

Akkreditierungsagentur
im Bereich Gesundheit und Soziales
Accreditation Agency in Health and Social Sciences



Assessment Report

**for the Application of
European University of Lefke (EUL),
Faculty of Health Sciences,
Department of Health Management,
for the Accreditation of the Study Program
Bachelor of Arts (B.A.) in "Health Management"**

AHPGS Akkreditierung gGmbH
Sedanstr. 22
79098 Freiburg
Telefon: +49 (0) 761/208533-0
E-Mail: ahpgs@ahpgs.de

On-site visit	21.04.2021
Expert group	<p>Alexander Bordan, Student at the Albert-Ludwigs University Freiburg, Germany</p> <p>Prof. Dr. Ursula Fasselt, Frankfurt University of Applied Sciences, Germany</p> <p>Prof. Dr. Marion Halfmann Niederrhein University of Applied Sciences, Germany</p> <p>Prof. Dr. Axel Olaf Kern, RWU University of Applied Sciences Ravensburg-Weingarten, Germany</p> <p>Prof. Dr. Björn Maier, Baden-Wuerttemberg Cooperative State University Mannheim, Germany</p> <p>Prof. Dr. Franca Ruhwedel, Rhine-Waal University of Applied Sciences, Kleve, Germany</p>
Decision	22.07.2021

Table of Contents

1	Introduction	4
2	Overview	7
	2.1 Procedure-related documents	7
	2.2 Study program.....	9
2.2.1	Structural data	9
2.2.2	Qualification objectives and employment opportunities.....	11
2.2.3	Modularization and exam system.....	13
2.2.4	Admission requirements	20
	2.3 Study conditions and quality assurance	21
2.3.1	Human resources.....	21
2.3.2	Facilities	22
2.3.3	Quality assurance	22
	2.4 Information about the University	23
3	Expert report.....	25
	3.1 Preliminary remarks	25
	3.2 Basic information about the study program	27
	3.3 Expert Report	28
3.3.1	Program aims and their implementation	28
3.3.2	Structure of the study program	30
3.3.3	Admission and Feasibility	31
3.3.4	Examination system and transparency.....	33
3.3.5	Teaching staff and material equipment	33
3.3.6	Quality assurance	35
3.3.7	Gender equality and equal opportunities	35
	3.4 Summary	36
4	Decision of the accreditation commission	38

1 Introduction

The Accreditation Agency in Health and Social Sciences (AHPGS) is an interdisciplinary and multi-professional organization. Its mission is to evaluate Bachelor and Master's programs in the fields of health and social sciences, as well as in related domains, such as law or economics. By implementing accreditation and recommendation procedures, the AHPGS contributes to the improvement of the overall quality of teaching and learning. However, the higher education institutions remain responsible for fulfilling the quality assurance, too.

Since 2004 the AHPGS has been a member of the European Consortium for Accreditation (ECA). In 2006, the AHPGS also joined the ENQA and became a member of the International Network for Quality Assurance Agencies in Higher Education (INQAAHE) in 2009. Since 2012, the AHPGS has been a member of the Network of Central and Eastern European Quality Assurance Agencies in Higher Education (CEENQA). Starting from 2009, the AHPGS has been listed in the European Quality Assurance Register (EQAR).

In carrying out accreditation procedures, the AHPGS follows the requirements of the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). In the present case, the decision regarding the accreditation of the study program is carried out by the AHPGS Accreditation Commission based on the following accreditation criteria¹:

1. Program aims and learning outcomes
2. Curriculum design
3. Personnel
4. Facilities and learning resources
5. Study process and student assessment
6. Program and quality management

The external assessment procedure is carried out in four steps:

I. The University's application

The AHPGS verifies the sufficiency of the documents submitted by the University, namely the self-evaluation report and its corresponding annexes. These are to fulfill the assessment spheres as well as the AHPGS standards. As a result,

¹ Approved by the AHPGS Accreditation Commission

the AHPGS produces a summary (see Sections 2-5), which is to be approved by the University and subsequently made available for the expert group, together with all other documentation.

II. Written review

The main documents are reviewed by the expert group assigned by the accreditation commission of AHPGS. This is done in order to verify the compliance of the study program with the applicable accreditation criteria. Consequently, the experts comprise a short summary regarding the study programs.

III. On-site visit (peer-review)

The experts carry out an external on-site visit at the University. During this visit discussions are held with members of the University, which include University and department administration, degree program management, teachers and students. This provides the expert group with details about the study program beyond the written documents. The task of the experts during the on-site visit is to verify and evaluate the objectives of the program and its projected study results, its structure, staff, material resources, course of studies and methods of assessment (selection of students, assessment of achievements, students' support), as well as of the program management (program administration, external assurance of study quality).

Following the on-site visit, the expert group issues the expert report. This report is based on the results of the visit, the written review of the study programs, and the documents submitted by the University. Finally, the report is made available to the University so that it can issue a response opinion.

The expert report as well as the University's response opinion – together with the provided documents – is submitted to the accreditation commission of the AHPGS.

IV. The AHPGS accreditation decision

The accreditation commission of the AHPGS examines the documentation made available in the process of application, namely the University's self-evaluation report, its annexes, the summary comprised by the AHPGS, the expert report, as well as the University's response opinion. These documents represent the basis for the commission's decision regarding the recommendation for accreditation of the study program. Consequently, this decision – together with all

other documentation – is forwarded to the AHPGS Accreditation Commission for it to reach a decision regarding the accreditation of the study program.

2 Overview

2.1 Procedure-related documents

The self-evaluation report for accreditation (without the awarding of the official seal of the Accreditation Council of the Foundation for the Accreditation of Study Programs in Germany) of the above-mentioned study programs (hereinafter the Self-evaluation report or SER) of the European University of Lefke (hereinafter the University) was submitted to the Accreditation Agency in Health and Social Science (AHPGS) in electronic format on December 20th, 2019. The contract between the European University of Lefke and the AHPGS was signed on July 11th, 2018.

On May 8th, 2020 the AHPGS forwarded the open questions and explanatory notes (hereinafter OQ) pertaining to the Application for accreditation for the study programs to the University. On May 22nd, 2020 the University submitted the answers to the open questions and explanatory notes (hereinafter AOO) to the AHPGS in electronic format.

The present document presents the summary of the AHPGS for the Bachelor study program "Health Management". The first cohort for this program was admitted for the fall semester 2010/2011.

The application documentation submitted by the European University of Lefke follows the outline recommended by the AHPGS. Along with the application request towards accreditation of the Bachelor study program "Health Management", the following additional documents can be found in the application package (the documents submitted by the University are numbered in the following order for easier referencing):

Specific documents for the study program "Health Management" (Bachelor of Arts, B.A.):

Annex 01	Module Descriptions
Annex 02	Teacher CVs

Annex 03	<ul style="list-style-type: none"> - Affiliation Protocol Between Turkish Republic of Northern Cyprus Ministry of Health and European University of Lefke - Training Cooperation between the European University of Lefke and Adana 4th District Pharmacist Chamber
Annex 04	Faculty/Department Activity List
Annex 05	Faculty Summer Internship Log Book
Annex 06	Program Outcomes
Annex 07	Faculty/Department Student and Graduate Survey
Annex 08	Additional Information <ul style="list-style-type: none"> - Academic Calendar 2018-2019 - Academic Calendar 2019-2020 - Quality Handbook - Curriculum
Annex 09	Formal Declaration
Annex 10	Faculty Directive for the Preparation of Graduation Project
Annex 11	Course Evaluation Forms

Alongside the study-program-specific documents, the following documents pertain to all study program submitted for external evaluation:

Annex A	University Statute
Annex B	Regulations for Promotion and Appointment of Faculty Members
Annex C	Regulations for Associate and Undergraduate Degree Education and Examinations
Annex D	Internship Evaluation Form
Annex E	Conditional Acceptance Letter
Annex F	Education, Training and Exam Practices Directive for Disabled Students
Annex G	Alumni Data Sheet
Annex H	Diploma Supplement

Annex I	Duties and Responsibilities of the Board
Annex J	Ethics Committee Directive

The application, the open questions (OQ) and the answer to the open questions (AOQ) as well as the additional documents build the basis for the present summary. The layout bears no significance, as it solely reflects the agreed standard within the University.

2.2 Study program

2.2.1 Structural data

University	European University of Lefke
Faculty/Department	Faculty of Health Sciences Department of Health Management
Cooperation partner	<ul style="list-style-type: none"> - Ministry of Health of Turkish Republic of North Cyprus (TRNC) - Near East University Hospital (private University hospital) - Association of Pharmacists
Title of the study program	"Health Management"
Degree awarded	Bachelor of Arts (B.A.)
Form of studies	Full-time
Organisational structure	3 hours blocks per week (except TURK 100/200, HIST 100/200 and ENGL 121/122, offered online)
Language of Studies	English
Period of education	Eight semesters (Four years)
Credit Points (CP) according to the European Credit Transfer System (ECTS)	240 CP
Hours/CP	28 Hours/CP
Workload	Total: 6,716 hours

	Contact hours: 1,736 hours Individual work: 4,560 hours Practice: 420 hours
CP for the final paper	"Graduation Project" (3 CP)
Launch date of the study program	Fall Semester 2010/2011
First accreditation	The program was accredited in Fall 2010 by Turkey's Higher Education Board (YÖK)
Time of admission	Fall and Spring Semester
Number of available places on the program	20
Number of enrolled students by now	22 (currently)
Particular enrollment conditions	<p>TRNC Citizens:</p> <ul style="list-style-type: none"> - Skills Assessment Examination <p>Turkish Citizens:</p> <ul style="list-style-type: none"> - Higher Education Institutions Examination of Turkey (YKS) <p>Overseas Students:</p> <ul style="list-style-type: none"> - Evaluation of the grades based on Higher Secondary School Certificates/Diploma or Secondary School completion certificate <p>All:</p> <ul style="list-style-type: none"> - EUL English Proficiency Exam or English Preparatory School Program by the University <p>OR</p> <ul style="list-style-type: none"> - TOEFL or IELTS Test
Tuition fees	<ul style="list-style-type: none"> - 21,700 Turkish Lira per year (TRNC and Turkish students) - 5,600 Dollar per year (International students)

Chart 1: Structural data of the study program

European University of Lefke was founded in 1990 as a foundation university by the Cyprus Science Foundation. All degree programs are accredited and recognized by the Higher Education Council of Turkey (YÖK) Ref Number: 0.30.0EOB.0.00.00.02-2742-12568 and Higher Education Planning, Evaluation, Accreditation and Coordination Council of North Cyprus (YÖDAK) Ref Number: 203/90/3 (SER 3.1.1).

The University currently offers 51 Bachelor study programs, 27 Master study programs and 15 doctoral degree programs (SER 3.1.1). The Bachelor study program "Health Management" is based in Lefke and is offered in English. The full-time study program is affiliated to the Faculty of Health Sciences, Department of Health Management. The University launched the program for the Fall Semester 2010/2011.

The study program "Health Management" has been accredited by "Higher Education Planning, Accreditation and Coordination Council in Northern Cyprus (YÖDAK) and the Higher Education Council of Turkey (YÖK)" (AOQ 4).

Upon graduation, students are awarded a Bachelor graduation diploma as well as a Diploma Supplement in English (see Annex H). Graduates of the Bachelor study program "Health Management" are awarded with the academic degree "Bachelor of Arts (BA) in Health Management" (SER 1.1.3).

The University confirms in a formal declaration that the endowment and facilities for the program are ensured for the future, including all building, equipment, apparatuses and personnel necessary for the implementation of the program (Annex 09).

2.2.2 Qualification objectives and employment opportunities

The study program "Health Management" has the main objective to provide students with the knowledge of a diverse discipline that bridges the fields of politics, administration, law and economics. According to the University there is a considerable emphasis on an interdisciplinarity in all courses (SER 1.3.1).

Students of the "Health Management" study program are supposed to develop the following abilities:

- Demonstrate knowledge of the healthcare delivery systems along with the associated operational and financial aspects associated with each;
- Explain the legal and regulatory environment in healthcare and implications for managers within the field;
- Recognize important external and internal factors and trends impacting the industry and be prepared to assess current policies as well as recommend and adopt changes as needed;
- Examine the dynamic nature of health management and demonstrate problem solving and leadership skills to manage resources as needed within this development;
- Be able to define problems in providing healthcare services and develop suitable scientific methods for the solution of the problems;
- Use both oral and written communication skills effectively;
- Work effectively as part of a team;
- Apprehend domestic and global issues of healthcare;
- Work interdisciplinary and transfer knowledge to health management that has been acquired from other fields;
- Follow novelties in healthcare and continue self-development by adopting lifelong learning approach;
- Identify problems related to the quality of services provided and suggest strategies for improvement;
- Act within ethical values and respect the rights of others;
- Understand the terminology used in healthcare settings;
- Suggest strategies for marketing of health services provided (SER 1.3.1).

According to the University "Health Management" graduates will be professionals who are competent to deal with the provision of leadership, guidance and management of organizations within the health sector. Furthermore, the program shall qualify students to conduct scientific research (SER 1.3.2). Possible career fields for "Health Management" graduates are the following: candidate managers at state and private healthcare institutions, consulting firms, consumer advocacy organizations, hospitals, long-term and extended care facilities, insurance companies, pharmaceutical and medical device production, marketing companies and voluntary health agencies (SER 1.4.1).

2.2.3 Modularization and exam system

The academic year is divided into two semesters of fourteen weeks. 60 CP need to be taken by the students in each of the four years. All modules have to be completed within their respective semesters. Thus, the study program ought to be completed within eight semesters.

According to the University, the program comprises 49 modules, seven are elective modules (21 CP), and two are summer internships (4 CP) (SER 1.2.1). In order for an elective module to take place at least five students need to register for the module (AOQ 4). The "Graduation Project" as an equivalent module to a dissertation module is awarded with 3 CP.

Regarding the acquisition of practical skills, the University offers internships according to the guidelines within the "Internship Logbook" in (Annex 05). The internship takes place during the summer before semesters five and seven, 40 hours per week (20 workdays) within each internship (4 CP in total). During their practical training students are supervised by the "Internship evaluation committee" which evaluate the students' internship reports based on the internship evaluation criteria set out in the "Internship Evaluation Form" (Annex D).

The list of modules offered:

Nr.	Title	Sem.	CP
1st Semester (7 Compulsory Courses)			30
SYB 121	Introduction to Economics	1	5
SYB 123	Mathematics	1	4
SYB 125	Introduction to Management	1	6
SYB 127	Health Promotion	1	3
COMP 113	Introduction to Computer	1	6
TURK 100- 200	Turkish	1	2

ENGL 121	English I	1	4
<u>2nd Semester</u> (7 Compulsory Courses)			30
SYB 122	Behavioural Sciences	2	4
SYB 124	Management	2	6
SYB 126	Public Health	2	5
SYB 128	Accounting	2	4
SYB 130	Economics	2	5
HIST 100/ HIST 200	History of Turkish Reforms / History of Turkey and Cyprus	2	2
ENGL 122	English II	2	4
<u>3rd Semester</u>			30
(6 Compulsory Courses)			25
SYB 201	Management of Health Services	3	6
SYB 203	Disease Knowledge	3	5
SYB 205	Fundamental Concepts of Law	3	4
SYB 207	Health Sociology	3	4
SYB 209	Cost Accounting in Health Institutions	3	6
(1 Elective Course)			5
SYB2 XX1	Elective I	3	5
<u>4th Semester</u>			30

(6 Compulsory Courses)			22
SYB 202	Epidemiology	4	6
SYB 204	Healthcare Information Management	4	6
SYB 206	Business Law	4	4
SYB 210	Biostatistic	4	6
(2 Electives)			8
SYB2 XX2	Elective II	4	5
EUL XXI	Free Elective I	4	3
<u>5th Semester</u>			30
(6 Compulsory Courses)			25
SYB 301	Health Economics	5	4
SYB 303	Hospital Organisation and Mangement	5	6
SYB 305	Decision Making Models in Healthcare Institutions	5	6
SYB 307	Financial Management in Healthcare Institutions	5	4
SYB 309	Public Relations	5	3
SYB 300	Summer Internship	5	2
(1 Elective Course)			5
SYB3 XX3	Elective III	5	5
<u>6th Semester</u>			30
(5 Compulsory Courses)			25

SYB 302	Human Resources Management	6	4
SYB 304	Healthcare Planning	6	6
SYB 306	Quality Management in Healthcare Institutions	6	6
SYB 308	Health Insurance	6	4
SYB 312	Research Methods in Health Sciences	6	5
(1 Elective Course)			5
SYB 3XX4	Elective IV	6	5
<u>7th Semester</u>			30
(5 Compulsory Courses)			25
SYB 403	Marketing of Health Services	7	6
SYB 405	A Comparative Study of Healthcare Services	7	6
SYB 409	Healthcare Policies	7	5
SYB 411	Management of Homecare Services	7	6
SYB 400	Summer Internship	7	2
(1 Elective Courses)			5
SYB 4XX5	Elective V	7	5
<u>8th Semester</u>			30
(3 Compulsory Courses)			28
SYB 402	Strategic Management in Healthcare Institutions	8	5
SYB 406	Healthcare Institutions Management / Field Work	8	12

SYB 408	Graduation Project	8	10
(1 Elective Courses)			3
EUL XX2	Free Elective II	8	3
Total:			240

Table 2: Module Overview

Nr.	Title	Sem.	CP
Technical Electives			35
SYB 132	Medical Terminology	x	5
SYB 211	Health Criteria	x	5
SYB 215	Public Finance	x	5
SYB 216	Organizational Behavior	x	5
SYB 314	Health Literacy	x	5
SYB 316	Disaster and Crisis Management	x	5
SYB 317	Labor Safety	x	5
Free Electives			10
GERM 101/ 201	German I / II	x	5
FREN 101/ 201	French I / II	x	5

Table 3: Elective Overview

The module description/catalogue covers the following aspects: Module number; Module title; Level/semester; Credit hours (Thereof lecture hours, thereof

practical hours, Thereof self-study hours); Language; Learning outcomes/Goals/Skills of the Module; Content of the module; Examination.

The University emphasizes that the teaching methods for theoretical and practical courses are interactive (class discussions, group work, case studies and projects) and class sizes are usually less than 35 students per class. Students can contact lecturers through the Moodle platform, e-mail as well as directly during office hours. Lectures follow a weekly schedule. Furthermore, the Faculty supports the involvement of guest speakers from various health care and management organizations as well as national or international universities to give seminars, presentations, panels, conferences or workshops (SER 1.2.4).

In terms of the integration of electronic/multimedia forms of teaching and learning (e.g. learning platforms), the lecture and seminar rooms are equipped with technical equipment for teaching, communication, and learning, e.g. blackboard/whiteboard, projection screens, video systems. Additionally, students have free access to the university libraries and online platforms. The online platform Moodle allows students to access course syllabi, course materials, course memoranda, information on assignments, quizzes, and examination schedules. Additionally, instructors are able to provide additional material and digital media sources through Moodle. Additionally, some common courses have been introduced in the form of distance learning, with an integration of an open access system allowing students to access course materials (SER 1.2.5).

Looking at international aspects of the curriculum, the University explains that the teaching language of the program is English. Only the Turkish language classes for international students to improve their communication skills are held in Turkish. In addition, all sources, textbooks and other materials are in English. Furthermore, the diverse student population environment provides students the opportunity to network with students from different cultural backgrounds (SER 1.2.8).

Some faculties of the University signed a collaboration agreement with the University of Bradford to offer dual-degree programs. Health Management students can apply to do an exchange or transfer their credits to other universities, including Bradford University, with which EUL already has a dual agreement for the undergraduate degree in Management (SER 1.2.9).

In regard to the integration of research into the course of study, the University explains that research is an integral part of the study program. The module “Research Methods in Health Sciences” shall help students gaining skills to conduct research and analyze data obtained by using different research methods.. Especially the fieldwork module and the graduation project in the last semester are essential for students in terms of preparing them for an academic research career (SER 1.2.7)

The University applies a multi-criteria evaluation of students. Besides exams, there are assignments, presentations, projects, and term papers. Each course has at least one midterm and one final exam. Nevertheless, the maximum number of exams in one semester cannot be more than five (SER 1.2.3). The examinations in each course must be passed with a minimal grade of D (Mark: 40-44; Score: 1.00) in a grading scheme from A to F (Mark: 0-100; Score: 0.00-4.00) (SER Table 3). The assessment requirements are presented to the students by each lecture coordinator in the first course lesson.

All exams are conducted according to the “EUL Study, Education and Exam Evaluation Regulation (Annex C). The University states that a particular writing of a Bachelor thesis is not part of the curriculum. However, the “Research Project” module functions as a module which provides essential education on the writing of the thesis (graduation project). The research project provides students with the opportunity to undertake independent research with the guidance of a supervisor. It is expected that all students will extensively read and cite the academic literature in their chosen area of research. The students should be able to identify real life problems and use the appropriate methodology to find appropriate solutions. In preparing a detailed research project for grading, students should write coherent, informative and persuasive papers in conformity with the thesis writing rules as set out in the “Directive for the Preparation of Graduation Project” for the Faculty of Health Sciences, Department of Health Management (Annex 10).

If a student fails a course, they are given the right to retake the final exam once at the end of the semester as a resit exam (AOQ 2).

Additionally, the University applies a credit system. The “Credit system is based on class hours (i.e. theoretical or practical hours per week). This system is mostly based on lecturers’ workload and gives ‘1 credit’ for each hour of lecture

a week. ECTS system, on the other hand, is based on student workload required to achieve the objectives of a course/program. This system is basing on common procedures for academic recognition standardizes the grading system among the countries and facilitates the transfer of international students” (Banking and Finance AOQ 1).

In Article 10 of the “Regulations for Associate and Undergraduate Degree Education and Examinations” the recognition of credits is regulated (Annex C). “The students transferring from another HEI or registering following Vertical Transfer Examination may be entitled for conversion of credits/units acquired from other HEIs” (SER 1.5.3). The credits to be transferred from other HEI are evaluated based on the Lisbon Recognition which provides a legal framework for international academic recognition. The students who need to transfer their credits from other institutions must provide an official transcript which outlines the workload hours and credits to be transferred, the credits of the courses must be equal or higher than the credits of the courses existing in the curriculum of the program. In addition, the learning outcomes of the previous courses to be transferred must be matching with the learning outcomes of the courses found in the curriculum of the program.

The University states that it supports students with disabilities and chronic illnesses through the “EUL Education and Exam Regulation for Disabled Students” (Annex F). Furthermore, the University emphasizes that it follows the laws of the TRNC constitution and laws for the protection, rehabilitation and employment of disabled individuals (64/1993 item 7/3) set by the TRNC parliament (SER 1.5.2).

2.2.4 Admission requirements

The processes and management of admissions at EUL is mainly carried out by the University’s Registrar’s Office alongside the Faculties and International Affairs Office. In order to be eligible for the admission to the first cycle of higher education studies, potential candidates must hold a high-school graduation diploma or equivalent. All students have to prove their English language ability by participating in the English Language Proficiency Test. However, there is a waiver for students who can provide international accepted English proficiency certificates. “Those students who do not meet these requirements should study

for a year at prep school to become sufficient in English” (Economics AOQ 8). Successful candidates will receive a “Conditional Acceptance Letter” (Annex E) first before they will receive the official “Acceptance Letter”.

The admission of students is conducted in accordance with the “Regulations for Associate and Undergraduate Degree Education and Examinations” (Annex C).

All information regarding admission is published in the University promotion materials, on the University website and in publications supporting individual programs. Additionally, support is offered by representatives employed in Promotion Offices of EUL.

2.3 Study conditions and quality assurance

2.3.1 Human resources

There are four full-time teachers affiliated to the Department of Health Management who can teach in “Health Management”: one professor and three associate professors. In addition, there are 19 teachers from other departments involved in the teaching (SER Table 6).

The University explains that there are 27 students enrolled in the study program. The ratio between students and teachers is thus: 6.75 students per full-time instructor.

The appointment of the teaching staff is performed in accordance with the “Regulations for Promotion and Appointment of Faculty Members” (Annex B).

Regarding measure for human resources development and qualification and opportunities for university didactic continuing education for instructors, the University highlights that it organizes pedagogical Career Development training at the beginning of the academic years in which each teaching staff member participates (SER 2.1.3). At the beginning of each Academic Year, instructors receive training on project and time management. The University also encourages the teaching staff to attend one national and one international conference in their research area every year.

Further human resources with regard to the study program are described in SER 2.2.1.

2.3.2 Facilities

The Faculty of Health Sciences is located on the main campus of the University in Lefke. Specific information on the facilities is available in SER 2.3.1.

The students have access to the Ertuğrul Apakan Library during the following opening hours:

- Monday-Friday: 08:30-23:00
- Saturday-Sunday: 09:30-23:00
- Exam Session: 24 hours/day

For the “Health Management” program the library collection consists of 1,565 printed and 8,657 E-books.

The computer and media equipment is described in SER 2.3.2.

2.3.3 Quality assurance

According to SER 1.6.1, an internal quality assessment procedure takes place through the Quality Assurance Office (QAO) of the Rectorate twice a year. Rectorate, Faculty and Departments have a shared responsibility in the assessment. Systematical and periodic evaluation of programs with regards to their contents, processes and outcomes are carried out by the Faculty, students, alumni as well as their employers. Internal quality issues are discussed in almost every departmental meeting. External feedback on the curriculum, teaching methods and material, and equipment is given by students, the Faculty Advisory Board, alumni and employers. The received feedback is analyzed in the Faculty Executive Board meetings and recommendations are made to the Rectorate for a final decision to be made by the University Senate. The Assurance of Learning Quality Committee (ALQC) was established for quality assurance and development purposes. It consists of the Dean of the Faculty and four members of the Faculty who represent their department within the Faculty (SER 1.6.1).

Modules in the Department of Health Management are evaluated at the end of each semester by course lecturers using the course learning and program outcome matrix (Annex 11). The results of the surveys are evaluated by the EUL Higher Education Quality Commission. The department staff receives the feedback and implements the necessary measures (SER 1.6.3).

The Department of Health Management is receiving graduate feedback through the graduate experience survey (Annex 07).

Alumni are contacted through social networks and/or students' e-mail. They are asked to complete the "Alumni Data Sheet" (Annex G) in regard to their experience at EUL and specifically about their professional life after graduation.

The University has its own "Ethics Committee Directive" (Annex J) that lays down rules of conduct, ethics and deontology.

Information regarding the study program, its modular system, exam requirement and compensation measures, as well as the general information about the available support for students, is provided on the official website of the University (www.eul.edu.tr), in the Regulations for Associate and Undergraduate Degree Education and Examinations (Annex C), printed media.

Student advice is provided by Faculty members, department chairs, program directors and staff. In addition, every student is assigned a Faculty advisor who helps students with their programs of study. Furthermore, academic staff can be reached by the students via e-mail or in person during their office hours. The University also offers career advising and psychological counseling (SER 1.6.8).

To the issue of equal opportunities and gender equality, the University states that the admission competition, studying and teaching processes offer equal opportunities for all candidates regardless of gender, age or race (SER 1.6.9). Furthermore, the University highlights that each disabled student is assigned a Primary Care Provider (PCP) who will oversee the student's medical care and help support their health throughout their time of study (SER 1.6.10).

2.4 Information about the University

The European University of Lefke was established in 1990 as a foundation university by the Cyprus Science Foundation. Initially EUL began its operations with the Department of Business Administration which was followed by the

Department of Economics in 1991 both within in the Faculty of Economics and Administrative Sciences. The Faculty incorporated the Department of International Relations in 1995 and the Departments of Public Administration and Computer Information Systems in 1996. In 1998 the Department of Banking and Finance started its operation (SER 3.1.1).

EUL is an international university with more than 11,500 students from more than 70 different countries. Additionally, the University has international academic staff (SER 3.1.1).

The University has ten Faculties, four Schools, three Vocational Schools, the Institute of Graduate Studies and Research and the English Preparatory School. It offers 30 Associate, 51 Undergraduate, 27 Master and 15 Doctorate degree programs. Currently, no new study programs are planned for the upcoming academic year (SER 3.1.1).

In the academic year 2019/2020, the University comprised a total of 11,818 enrolled students. Thereof, 27 students were enrolled in the "Health Management" study program.

The following accredited and licensed programs are offered at the Faculty of Economics and Administrative Sciences:

- Bachelor programs (accredited by the Higher Education Council of Turkey (YÖK):
 - o Health Management (in English)
 - o Nutrition and Dietetics (in Turkish)
 - o Nutrition and Dietetics (in English)
 - o Physiotherapy and Rehabilitation (in Turkish)
 - o Physiotherapy and Rehabilitation (in English)
 - o Social Work (in Turkish)

- Master programs (accredited by the Higher Education Council of Turkey (YÖK):
 - o Health Management (in English; managed by the Institute of Graduate Studies and Research)

3 Expert report

3.1 Preliminary remarks

The Accreditation Agency in Health and Social Sciences (hereinafter AHPGS) was commissioned by the European University of Lefke (EUL) (hereinafter the University) to accredit the study programs “Health Management” (Bachelor of Arts), “Banking and Finance” (Bachelor of Arts), “Economics” (Bachelor of Arts) and “Public Administration” (Bachelor of Arts). For external evaluation, the University can commission certified national and international agencies possessing the “Registration Certificate for Quality Assessment” (Chapter 6, Art. 7 of the Regulation for Academic Assessment and Quality Improvement at Eastern Mediterranean Universities).

The on-site visit evaluation of the study program “Health Management” as well as the study programs “Banking and Finance”, “Economics” and “Public Administration” offered at the European University of Lefke was carried out on April 21st, 2021. In regard of the current situation, the AHPGS Commission decided to conduct the on-site visit virtually.

The documents of the University, the feedback from the experts on these documents and the results of the discussions with the representatives of the University during the on-site visit serve as the foundation for the statements made in the expert report.

The following experts were appointed by the Accreditation Commission of AHPGS for the evaluation of the study program.

Mr. Alexander Bordan

Student at the Albert-Ludwigs University Freiburg, Germany

Graduate of Liberal Arts and Sciences at Albert-Ludwigs University Freiburg, Germany

Member of the Student Union Committee for foreign students at Albert-Ludwigs University Freiburg, Germany

Prof. Dr. Ursula Fasselt

Frankfurt University of Applied Sciences, Germany

Professor of Social and Administrative Law, European Law and Human Rights of Nutritional Sciences;

formerly: Dean Department of Social Work and Health

Studies in Law at the Universities of Bonn and Tübingen, Germany

Prof. Dr. Marion Halfmann

Niederrhein University of Applied Sciences, Germany

Professor of Business Administration Marketing and Sales;

Formerly: Rhine-Waal University of Applied Sciences, Kleve, Germany

Vice President for Teaching, Learning and Further Education

Prof. Dr. Axel Olaf Kern

RWU University of Applied Sciences Ravensburg-Weingarten, Germany

Professor of Health Economics,

Dean of Studies Management in Social and Health Care, Majors: Health economics, social and health care management, social policy, economics, business administration

Prof. Dr. Björn Maier

Baden-Wuerttemberg Cooperative State University Mannheim, Germany

Professor of Business Administration and Health Management

Dean of Studies, Director of Studies

Teaching: General Business Administration, (Strategic) Corporate Management

(Integrative) Management Systems, Controlling, (Decision-oriented) Accounting,

Service and Production, Health economics/management of health care enterprises

Prof. Dr. Franca Ruhwedel

Rhine-Waal University of Applied Sciences, Kleve, Germany

Professor of Finance and Controlling;

Studies in business administration at the Westphalian Wilhelms University Münster, Germany

Supervisory Board in various companies and banks

According to the Rules for the Accreditation of Study Programs and for System Accreditation (determined by the decision of the Accreditation Commission, of December 8, 2009 in the version of February 20, 2013, Drs. AR 20/2013), the task of the experts in the accreditation procedures is to evaluate the education concept of a specific study program as well as to estimate the possibility of its successful implementation. This concerns, in particular, qualification objectives of the study program, its conceptual integration into the system of education, the concept of the study program, feasibility of the content and scope of studies, the examination system, study-relevant collaborations, personnel, material and space resources, transparency and documentation, application of the results of quality assurance for further development of the study program (it is especially important to present the analyses and evaluation results of student workload, academic accomplishments and employment of graduates, which are to be documented and taken into account within the framework of continuous

development of the study program), as well as the provision of gender equality and equal opportunities.

The on-site visit of the experts is carried out in accordance with the “Standards and Guidelines for Quality Assurance in the European Higher Education Area” (ESG), established by the European Association for Quality Assurance in Higher Education (ENQA). After the announcement of the accreditation decision, the expert report will be published as a part of the Final Report.

3.2 Basic information about the study program

The main objective of the Bachelor study program “Health Management” offered at the Faculty of Health Sciences, Department of Health Management at the European University of Lefke is to provide students with ground in broad-based fundamental health knowledge and skills to prepare students for careers as health managers. The study program requires the obtainment of 240 credit points (CP) according to the European Credit Transfer System (ECTS). One CP is equal to 27.9 workload hours.

The total workload of the health management program constitutes 6.716 hours, of which 1.736 are contact hours, 420 are training/internship hours and 4.560 are hours of independent study. It is a full-time study program with a regular duration of four years / eight semesters. The program’s curriculum consists of 49 modules of which 41 are obligatory and eight are elective.

Admission requirements of the program include a high-school graduation diploma or equivalent as well as a successful “English Language Proficiency Test”. Students are informed about the amount of the tuition fee in advance. The University has determined tuition fees for native (21.700 Turkish Lira per year which is about 2.600 Dollar) and international students (5.600 Dollar per year). Upon completion of the study program, students are awarded with the academic title “Bachelor of Arts”. There are 20 study places annually available in the program. Admission takes place every winter and spring semester. The first batch of students was admitted to the program in the academic year 2010/2011.

3.3 Expert Report

The on-site visit was carried out on April 21st, 2021 according to the previously agreed schedule. Representatives of the head office of AHPGS accompanied the expert group.

The expert group met on April 20th, 2021 for preliminary talks prior to the on-site visit. They discussed the submitted application documents and the results of the written evaluation as well as questions that had been raised. Furthermore, they prepared the plan of the on-site visit at the University.

In the course of the on-site visit, experts conducted discussions with the Vice Rectors (male and female), the Rectorate Coordinator, the Dean of Faculty Economics and Administrative Sciences, Dean of Faculty of Health Sciences, the Director of Health Management Graduate Studies, the Vice Dean of Faculty of Economics and Administrative Sciences the Chairpersons of the different departments and the teaching staff of the programs "Banking and Finance", "Economics", "Public Administration" and "Health Management" as well as with students and graduates of the four study programs.

Because of the virtual on-site visit, the University submitted a virtual tour of the University, that the experts could inspect the learning premises.

The expert report is structured in compliance with the Accreditation Criteria for International Program Accreditation. They have been developed by the Agency in close accordance with the "Standards and Guidelines for Quality Assurance in the European Higher Education Area" (ESG), established by the European Association for Quality Assurance in Higher Education (ENQA). The study program will be described and analyzed in a comprehensive manner below. The documents submitted by the University, the experts' feedback to the documents, the observations made during the on-site visit, the results of discussions with the representatives of the University, Faculties and the Departments as well as the students serve as the basis for the statements made in the expert report.

3.3.1 Program aims and their implementation

The University itself has set the mission to create a multilingual and international student body as well as providing an education that meets the requirements of the globalized world.

The Bachelor program "Health Management" pursues specific qualification objectives. In the experts' opinion, the University provides optimal capacities of human and technical resources. In accordance with the mission of the University, the "Health Management" program has been implemented in 2010 in order to

- Prepare students to be able to demonstrate knowledge of healthcare delivery systems along with the associated operational and financial aspects,
- Prepare students to recognize external and internal factors and trends impacting the industry and be prepared to assess current policies,
- Cultivate knowledge, understanding and appreciation of the social, political and economic aspects of life,
- Promote the development of the academic research in the field of health management,
- Prepare students for the competitive working environment in the field of health management and related areas.

Graduates find employment as candidate managers at state and private healthcare institutions, consulting firms, consumer advocacy organizations, hospitals, long-term and extended care facilities, insurance companies, pharmaceutical and medical device production and marketing companies. The health management program also intends to educate graduates who can work as members of research centers and academic institutions.

The learning objectives of the study program are intended to equip graduating students with the essential scientific qualifications, to prepare students for a qualified occupation, to provide the students for social responsibilities and geared towards personal development. The University explains, that the learning outcomes are assessed in each course with the aid of the program outcome matrices in the Health Management department which is audited by the Faculty's Assurance of Learning Quality Committee chaired by the Dean of the Faculty.

The total number of graduates is 35. The University listed some examples of companies that currently employ graduates of the study program "Health Management".

Overall, the experts confirm that the study program focuses on specific qualification objectives. These objectives cover professional and interdisciplinary aspects and particularly refer to the domain of academic competences, competences necessary for a qualified employment, skills of social commitment and personal development.

From the experts' point of view, the requirements of this criterion are fulfilled.

3.3.2 Structure of the study program

The Bachelor study program "Health Management" is a full-time study program with a regular duration of four years (eight semesters). The program curriculum consists of 49 modules, out of which 41 are compulsory modules and eight are elective modules.

The courses of the first year aim to equip students with skills that are needed in order to be prepared for advanced courses. English courses aim to give the students the opportunity to improve their oral and written communication skills. Mathematical courses provide the background for analytical courses such as Accounting, Health Economics, Biostatistics, Cost Accounting in Health Institutions and Quality Management in Healthcare Institutions. Courses such as Introduction in Economics form a basis for Health Economics, Health Insurance and Marketing of Health Services. The second and third year of the "Health Management" program consists of advanced courses such as Hospital Organization and Management, Decision Making Models in Healthcare Institutions, Healthcare Planning and Quality Management in Healthcare institutions with practical sessions. In the final year of the program the students have courses such as a comparative study of healthcare services, healthcare policies and management of homecare services and healthcare institution field work. A summer internship and a research project were recently introduced on a compulsory basis for newly registered students as of the beginning of the academic year 2018.

During the round of talk, the experts address digitalization in the present study program. The University reports that the curriculum is constantly being adapted to current concerns and that digitalization is now treated as a cross-cutting issue. The experts take positive note of the University's implementation and support it in its plan to constantly update the module content and strengthen digitalization of health care services in the study program.

The experts conclude that students acquire specialized and program-specific knowledge as well as interdisciplinary knowledge and professional, methodological and general competences. Furthermore, the experts acknowledge the very detailed course files with their contents and aims, which allows a high level of transparency. In the experts' opinion, the structure of the curriculum seems to make the workload manageable.

The experts also strongly support that the summer internship is obligatory now, as students gain their professional and practical skills during this internship. The Internship Committee supervises and supports the students during their internship. The students have to follow the internship logbook guidelines and complete the logbook on a regular and systematic basis as well as prepare an internship report which are evaluated by the Internship Committee. The expectations for students' qualification and the structure of the internship are clearly defined in the "Summer Training Log Book". However, the experts note that information for example of how companies are identified or recruited and who is responsible for the supervision are missing. Therefore, the experts recommend to update the Summer Training Log Book.

The study program has a course-related examination system. Its implementation, including the grading system, course load regulations, repetition of courses and exams is regulated and transparent for the students.

The experts also appreciate that, in addition to lectures, group work, small presentations or, for example, case studies with discussions are also used as a form of teaching and learning.

From the experts' point of view, the requirements of the criterion are fulfilled.

3.3.3 Admission and Feasibility

The admission policies and procedures along with the requirements are properly documented and made publicly available. The admission of students is conducted in accordance with the "Regulations for Associate and Undergraduate Degree Education and Examinations". The processes and management of admissions at EUL is mainly carried out by the University's Registrar's Office alongside the Faculties and International Affairs Office. In order to be eligible for the admission to the first cycle of higher education studies, potential candidates must hold a high-school graduation diploma or equivalent. All applicants

have to prove their ability to speak English by participating in the English Language Proficiency Test. However, there is a waiver for students who can provide international accepted English proficiency certificates. Applicants who fail the Language Test are required to visit the University's one year-long English Prep School. During the conversation with the students, they reported that the Prep School helped them to find their way around the English-speaking study programs. The experts determine the admission procedure and requirements to be appropriate. They correspond to the standards of the study program.

The experts draw attention to the relatively high number of exams that need to be passed during the "Health Management" program. In order to prepare students for the level of difficulty and volume of exams, the type as well as the time of the different examinations is defined and communicated to the students transparently at the beginning of each course. The experts confirm that the University takes measures to guarantee the feasibility of the study program despite the high workload. As a whole, the organization of the education process ensures the successful implementation of the study program.

The experts discuss the dropouts in the present study program and their reasons. The university as well as the students report that due to the small group sizes and the personal contact with the students that goes along with it, the reasons for dropping out are noticed. These are financial aspects on the one hand, but also often personal reasons. However, this has not yet been statistically recorded. The experts therefore recommend evaluating the dropouts statistically in order to be able to take better follow-up action if necessary.

For the experts, it became obvious that the University follows an "open-door-policy". The students confirm the supportive and easy communication between staff and students and emphasize that the teaching staff adequately reacts to the students' questions. Furthermore, in the first week of each year, students and instructors alike undergo an orientation which familiarizes them with available support services. An academic advisor is responsible for a small number of students from the beginning of each semester and students are supported through the academic counseling student unit with their registration process, selecting a study program, financial and personal issues and their performance during the semester.

The experts find the support services at the University to be exemplary and conducive to the health and success of the student body.

From the experts' point of view, the requirements of the criterion are fulfilled.

3.3.4 Examination system and transparency

The University uses a continuous assessment process to ensure the quality of education for its students. This is achieved by evaluating the performance of the student through a series of exams and tests that are scheduled during the academic semester. Students in the "Health Management" program are not required to write a Bachelor thesis but have to conduct a research project instead. Furthermore, the students are encouraged to write research papers and give presentations.

The experts also discuss the examination load in the "Health Management" program. Usually, a mid-term exam is written after half of the module is done and the final exam at the end. The students report that there is ample time to prepare for the mid-term as well as the final exams. The expected content is clearly communicated. Thus, the experts conclude that the examinations, although numerous, serve to determine whether the envisaged qualification objectives have been achieved or not. These examinations are focused on the students' knowledge. To compensate the high workload through the high number of exams, the experts recommend implementing a greater variety and flexibility in examination methods and focusing stronger on competence-oriented examination designs. In the experts' point of view, the transparent information of examination methods and the examination schedule at the beginning of each term makes the high number of assessments during and at the end of each semester manageable. An examination can be repeated twice, if the students have special reasons, e.g. illness, they get a third chance to pass the exam.

The experts conclude that the examinations, although numerous, serve to determine whether the envisaged qualification objectives have been achieved or not. These examinations are focused on students' knowledge. The requirements to students' performance in examinations are regulated and published. The frequency of examinations, as well as their organization, is appropriate.

From the experts' point of view, the requirements of this criterion fulfilled.

3.3.5 Teaching staff and material equipment

The "Health Management" program is carried out by one professor and three associate professors. In addition, there are 19 lecturers from other departments

involved in the teaching. They are all employed on a full-time basis. Considering the total of 27 currently enrolled students in the "Health Management" program, the student-to-faculty-ratio is 1:6. The experts take positive note of the very good student-to-faculty-ratio.

Regarding the employment process, the qualification and experience of the teaching staff is closely evaluated prior to the appointment decision. The experts are convinced that the instructors involved in the study program reveal a high level of competency in the relevant field.

New teaching staff is thoroughly briefed about the program and their teaching responsibilities before they start teaching. Students evaluate the performance of all teaching and other staff periodically.

Overall, the teaching and academic staff of the Faculty of Health Sciences at the European University of Lefke shows a very high level of commitment and potential for the execution as well as further development of the study program they are responsible for. The expert group concludes that there is a strong corporate identity and positive group dynamics among the University and the faculty administration.

The experts find the amount of human resources allocated to the program to be sufficient to carry out its functions. The teaching staff within the Bachelor program "Health Management" is in possession of academic and technical credentials and experience adequate to their tasks. The University informs its employees about opportunities for personal and professional development transparently, and actively encourages their participation in workshops, training courses and conferences intended to further their ability, which is confirmed during the talks with the staff on site.

Since the assessment had to take place virtually due to the Corona pandemic, the university provided the experts with a video of the university's premises. As a whole, it was ascertained by the experts that the "Health Management" program has plenty of teaching facilities at its disposal. The infrastructure and the equipment are suitable to guarantee teaching and research.

From the experts' point of view, the requirements of the criterion are fulfilled.

3.3.6 Quality assurance

From the experts' point of view, the University has a well-structured system of quality assurance spread across all of its units. The University has established a quality assurance hierarchy. An internal quality assessment procedure takes place through the Quality Assurance Office (QAO) of the Rectorate twice a year. Rectorate, Faculty and Departments have a shared responsibility in the assessment. Systematical and periodic evaluation of programs with regards to their contents, processes and outcomes are carried out by the Faculty, students, alumni as well as their employers. Internal quality issues are discussed in almost every departmental meeting. External feedback on the curriculum, teaching methods and material, and equipment is given by students, the Faculty Advisory Board, alumni and employers. The received feedback is analyzed in the Faculty Executive Board meetings and recommendations are made to the Rectorate for a final decision to be made by the University Senate. The Assurance of Learning Quality Committee (ALQC) was established for quality assurance and development purposes. It consists of the Dean of the Faculty and four members of the Faculty who represent their department within the Faculty.

Modules in the department of Health Management are evaluated at the end of each semester by course lecturers using the course learning outcome matrix. The results are discussed in the departmental meetings and also in the ALQC meeting of the Faculty. Furthermore, the University emphasizes that the Health Management department organizes student meetings at the beginning of each semester. During these meetings, the students confirm that they can express complaints, share expectation and pass suggestions onto the administration.

The result of the internal quality assurance management is applied for the continuous development of the study program. In doing so, the University takes into close consideration the quality evaluation results as well as the analysis of students' workload, their academic accomplishments and feedback from graduates.

From the experts' point of view, the requirements of this criterion are fulfilled.

3.3.7 Gender equality and equal opportunities

The University demonstrates its commitment to the provision of equal opportunities for all students and shows openness for diversity and social developments. To guarantee these equal opportunities, the University has the bylaw for

“Education, Training and Exam Practices Directive for Disabled Students”. Furthermore, the University states that there is special equipment and a department for students with disabilities. On top of that, each disabled student is assigned a Primary Care Provider (PCP) who will oversee the student’s medical care and help support their health throughout their time of study. The University also offers psychosocial counselling.

Overall, the experts conclude that the University’s actions on the provision of gender equality and promotion of equal opportunities for students with particular living circumstances are implemented in a transparent manner.

From the experts’ point of view, the requirements of this criterion are fulfilled.

3.4 Summary

The experts conclude that the overall impression of the European University of Lefke is very positive. The University presents itself convincingly as an open-minded and dynamic institution with willingness to import new ideas and recommendations for further enhancement. A number of favorable characteristics and achievements of the study program “Health Management” were demonstrated by the management of the University, the representatives of the Faculty, those of the departments as well as the student body.

Based on the information from the written documents and the results of the on-site visit, the experts conclude that the study program “Health Management” offered at the European University of Lefke fulfills the above-described criteria. Hence, the experts recommend that the Accreditation Commission of AHPGS make a positive decision regarding the accreditation of the study program.

For the continuous development of the study program, the experts have outlined the following recommendations:

- The module content should be constantly updated and digitalization of health care services should be strengthened in the study program.
- The „Summer Training Logbook“ should be updated on how companies are identified recruited and who is supervising the students in the companies.
- The dropouts should be statistically evaluated in order to be able to take better follow-up action if necessary.

- To compensate the high workload through the high number of exams, the experts recommend implementing a greater variety and flexibility in examination methods and focusing stronger on competence-oriented examination designs.

4 Decision of the accreditation commission

Decision of the accreditation commission July, 22, 2021

This resolution of the Accreditation Commission of the AHPGS is based on the University's application, as well as the expert review and the on-site visit covered in the expert report.

The virtual on-site visit of the University took place on April, 21, 2021 according to the previously agreed-upon schedule.

The accreditation decision is based on the Expert Report which is structured according to the Accreditation Criteria developed by the AHPGS. The Accreditation Criteria are developed in close accordance with the existing criteria and requirements valid in the Federal Republic of Germany and based on the "Standards and Guidelines for Quality Assurance in the European Higher Education Area" (ESG), established by the European Association for Quality Assurance in Higher Education (ENQA).

The Accreditation Commission of the AHPGS discussed the procedural documents and the vote of the expert group and the response opinion of the University regarding the expert report.

The Accreditation Commission of the AHPGS considers that all Accreditation Criteria are fulfilled and adopts the following decision:

The study program requires the obtainment of 240 credit points (CP) according to the European Credit Transfer System (ECTS). The regulated study period in the program "Health Management" are four years (eight semesters). The study program comprises of 49 mandatory courses, out of which 41 are compulsory. The main language of instruction is English. The Bachelor study program "Health Management" is completed with the conferral of the academic degree "Bachelor of Arts".

The study program "Health Management" is accredited for the duration of five years, until September, 30, 2026.

For further development and enhancement of the study program, as well as of the University as a whole, the Accreditation Commission of the AHPGS supports the recommendation articulated in the expert report.