teaching staff, with special assistance given to any who are facing difficulties.		X



Standard 3.7. The responsibilities of all teaching staff, especially full-time, include the engagement in the academic community, availability for consultations with students and community service.	X	
Standard 3.8. Academic staff evaluation is conducted regularly at least through self-evaluation, students, peer and superiors' evaluations, and occur on a formal basis at least once each year. The results of the evaluation are made publicly available.	X	
Standard 3.9. Strategies for quality enhancement include improving the teaching strategies and quality of learning materials. Standard 3.10. Teachers retired at age limit or for other reasons lose the status of full-time teachers and are considered part-time teachers.	X	

Compliance level: Substantially compliant

ET recommendations:

1. *Carry on the excellence in teaching that the academic staff provide to students.*
2. *Improved the level of publications of the academic staff by improving the facilities to do research but also by providing the help of technical staff.*

2.4. Educational process content

The Master study program in Health Management aims to prepare competitive professionals for the management of health institutions in Kosovo and Beyond. To accomplish this mission, the program provides students with the opportunity to gain advanced theoretical knowledge and practical skills and social responsibility. The program enables students to benefit from variety of academic writing techniques and offers competences and training in the use of relevant technologies, as well as attitudes appropriate to the professional context. It includes also scientific research in order to create capacities with advanced skills for design.

The learning outcomes for the study program are formulated based on the approach adopted by the National Qualification Framework that incorporates knowledge, skills, as well as broader competences. At the end of the program study, students are able to collect and interpret relevant data to come to judgements, it also allows the development of individual responsibilities in relation to others in training groups as well as the development of their skills to reflect an ethical and professional issues. Finally, it provides the basis for PhD study and/or a job market in the health institutions and relevant institutions.

The Master program in Health Management lasts two years and consists of 4 semester accumulates at least 30 ECTS. In the program a credit point equates to approximately 25 hours



of total student effort. At the end of the study program the student is able to demonstrate advances knowledge, skills and competence listed in the SER p 21-22.

Each module of the program defines learning outcomes and conditions for the realization of teaching and training activities of the module. Evaluation criteria are set. Each syllabi includes learning outcomes, teaching units for each week, assessment forms, teaching methodology, academic rules as well as proposed literature for each subject.

The Master study program is offered in Albanian language; students are not required to undergo separate entry exam in English language.

The Master study program applies the student-centred learning approach and promotes student-professor collaboration. The learning outcomes are discussed with the students from the first day of the semester. The syllabi are distributed to students through the e-service platform a week before the beginning of the semester; this prepare students to work on what awaits them at the end of the subject, namely the evaluation forms. The communication between students and professors is facilitated by the electronic platform e-student.

Relevant scientific materials/articles to be read in the next lecture are uploaded after the end of the lecture and students are reminded through e-service messages about the literature to be read and discussed in the next lecture. Students are offered teaching through theoretical information and practical training in various subjects. Exercise, seminars, visits to health institution complement the lectures and where held by the professors themselves.

In terms of assessment, the institutional approach is to stimulate a variety of evaluation methods that are appropriate within the health management field. Depending of the nature of the subjects, students have a written test, assignments, seminars, presentations from independent work, implementations of case studies or analysis of scientific articles, and small research projects. Under normal circumstances the student's participation of the activity in lectures is estimated up to %, while the weight of the final exams is usually from- 40-80% of the overall assessment.

In terms of workload, students attend vive courses within one semester; the number of course credits vary from 5 to 10 ECTS and 1 ECTS is equal to 25 hours. The Master program is an internationally recognized program and the credit obtained at AAB College can be transferred



and equally valued to other regional and international universities. As concerning the analysis of student achievements; after the period of exams ends, student's success rate for each course is presented in form of a report. In case of achievements of students are not satisfactory or adequate, the regulation on Master Studies provides for actions such as organizing additional hours of lectures and exercises, reducing the number of students in groups, providing additional preparatory hours before the exam, additional consultations with assistants, etc...

As integrated part of the Master program in Health Management is student's practical part. Within the curriculum there are three courses of practice. The course "methodology of scientific research" which is foreseen in the first year, where students are obliged to implement good practices of scientific research in their project proposal of the scientific master thesis. The course of "Basics of Statistics" in the first year, focuses on the use of SPSS and training students to identify relevant indicators and statistical tests. The "Management of health institutions" in the second semester of the first year, is dedicated to the development of managerial skills through case studies from the literature, the premises of AMD polyclinic or other institutions in Kosovo. The internship for all study program is managed by the Career Office.

During the on-line visit: it was explained that students come from three different topics: medicine, economy and law. This is not considered by the academic representatives, the academic staff or the students as a weakness but in contrast as a source of enrichment. After the on-line visit, additional information's were given by the AAB college. From the cohort 2020/2021 of 41 students, 38 had an educational background of nursing, most of them being graduated from the AAB college, 1 had a background of radiology and 2 a background of medical doctor. During the on-line visit, the success rate and the dropped out rate were calculated and the high dropped out rate in the first year was explained by an important number of students (10) that apply to the course but never show up and by the difficulties met by some students (4) during the sanitary crisis. It was also mentioned that the level of education of students and their level in English language were limited factors for their success. In order to increase the success rate, a good level of English language might be required for the future class.

The Quality of the education process is regularly evaluated by questionnaires launch at the end of each semester. Results of the questionnaires are monitored under the supervision of the quality assurance coordinator of the Nursing faculty and given to the dean and his team. No major difficulties were expressed by any stakeholders during the on-line meeting for that particular topic.



In terms of quality of the syllabuses, all of them (15) were presented in details and quiet clearly. Considering the career advancements after graduation of the master study program, among 22 students of the 2019/2020 generation, 10 were able to express their current jobs: 5 remained nurses, 2 became chief nurse, and 3 MD were specialists in their departments.

In terms of links between education and research, if links appear to exist, their strength needs to be reinforced in order to upgrade the level of the master study program to the similar ones at the international level.

Study program ECTS should be devoted to the latest trends in Management, Healthcare, and Health Management (e.g., Human Resource Management and Financial Management should not be elective courses, those should be obligatory). Required prior knowledge should be taught before the study program (e.g., Statistics). Overall, the study program does not look like a common system but rather a collection of study courses.

Standard	Compliance	
	Yes	No
Standard 4.1. The study program is modelled on qualification objectives. These include subject-related and interdisciplinary aspects as well as the acquisition of disciplinary, methodological and generic skills and competencies. The aspects refer especially to academic or artistic competencies, to the capability of taking up adequate employment, contributing to the civil society and of developing the students' personality.		X
Standard 4.2. The study program complies with the National Qualifications Framework and the Framework for Qualifications of the European Higher Education Area. The individual components of the program are combined in a way to best achieve the specified qualification objectives and provide for adequate forms of teaching and learning.	X	
Standard 4.3. The disciplines within the curriculum are provided in a logical flow and meet the definition and precise determination of the general and specific competencies, as well as the compatibility with the study programs and curricula delivered in the EHEA. To be listed at least 7 learning outcomes for the study program under evaluation.	X	
Standard 4.4. The disciplines within the curriculum have analytical syllabuses which comprise at least the following: the discipline's objectives, the basic thematic content, learning outcomes, the distribution of classes, seminars and applicative activities, students' assessment system, the minimal bibliography, etc. The full course description/ syllabuses of each subject/ module should be attached only in electronic form to the self-assessment report for the study program under evaluation.	X	



Standard 4.5. If the language of instruction is other than Albanian, actions are taken to ensure that language skills of both students and academic staff are adequate for instruction in that language when students begin their studies. This may be done through language training prior to the commencement of the program.		X
Standard 4.6. The student-teacher relationship is a partnership in which each assumes the responsibility of reaching the learning outcomes. Learning outcomes are explained and discussed with students from the perspective of their relevance to the students' development.	X	
Standard 4.7. Teaching strategies are fit for the different types of learning outcomes programs are intended to develop. Strategies of teaching and assessment set out in program and course specifications are followed with flexibility to meet the needs of different groups of students.	X	
Standard 4.8. Student assessment mechanisms are conducted fairly and objectively, are appropriate for the different forms of learning sought and are clearly communicated to students at the beginning of courses.	X	
Standard 4.9. Appropriate, valid and reliable mechanisms are used for verifying standards of student achievement. The standard of work required for different grades is consistent over time, comparable in courses offered within a program, KAA Accreditation Manual – Updated 2021 21 and in comparison, with other study programs at highly regarded institutions.	X	
Standard 4.10. Policies and procedures include actions to be taken in to dealing with situations where standards of student achievement are inadequate or inconsistently assessed.	X	
Standard 4.11. If the study program includes practice stages, the intended student learning outcomes are clearly specified and effective processes are followed to ensure that those learning outcomes and the strategies to develop that learning are understood by students. The practice stages are allocated ECTS credits and the work of the students at the practical training organizations is monitored through activity reports; students during practice stages have assigned tutors among the academic staff in the study program.	X	
Standard 4.12. In order to facilitate the practice stages, the higher education institution signs cooperation agreements, contracts or other documents with institutions/organizations/practical training units.	X	

Compliance level: Substantially compliant

ET recommendations:

1. Adjust the study program to a common system rather than a collection of study courses
2. *Be attentive to the success rate and the dropped out rate of students by a better selection of students.*
3. *Further develop the links between the master study program and research to increase its recognition at the international level.*



2.5. Students

The Expert Team believes that, at the moment, students admitted with such different backgrounds are not able to achieve the same learning outcomes. Required prior knowledge should be identified and taught before the study program.

Groups of students are being differentiated to ensure effective learning only in a part of study courses, and it is not done in others. At the same time, during the visit, the Expert Team was assured that feedback to students on their performance and results of assessments is given promptly and accompanied by mechanisms for assistance if needed, flexible treatment is ensured, and consultations are provided. Still, there are some difficulties in abilities to learn (e.g., Mathematics, Finances, Economics, Health Law study courses) because of the differences in students' backgrounds. The relationship between students and faculty is generally collegial.

Records of student completion rates are kept. Still, the Expert Team was not able to identify that it would be included among quality indicators. The students' transfer is regulated by the Statutes of the institution and the regulation of Master Studies.

Turnitin is being used to ensure that work submitted by students is original. Students are introduced to their rights and obligations while receiving the study agreement, rights and obligations are published (at least the English version). Still, the academic appeals procedure could be explained in more detail and the complaints system monitored.

<i>Standard</i>	Compliance	
	YES	NO
Standard 5.1. There is a clear and formally adopted admission procedure at institutional level that the study program respects when organizing students' recruitment. Admission requirements are consistently and fairly applied for all students		X
Standard 5.2. All students enrolled in the study program possess a high school graduation diploma or other equivalent document of study, according to MEST requirements	X	
Standard 5.3. The study groups are dimensioned so as to ensure an effective and interactive teaching and learning process.		X



Standard 5.4. Feedback to students on their performance and results of assessments is given promptly and accompanied by mechanisms for assistance if needed.	X	
Standard 5.5. The results obtained by the students throughout the study cycles are certified by the academic record.	X	
Standard 5.6. Flexible treatment of students in special situations is ensured with respect to deadlines and formal requirements in the program and to all examinations	X	
Standard 5.7. Records of student completion rates are kept for all courses and for the program as a whole and included among quality indicators.		X
Standard 5.8. Effective procedures are being used to ensure that work submitted by students is original.	X	
Standard 5.9. Students' rights and obligations are made publicly available, promoted to all those concerned and enforced equitably; these will include the right to academic appeals	X	
Standard 5.10. The students' transfer between higher education institutions, faculties and study programs are clearly regulated in formal internal documents.	X	
Standard 5.11. Academic staff is available at sufficient scheduled times for consultation and advice to students. Adequate tutorial assistance is provided to ensure understanding and ability to apply learning.	X	

Compliance level: Substantially compliant

ET recommendations:

- 1. Required prior knowledge should be identified and taught before the study program, and student groups should be differentiated to ensure effective learning and achievement of intended learning outcomes.*
- 2. Include student completion rates among quality indicators.*
- 3. Academic appeals procedure could be explained in more detail and the complaints system monitored.*



2.6. Research

AAB College has profiled itself as a teaching institution, however, its vision it has to become a scientific centre as well. In order to promote, this vision, AAB College has established a scientific development plan. The AAB College promotes the publication of scientific research in journals through the databases of Web of Science and Scopus and an institutional fund for science and research has been put in place. At an individual level, scientific research is contractually obligated for the regular staff members at AAB and each member is obliged to produce at least one scientific paper a year. For the purpose of advancement in academic title, staff should have papers published as first author or correspondent author in journal indexed. To improve the well-being and health of the population as well as the cultural social and economic development research at AAB College is associated with scientific conferences with international partners, its research is done in collaboration with other partners, and academic staff produces individual research work. Since 2017, AAB College develops its own scientific journal "The international Journal Thesis" which is waiting for is indexing in the Scopus data base. Beside their own research, in the area of their expertise, the academic staff is engage in collective research projects in collaboration with others AAB programs. In the last three years, the academic staff of the Master Program in Health Management has organized one meeting at the national level and was partner in organizing 3 international scientific conferences. The academic staff include their publication in their teaching courses. The involvement of students in research work is concluded by the master theses, the result of the cooperation between professors and students.

The last Expert Team recommended to create a research plan for the study program with clear research objectives, topics and research resources; this has been done through the "Health Research and Development Strategy 2021 - 2015" of the AAB College. And second, to motivate academic staff to increase research production by considering research results as a promotion criterion; for that purpose, AAB College has provided a grant for scientific publications in the amount of EURO 800. Indeed, if efforts have been made: 3 articles written during the COVID period, trainings on writing research proposal for academic staff, organization of master thesis with academic staff, during the on-line visit, it has been shown that the research activity remains the weakest point of the master study program of the Nursing faculty. Indeed, the level of publications of the Nursing faculty and those of the academic staff (one publication/year) remains below standards. Based on the number of publications of the academic staff 2019-2022, 86 articles or reviews have been published by the 33 academic staff



which means 2.6 publications per academic staff. For the combined years 2021-22, 34 publications have been produced by 19 academic staff, where 10 academic staff appear as first or last authors. Several explanations have been advanced: the limiting funds for research, the facilities available to do research, the lack of technical staff to support research, the educational load of the academic staff, the cost for publications, the difficulties to get visa to go abroad for international meeting. If all these reasons can be heard, major progresses have to be made in order to improve the level of research of Master study program of the Nursing faculty in order that it could be recognized for its research valence at the national on international levels.

Standard	Compliance	
	Yes	No
Standard 6.1. The study program has defined scientific/applied research objectives (on its own or as part of a research center or interdisciplinary program), which are also reflected in the research development plan of the institution; sufficient financial, logistic and human resources are allocated for achieving the proposed research objectives.		X
Standard 6.2. Expectations for teaching staff involvement in research and scholarly activities are clearly specified, and performance in relation to these expectations is considered in staff evaluation and promotion criteria.	X	
Standard 6.3. Clear policies are established for defining what is recognized as research, consistent with international standards and established norms in the field of study of the program.		X
Standard 6.4. The academic staff has a proven track record of research results on the same topics as their teaching activity.		X
Standard 6.5. The academic and research staff publish their work in specialty magazines or publishing houses, scientific/applied/artistic products are presented at conferences, sessions, symposiums, seminars etc. and contracts, expertise, consultancy, conventions, etc. are provided to partners inside the country and/or abroad.		X
Standard 6.6. Research is validated through: scientific and applied research publications, artistic products, technological transfer through consultancy centers, scientific parks and other structures for validation.	X	
Standard 6.7. Each academic staff member and researcher has produced at least an average of one scientific/applied research publication or artistic outcome/product per year for the past three years.		X
Standard 6.8. Academic and research staff publish under the name of the institution in Kosovo they are affiliated to as full-time staff.	X	
Standard 6.8. Academic staff are encouraged to include in their teaching information about their research and scholarly activities that are relevant to courses they teach, together with other significant research developments in the field.	X	



Standard 6.9. Policies are established for ownership of intellectual property and clear procedures set out for commercialization of ideas developed by staff and students.	X	
Standard 6.10. Students are engaged in research projects and other activities.	X	

Compliance level: Partially compliant

ET recommendations:

1. *Develop facilities to organize research*
2. *Hire technical staff to support research activities of the academic staff.*
3. *Select few fields of research where the faculty of Nursing is already recognized at the international level.*
4. *Find additional funds to develop research from ABB College, National and European community*
5. *Carry on the application to Horizon 2020.*
6. *Carry on the indexation of "The international Journal Thesis" at Scopus data base.*

2.7. Infrastructure and resources

The AAB College possesses the most modern infrastructure and offers the best study conditions for students. It operates in the main campus in Prishtina and in the campus of Ferizaj and Gjakova. Since 2022, the AAB campus operates AMD polyclinic with a large space and modern medical technologies. The totality of spaces in the three campuses is more than 60.000 m2. The faculty of Nursing, operates only in the Prishtina campus.

AAB College facilities have lecture halls, laboratories, reading rooms, cafeteria, sport hall etc... AAB premises are sufficient for the number of students of the Master program in Health Management. In the last year, AAB has added about 10,000 m2 additional spaces which is available to the teaching process of the master program in Health Management, including the clinic. All premises, classrooms, laboratories, software equipment and libraries are owned by AAB. On the campus of Prishtina, there is 2 libraries, which offer excellent conditions for study and sufficient materials and spaces to meet the needs of students and academic staff. The number of seats in reading rooms and the number of seats in group work correspond to 10% of the total number of students for the Health management study program. Students and other



researchers have access to numerous electronic resources enhancing the quality of teaching and learning. The facilities of the AAB College allow an easy access to students with special needs.

There is two administrative staff associated with the Health Management Study program and dozens of other offices which support the teaching process, academic staff and students.

A big part of the services and communication between students-academic staff –Dean's office is developed through the electronic platform e-Student. Students and academic staff receive most of the services through this platform.

In terms of finances and budget, AAB provide financial resources from: tuition fees, administrative fees and other payments made by students; payment from commercial services, funds from the Ministry of Budget of Kosovo, from donations, gifts and grants, from the use of AAB intellectual property, from contracts of diverse sources; from any other source allowed by the laws in force in Kosovo. For the year 2022/2023 for: a cohort of 120 students and tuitions fees of 1 500 euros/student, grant projects of 15 keuros and donations of 2 keuros they expect to receive 179 keuros. In terms of expenditures, their fixed expenditures (salaries and others) should reach 133 keuros, leaving 26 keuros for investments in science and laboratory equipment. For the next three following years they expect to increase the number of students to 240 leaving to revenues of 341 keuros and a total of expenditures of 250 keuros, major increases being in the salaries from 105 keuros to 182 keuros and other expenditures from 20 keuros to 61 keuros. Based on these projections, the AAB college generates sufficient revenue and ensures financial sustainability of the study program. The Finance office and human resource office are responsible for monitoring and drafting annual budget reports and ensure that the AAB budget is managed efficiently. The financial viability of AAB College was ascertained by an independent Croatian company and by the Kosovo Financial Reporting Council.

Before, the on-line visit, a video presenting the infrastructures of the AAB college was sent to the Expert Team. The video presents very nice infrastructures perfectly adapted to the program study. During the on-line visit: students, graduates, teachers, stakeholders expressed their fully satisfaction to work in such environment.

The projection of the budget appears correct, considering the possibility for an increasing of students to 240.



Standard	Compliance	
	Yes	No
Standard 7.1. The adequate long-term implementation of the study program is ensured in quantitative terms as regards premises, human resources and equipment. At the same time, it is guaranteed that qualitative aspects are also taken into account.	X	
Standard 7.2. There is a financial plan at the level of the study program that would demonstrate the sustainability of the study program for the next minimum three years.	X	
Standard 7.3. The higher education institution must demonstrate with adequate documents (property deeds, lease contracts, inventories, invoices etc.) that, for the study program submitted for evaluation it possesses the following, for the next at least three years: a) owned or rented spaces adequate for the educational process; b) owned or rented laboratories, with the adequate equipment for all the compulsory disciplines within the curriculum, wherever the analytical syllabus includes such activities; c) adequate software for the disciplines of study included in the curriculum, with utilization license; d) library equipped with reading rooms, group work rooms and its own book stock according to the disciplines included in the curricula.	X	
Standard 7.4. The number of seats in the lecture rooms, seminar rooms and laboratories must be related to the study groups' size (series, groups, subgroups); the applicative activities for the specialty disciplines included in the curricula are carried out in laboratories equipped with IT equipment.	X	
Standard 7.5. The education institution's libraries must ensure, for each of the study programs: a) a number of seats in the reading rooms corresponding to at least 10% of the KAA Accreditation Manual – Updated 2021 25 total number of students in the study program; b) a number of seats in the group work rooms corresponding to at least 10% of the total number of students in the study program; c) their own book stock from Albanian and foreign specialty literature, enough to cover the disciplines within the curricula, out of which at least 50% should represent book titles or specialty courses of recognized publishers, from the last 10 years; d) a book stock within its own library with a sufficient number of books so as to cover the needs of all students in the cycle and year of study the respective discipline is provided for; e) a sufficient number of subscriptions to Albanian and foreign publications and periodicals, according to the stated mission.	X	
Standard 7.6. The infrastructure and facilities dedicated to the implementation of the program is adapted to students with special needs.	X	

Compliance level: Fully compliant

ET recommendations:

- 1. Additional green spaces and/or sport/physical activities spaces could be set in order to improve the well-being of students.*



3. OVERALL EVALUATION AND RECOMMENDATION OF THE ET

Standard	Compliance level
1. Mission, objectives and administration	Partially compliant
2. Quality management	Partially compliant
3. Academic staff	Substantially compliant
4. Educational process content	Substantially compliant
5. Students	Substantially compliant
6. Research	Partially compliant
7. Infrastructure and resources	Fully compliant
Overall compliance	Substantially compliant

In conclusion, the Expert Team considers that the study program ***MSC STUDY PROGRAM IN HEALTH MANAGEMENT*** offered by the AAB College is *Substantially compliant* with the standards included in the *KAA Accreditation manual* and, therefore, recommends to *accredit* the study program for a duration of 3 years with a number of 240 students to be enrolled in the program.

Expert Team

Chair

Hittinger Luc

(Signature)

(Print Name)

(Date)

June 16th 2022

Member

Dubickis Mikus

(Signature)

(Print Name) (Date)

June 16th 2022