

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



Assessment Report

**for the Application of
Universitas Indonesia,
Faculty of Public Health,
for the Accreditation of the Master Study Program
“Hospital Administration” (Master of Hospital Administration)**

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

On-site visit	24.10.2022
Expert group	Prof. Dr. Uta Gaidys Prof. Dr. Franz Hessel Dr. Rolf Heusser Prof. Dr. Klaus Runggaldier Mr. Leopold Beham Dr. Martina Plaumann Prof. Dr. Birgit Vosseler
Decision	16.02.2023

Table of Contents

1	Introduction	4
2	Overview	7
	2.1 Procedure-related documents	7
	2.2 Study program	8
2.2.1	Structural data	8
2.2.2	Qualification objectives and employment opportunities	9
2.2.3	Modularization and exam system	10
2.2.4	Admission requirements	16
	2.3 Study conditions and quality assurance	16
2.3.1	Human resources	16
2.3.2	Facilities	18
2.3.3	Quality assurance	20
	2.4 Information about the University	22
3.	Expert report	24
	2.5 Preliminary remarks	24
	2.6 Basic information about the study program	26
	3.3. Expert Report	27
2.6.1	Program aims and their implementation	28
2.6.2	Structure of the study program	30
2.6.3	Admission and Feasibility	31
2.6.4	Examination system and transparency	32
2.6.5	Teaching staff and material equipment	32
2.6.6	Quality assurance	34
2.6.7	Gender equality and equal opportunities	35
	2.7 Summary	36
3	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 criteria:

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, 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 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 program (hereinafter the Self-evaluation report) of the Universitas Indonesia (hereinafter the University) was submitted to the Accreditation Agency in Health and Social Science (AHPGS) in electronic format on August, 19, 2021. The contract between the Universitas Indonesia and the AHPGS was signed on June, 30, 2021.

On January, 28, 2022 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 February, 22, 2022 the University submitted the answers to the open questions and explanatory notes (hereinafter AOQ) to the AHPGS in electronic format.

The present document presents the summary of the AHPGS for the Master study program "Hospital Administration". The first cohort for this program was admitted in the academic year 1993/1994.

The application documentation submitted by the Universitas Indonesia follows the outline recommended by the AHPGS. Along with the application request towards accreditation of the Master study program "Hospital Administration", the following additional documents can be found in the application package.

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	Universitas Indonesia																																																	
Faculty/Department	Faculty of Public Health																																																	
Cooperation partner	Currently, the “Hospital Administration” program is collaborating with 149 national and 1 international institutions																																																	
Title of the study program	“Hospital Administration”																																																	
Degree awarded	Master of Hospital Administration																																																	
Form of studies	Full-time, on-campus or hybrid																																																	
Organizational structure	Monday to Friday 08:00 – 17:00																																																	
Language of Studies	Bahasa Indonesia																																																	
Period of education	Ten semesters (eight semesters academic level and two semester professional level)																																																	
Credit Points (CP) according to the internal Credit System	44 Credits																																																	
Hours/CP	<table border="1"> <thead> <tr> <th>Learning Activities</th> <th>Lecture and Interactive Discussion</th> <th>Structured Assignments</th> <th>Independent Learning</th> </tr> </thead> <tbody> <tr> <td colspan="4" style="text-align: center;">In minutes per week by semester</td> </tr> <tr> <td>Lecture, responses, and tutorials</td> <td>50</td> <td>60</td> <td>60</td> </tr> <tr> <td>Seminar or similar forms of learning</td> <td>-</td> <td>100</td> <td>70</td> </tr> <tr> <td>Online learning</td> <td></td> <td>170</td> <td></td> </tr> <tr> <td>Practical learning</td> <td></td> <td>170</td> <td></td> </tr> </tbody> </table>				Learning Activities	Lecture and Interactive Discussion	Structured Assignments	Independent Learning	In minutes per week by semester				Lecture, responses, and tutorials	50	60	60	Seminar or similar forms of learning	-	100	70	Online learning		170		Practical learning		170																							
Learning Activities	Lecture and Interactive Discussion	Structured Assignments	Independent Learning																																															
In minutes per week by semester																																																		
Lecture, responses, and tutorials	50	60	60																																															
Seminar or similar forms of learning	-	100	70																																															
Online learning		170																																																
Practical learning		170																																																
Workload	<p style="text-align: center;">Table 1.4 Time Composition of Learning based on Activity</p> <table border="1"> <thead> <tr> <th>Learning Activities</th> <th>SCUs</th> <th>Lecture & Interactive Discussion</th> <th>Structured Assignments</th> <th>Independent Learning</th> <th>Total Number of Sessions per Module</th> <th>Workload in hours to complete the study program</th> </tr> </thead> <tbody> <tr> <td colspan="7" style="text-align: center;">In hours per week</td> </tr> <tr> <td>Lecture, responses, tutorials</td> <td>36</td> <td>31 hours 40 minutes</td> <td>36 hours</td> <td>36 hours</td> <td rowspan="4" style="text-align: center;">16</td> <td>1658 hours 40 minutes</td> </tr> <tr> <td>Internship/residency</td> <td>2</td> <td colspan="3" style="text-align: center;">8 hours/week for 4 months (16 hours/week for 2 months – 32 hours/week for 1 month)</td> <td>128 hours</td> </tr> <tr> <td>Scientific writing</td> <td>2</td> <td colspan="3" style="text-align: center;">5 hours 40 minutes</td> <td>90 hours 40 minutes</td> </tr> <tr> <td>Thesis</td> <td>4</td> <td colspan="3" style="text-align: center;">11 hours 20 minutes</td> <td>181 hours 20 minutes</td> </tr> <tr> <td>Total</td> <td>44</td> <td colspan="3" style="text-align: center;">152 hours 40 minutes</td> <td></td> <td>2058 hours 40 minutes</td> </tr> </tbody> </table>				Learning Activities	SCUs	Lecture & Interactive Discussion	Structured Assignments	Independent Learning	Total Number of Sessions per Module	Workload in hours to complete the study program	In hours per week							Lecture, responses, tutorials	36	31 hours 40 minutes	36 hours	36 hours	16	1658 hours 40 minutes	Internship/residency	2	8 hours/week for 4 months (16 hours/week for 2 months – 32 hours/week for 1 month)			128 hours	Scientific writing	2	5 hours 40 minutes			90 hours 40 minutes	Thesis	4	11 hours 20 minutes			181 hours 20 minutes	Total	44	152 hours 40 minutes				2058 hours 40 minutes
Learning Activities	SCUs	Lecture & Interactive Discussion	Structured Assignments	Independent Learning	Total Number of Sessions per Module	Workload in hours to complete the study program																																												
In hours per week																																																		
Lecture, responses, tutorials	36	31 hours 40 minutes	36 hours	36 hours	16	1658 hours 40 minutes																																												
Internship/residency	2	8 hours/week for 4 months (16 hours/week for 2 months – 32 hours/week for 1 month)				128 hours																																												
Scientific writing	2	5 hours 40 minutes				90 hours 40 minutes																																												
Thesis	4	11 hours 20 minutes				181 hours 20 minutes																																												
Total	44	152 hours 40 minutes				2058 hours 40 minutes																																												
CP for the final paper	4 Credits																																																	
Launch date of the study program	Academic Year 1993/1994																																																	
Time of admission	Winter Semester																																																	
Number of available places on the program	90																																																	

Number of enrolled students by now	491		
Tuition fees	Category of Fee	Indonesia Rupiah (IDR)	Euro (EUR)
	Initial registration (semester 1)	10.000.000	≈ 581
	Modules (semesters 1 – 4)	15.000.000 x 4 = 60.000.000	≈ 871 x 4 = ≈ 3.484
	Total Direct Cost	70.000.000	≈ 4.065

Chart 1: Structural data of the study program

2.2.2 Qualification objectives and employment opportunities

The Master study program “Hospital Administration” at the Faculty of Public Health of Universitas Indonesia has the vision to create hospital leaders who are able to contribute to health services development efforts in Indonesia.

As the University states, the program has a sharp focus on preparing the graduates to be able to recommend adaptive, innovative and evidence-based anticipation and problem-solving efforts in hospital management. The profile of the graduates is prepared with attention to the needs of stakeholders and refers to the “Standards for the Operation of Hospital Graduate Program Education in Indonesia” arranged by the Indonesian Education Forum of Hospital Graduate as well as the “Core Competencies for a Healthcare Administrator”.

In order to obtain the degree, students have to develop qualifications regarding “Social Responsibility”, “Personal Development”, “Scientific Development” and “Engage in a Qualified Occupation”.

The following learning outcomes are intended: Students should, among others, be able to

- Develop hospital strategies as a measure to anticipate changes in the external and internal environment,
- convey the results of research published in standard national and international media to the wider community,
- manage hospital resources based on ethics and professionalism,
- analyse the principles of good hospital governance,
- analyse health policies related to hospitalization,
- lead hospital organizations with a shared vision, mental model and system-thinking approach,

- adapt the principles of public health in health services efforts in the hospital.

Based on a tracer study that was done by the University in 2019, job opportunities that are open to graduates include (SER 1.4.1):

- Hospital Directors
- Hospital Management Practitioners
- Hospital Consultants
- Teaching Staff/lecturers and government administration at the department level.

The same trace study showed that 85% of the graduates started working before completing their master's degree. By the time they graduated, 88 % already had a job. According to the University, graduates are mostly working in fields that are aligned to their education (60 %). 77 % have remained in their original jobs while 23 % have moved to new workplaces. Half of them (54 %) received an increase in salary after finishing the Master study program. Almost all graduates (97 %) are accepted for a job within less than 6 months (SER 1.4.2).

2.2.3 Modularization and exam system

The "Hospital Administration" program consists of 19 modules, out of which 16 are program-specific (36 Credits) and 3 (8 Credits) are studied with students from other master study programs at the Faculty of Public Health.

There are 13 Credits in the first semester, 15 Credits in semester two, 12 Credits in the third semester and 4 Credits in the last semester. Each semester, the maximum Credits to be taken by each student is determined on the basis of their GPA (Grade Point Average) from the previous semester.

The list of modules offered in the Master study program “Hospital Administration” is as follows:

Semester	Module Code	Module Title	Day and Time	Study Mode	Semester Credit Unit (SCU)
1	PHF0804011	Intermediate Biostatistics	Friday, 16.00-18.30	Full-time	3
1	PHF0804012	Intermediate Epidemiology	Friday, 08.00-10.30	Full-time	3
1	PHS1804013	Intermediate Public Health	Saturday, 10.00-11.40	Full-time	2
1	PHS1804014	Hospital Governance	Friday, 13.00-15.30	Full-time	3
1	PHS1804015	Strategic Leadership and System Thinking	Saturday, 08.00-09.40	Full-time	2
2	PHS1804021	Research Methodology	Friday, 10.00-11.40 Friday, 13.00-14.40	Full-time	2
2	PHS1804022	Organizational Behaviour and Human Resources	Friday, 13.00-14.40 Friday, 15.00-16.40	Full-time	2
2	PHS1804023	Health Economics for Hospitals	Saturday, 08.00-09.40	Full-time	2
2	PHS1804024	Financial Management for Hospitals	Friday, 07.00-09.30	Full-time	3
2	PHS1804025	Hospital Laws and Ethics	Saturday, 10 – 11.40	Full-time	2
2	PHS1804026	Health Policy	Friday, 10.00-11.40 Saturday, 13.00-14.40	Full-time	2
2	PHS1804027	Hospital Logistic Management	Friday, 15.00-16.40 Saturday, 13.00-14.40	Full-time	2
3	PHS1804033	Information System Management for Hospitals	Saturday, 13.00-14.40	Full-time	2
3	PHS1804034	Strategic Marketing Management for Hospitals	Saturday, 08.00-09.40	Full-time	2
3	PHS1804035	Risk Management and Quality Assurance	Friday, 08.00-09.40 Friday, 13.00-14.40	Full-time	2
3	PHS1804031	Patient and Nursing Management	Friday, 10.00-11.40	Full-time	2
3	PHS1804032	Hospital Internship	Friday, 08-00-10.00 Saturday, 10.00-12.00	Full-time	2
3-4	PHS1804036	Scientific Writing	-	Full-time	2
3-4	PHS1801041	Thesis	-	Full-time	4

The module description/catalogue covers the following aspects: module title, level/semester, credit hours, language, learning outcomes/goals/skills of the module, content, examination forms.

Modules which are compulsory faculty modules are “Intermediate Biostatistics”, “Intermediate Epidemiology” and “Intermediate Public Health” and are studied together with the master programs “Public Health Science”, “Epidemiology” and “Occupational Health and Safety”. To ensure that the modules have objectives equivalent to those of the program-specific modules, the “Hospital Administration” program has an outcome-based education document, which contains the program learning outcome for each module. These compulsory faculty modules are planned by a team consisting of lecturers from all master programs of the Faculty of Public Health and each lecturer receives training before the semesters start (SER 1.2.2).

The structure of the “Hospital Administration” program follows the logic of basic modules in the first year, followed by advanced modules in the years after. It is divided into four years of study at the academic level and one year of study at the professional level. The “Hospital Administration” program was designed based on the guidelines of the curriculum development of Universitas Indonesia (SER 1.3.4).

The didactic methods and teaching strategies in the “Hospital Administration” program are based on the program learning outcomes of each module. The following concepts are used: lecture, tutorials, seminar, independent learning, group work and discussion, project-based learning, internship, research (SER 1.2.4).

As the students in the “Hospital Administration” program understand management and have basic skills in managing hospitals based on the theory obtained, the aim of the internship is to apply it in the field. Therefore, the following internship activities are intended:

- Observation and orientation through units in the hospital,
- residency activities with structural leaders from the lowest to the highest position
- creating a business process framework/flow in two units of the hospital.

As an outcome, the students should be able to manage hospital resources based on ethics and professionalism, develop hospital strategies as a measure to anticipate changes in the external and internal environment and analyse the principles of good hospital governance. The supervision of the internship is done by university instructors and field instructors. The university instructor carries out the consultation activities at least four times during the internship. Especially regarding technical and substantial aspects of the internship report. The university instructor also evaluates and grades the final internship report. The minimum qualification for the academic instructor is a master’s degree.

The field instructor is in charge to evaluate the activity plan as well as the students’ internship field activities and verify the attendance list. Furthermore, he or she carries out consultation activities and gives guidance during the internship, corrects the internship report drafts and gives warning if students disobey the internship code of conduct. The field instructor is a hospital staff who is experienced in the structural position and willing to provide residency

guidance. The minimum qualification for field instructor for student residency activities is to have an educational background of a master's degree or at least a bachelor's degree with 5 years of experience or more.

The quality assurance during the internships is maintained by (SER 1.2.6):

- An attendance list which must be verified by the field instructor,
- an activity plan which must be verified by the field instructor,
- notes on the results of residency activities, which have been verified by all instructors in the logbook. These must be reported to the secretariat of the "Hospital Administration" program and will be used as evaluation material,
- an internship report which must be verified by the field instructor and the university instructor,
- a presentation which is evaluated by the university instructor.

The evaluation results are then used to make improvement plans (SER 1.2.6).

According to the University, the curriculum of the "Hospital Administration" program is constructed based on "Core Competencies for a Health Care Administrator" and benchmarked to the American College of Healthcare Executives Certification. Additionally, the Faculty of Public Health is actively involved in the Asia Pacific Academic Consortium of Public Health (APACPH), the Association of Pacific Rim Universities (APRU) and the South East Asia Public Health Education Institution Network (SEAPHEIN) and continuous updates to current regional and global situations (SER 1.2.8).

According to the University, the students are able to join inbound and outbound programs at partner universities or at other universities that offer suitable courses and options through exchange or overseas schemes in which 50 of the Credits gained abroad can be converted through the credit transfer scheme. The "Hospital Administration" is also currently planning for an international residency program and is further developing student exchange programs with other universities. The students are also able to join international student exchange programs, conferences, training and other educational programs as well as international research publications. To increase international exposure, guest lecturers from overseas universities are also invited as speakers for special lectures and seminars (SER 1.2.9).

The Faculty of Public Health has 10 research clusters under the Public Health Community Service Study Center. One of these is the Center for Health Administration and Policy Studies (CHAMPS), which is managed by the Department of Health Administration and Policy. The philosophy of this center is to participate in improving health development efforts in Indonesia in practical ways. The CHAMPS activities include publishing journals related to health administration and policy and organizing the International Conference of Health Administration (ICHA). The students of the "Hospital Administration" are free to connect with any research cluster functioning under the Public Health Community Service Study Center (SER 1.2.7).

The assessment of learning outcomes is based on the Indonesian Ministry of Higher Education. The “Hospital Administration” program applies several methods of assessment, including written or oral examination as well as observation. The written tests in form of the mid-term and the final exam are conducted in week 8 and 16. Other examination methods are implemented during the semester:

Semester	Type of Examinations	Exam Timing	Exam Duration
Contact Learning			
1	1. Computer-based questions 2. Paper-based questions 3. Presentation (and discussion) 4. Conducting web-seminar 5. Project report	Mid-term: 7 th , 8 th , 9 th or 10 th session Final: 15 th or 16 th session	60 – 150 minutes
2	1. Computer-based questions 2. Paper-based questions 3. Individual assignment 4. Project report 5. Presentation of research proposal		
3	1. Computer-based questions 2. Paper-based questions 3. Presentation (and discussion) 4. Conducting web-seminar		
Residency/Internship			
3	1. Paper-based questions 2. Internship report 3. Presentation of internship results	Mid-term: 8 th session Final: 16 th session	150 minutes
Research			
3	1. Publish in a journal	-	-
4	1. Presentation of thesis proposal 2. Presentation of thesis results 3. Thesis defence 4. Publication	-	150 minutes for each thesis exam process

Students who do not pass a module are allowed to repeat the module in the following year. Some modules also offer extra classes which can be taken in the short semester (July to August).

The minimum passing grade for a course is C. The following table shows the guidelines for converting scores into letter grades and the weight of letter grades:

Score Value Range	Letter Grade	The Weight of Letter Grade
85 – 100	A	4,00
80 – < 85	A-	3,70
75 – < 80	B+	3,30
70 - < 75	B	3,00
65 – < 70	B-	2,70
60 – < 65	C+	2,30

55 – < 60	C	2,00
40 - < 55	D	1,00

The University has developed a Disability Service Unit. As the University states, teaching and learning activities in the form of materials, media/tools used and evaluations are adjusted according to the needs of the particular student. Aptitude assessments are done by examinations with special assistance and/or equivalent alternatives and/or extra exam time. Students are allowed to take sick leave during their studies. The students are also required to have health insurance before applying to the study program (SER 1.2.3).

2.2.4 Admission requirements

To be admitted in the “Hospital Administration” the following steps have to be taken:

- Prospective master program students are accredited bachelor program graduates or accredited Diploma IV (vocational) program graduates from domestic or foreign universities.
- Prospective foreign students must be proficient in the Indonesian language with standards determined by Universitas Indonesia (except prospective foreign students)
- Have a minimum GPA of 2.75 from accredited bachelor/diploma IV degrees from an accredited HEI of Category B or higher
- Have a minimum of three years work experience in a hospital, be a hospital owner and/or be a member of teaching staff in the hospital field
- Have sent a curriculum vitae, letter of intention and recommendation letter from their workplace to the Faculty of Public Health

2.3 Study conditions and quality assurance

2.3.1 Human resources

At the Faculty of Public Health, where the “Hospital Administration” program is located, there are 103 full-time permanent teaching staff. Out of the 103, 10 teaching staff are homebased in the “Hospital Administration” program (3 professors, 4 associate professors, 1 assistant professor and 2 lecturers. This fulfills the minimum standard requirement of the Ministry of Education.

However, teaching staff from other study programs of the Faculty of Public Health may teach in the “Hospital Administration” program depending on the needs and content of the modules.

Regarding the total of 198 active students (year 2019 to 2021) and 19 full-time teaching staff in the program, the student to faculty ratio is 1:10.

The calculation of the total staff required in the “Hospital Administration” program is based on the total credits per semester, as well as the number of students. The following table shows the total number of teaching staff required:

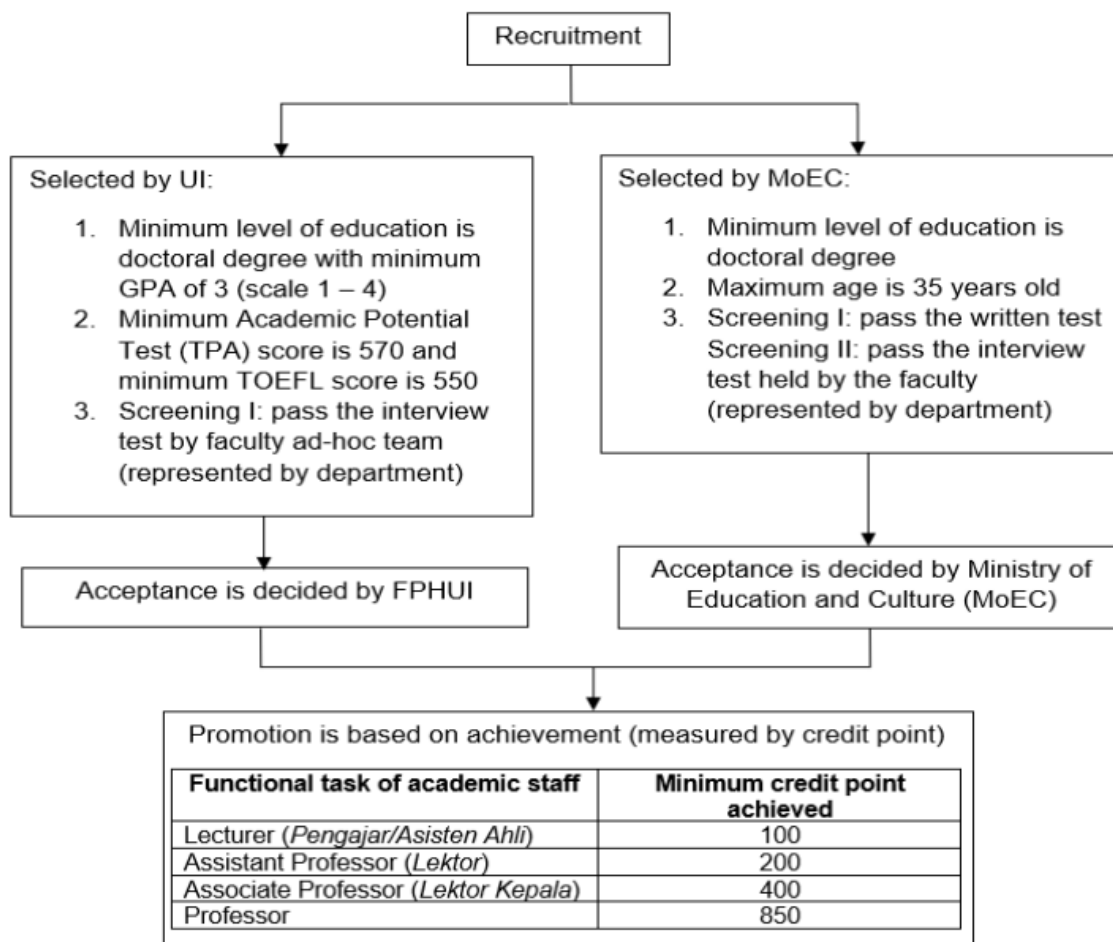
Semester	Number of Modules	Number of Classes	SCUs	Hours per Week by Semester 1 SCU = 170 minutes	Teaching Staff Required
1	5	15	13	36 hours 50 minutes	15
2	7	21	15	42 hours 30 minutes	22
3	5	12 – 15*	12	34 hours	13 – 14*
4	1	-	4**	11 hours 20 minutes**	11**

* difference caused by curriculum updates

** thesis module

All the staff (except for the visiting professors, their workload is occasionally) have a total workload of 34 - 39 hours per week. The teaching workload is 17 to 22 hours per week plus 17 hours per week research and community service workload.

The recruitment process of teaching staff is designed as follows:



Competency development for teaching staff is divided into 2 channels: degree and non-degree competency development. It is done in stages according to the abilities, tasks and career path of the staff, the needs of the work unit and the budget available. Degree competency development is gained through continuing education (study duty/scholarships from government). Non-degree competency development is done through education and training programs, internships, workshops, seminars, staff exchanges, benchmarking and other activities. The faculty also aids competency development activities through funds (SER 2.1.3).

2.3.2 Facilities

The teaching and learning activities of the “Hospital Administration” program are carried out mostly at the Health Sciences Cluster building (HSC) and the Faculty of Public Health. The Faculty of Public Health has 7 buildings: 6 for academic activities and one for faculty administration. It has, amongst others, 39 lecture halls with a capacity of 20 to 80 students per hall, two seminar halls

with a capacity of 280 to 350, four student workstations, 11 research centers and seven laboratories (Environmental Health Laboratory, Occupational Safety and Health Laboratory, Nutrition Laboratory (Food Chemistry), Nutrition Laboratory (Kitchen Lab), Computer Laboratory, Health Education and Communication Technology Laboratory, Human Resources Laboratory). Furthermore, there are wet and dry laboratories, shared with other faculties within the Health Science Cluster, like Environmental, Occupational Safety and Health Laboratory as well as Biomedicine Laboratory.

The Health Sciences Cluster building has adequate classrooms to support the activities, as it consists of a big lecture hall for 500 students, 17 smaller classrooms for 40-75 students, and 20 tutorial rooms for 10-15 students. Each room is equipped with a projector set (computer, projector, and screen), LCD TV set, whiteboard, sound system set, Wi-Fi, and air conditioning. Furthermore, HSC provides the students with workstations in each level of the building. The use of facilities at the HSC building is managed collectively by the four health science departments. The management of HSC will arrange the classroom for all courses across the health sciences cluster before the beginning of the semester. There are also five computer laboratories with a capacity of 60 students each located in the HSC building. The computer laboratories can be used by all students after first obtaining permission from the HSC administrator.

According to the University, the total number of books in the library is 868.201, of which 175.100 are related to Public Health. The Information Center of the Faculty of Public Health, where the master study program "Hospital Administration" is located, also facilitates students in accessing literature by providing an inventory of 97.242 books (hardcopy and softcopy).

The main library of Universitas Indonesia is one of the largest collections in Asia. Universitas Indonesia's students can also recommend new journals and books. The library opens every day from 8 am to 5 pm. During the examination weeks, the library is open until 9 pm. Students and teaching staff can also access and download the collection of journals, e-books, and other learning resources online.

2.3.3 Quality assurance

The academic quality assurance system at Universitas Indonesia consists of an academic quality assurance unit at the faculty level as well as the program at the study level. At the University, the “Plan-Do-Check-Act” (PDCA) approach is used. The quality assurance of education and research at the “Hospital Administration” program is in accordance to the regulations of the Indonesian Ministry of Research, technology and Higher Education (SER 1.6.1).

The internal quality assurance is carried out with the scope of the university, faculty and study program through the academic internal quality audit. The external quality assurance is carried out through international and national accreditation. The national accreditation is conducted by the independent accreditation body for higher education of health. The accreditation status needs to be renewed every five years. The last national accreditation of the “Hospital Administration” program was carried out in 2018.

The results of the internal and external quality assurance evaluation are forwarded to the head of the study program, the faculty and the University management. A follow-up plan will be made based on the results.

The quality assurance at the program level is carried out based on the guidelines from the university and the faculty. The measurements are conducted through different evaluation systems (SER 1.6.2):

Time Period	QA Activities
Each Semester	<ol style="list-style-type: none"> 1. Teaching and learning activities (attendance rate, remuneration, etc.) (SIAK-NG). 2. Feedback from students regarding lecturers and teaching and learning activities (EDOM). 3. EVISEM report.
Annual	<ol style="list-style-type: none"> 1. Alumni tracer study with DPKHA UI.
Incidental	<ol style="list-style-type: none"> 1. Survey and focus group discussions to collect feedback from graduate users. 2. Service satisfaction survey.
-	<ol style="list-style-type: none"> 1. Organizing Educational Guidebook (catalogue). 2. Planning for student advisor/thesis advisor. 3. Planning for thesis regulations.

The evaluation of the modules is done regularly, twice a year. The head of the “Hospital Administration” will check the modules of the study program together with the coordinators of the modules and the head of department of health prior to the start of the semester to ensure that it corresponds with faculty and university standards (SER 1.6.3).

The evaluation of the practical relevance of the “Hospital Administration” study program is carried out through tracer studies, which are conducted every two years. The Universitas Indonesia’s Career Development Center and the alumni division of the Faculty of Public Health run a tracer study centrally to identify the graduates’ employability. A tracer study is carried out via electronic survey and force group discussions. Upon graduation, the graduates are sent a survey link through an electronic email. The result of the tracer study is reported to the Head of the Faculty and academic staff for follow-up, such as recommendations for the learning process and curriculum development. The process of the tracer study is monitored by the manager of alumni and the career development center. A tracer study conducted in 2020 found that regarding graduate competencies, an average of 56.24% MHA graduates regard their ability as high except for the variable of knowledge of fields outside of their degree, whereas most graduates’ answer is neutral (38.1%). Regarding the study program, faculty, and university contribution to the graduate competencies, an average of 47.62% regard it as high. Regarding the benefit of the MHA study program to the graduates’ jobs, an average of 59% regard it as high. Regarding the relevancy of competencies to the graduates’ jobs, an average of 55% of graduates regard it as high, and an average of 35% regard it as very high.

Based on the tracer study for graduate employers conducted in 2020, on average, 57.82% of the employers are satisfied with the competencies of the MHA graduates.

As the University states, graduates pursue career opportunities to be a director, manager, consultant, researcher, educator, leader, and entrepreneur in health service industry. Most of the MHA graduates are working as Hospital Director, Hospital Admission, Hospital Medical Records, Hospital Finances, Hospital Treasurer, Hospital Billing, Hospital Marketing, Hospital Logistics, Hospital HR, Hospital General Affair, and Hospital Information System.

Each student in the “Hospital Administration” program is supported by an academic counselor at the beginning of each semester regarding the modules to be taken. The Student Executive Board of the Faculty of Public Health and the Post-graduate Student Association also provide scheduled tutoring throughout the study period. The academic counselor also functions as the thesis advisor and will guide the research and thesis activities of the students (SER 1.6.8).

The “Hospital Administration” program as well as the whole University support gender equality as well as equal opportunity in the admissions process. There is no certain gender, religion, ethnicity, or economic status excluded from the admission process. Students with disabilities are provided with special support from the “Disabled Students Service Unit” (SER 1.6.10).

Furthermore, the tuition fee becomes a problem for some people. Universitas Indonesia ensures that their students receive enough economic support to finish their studies through government or non-government scholarships, such as Tuition Fee for High Achieving Economically Disadvantage Student (BIDIKMISI). In the master's program, scholarships can be offered from the Human Resources Development and Empowerment Agency Ministry of Health Republic of Indonesia, Educational Fund Management Institution, respective institutions, and local governments.

2.4 Information about the University

The Universitas Indonesia was established in 1950. At this time, the University had faculties in Jakarta (Medicine, Law, Social and Political Sciences), Bandung (Engineering), Bogor (Agriculture), Surabaya (Dentistry) and Makassar

(Economics). The faculties outside Jakarta grew independently and became separate universities between 1954 and 1963. Universitas Indonesia initially had three campuses in Jakarta, located in Salemba, Pegangsaan Timur, and Rawamangun. In 1987, the Universitas Indonesia Campus was built in Depok. Until 2000, the Faculty of Medicine, Dentistry, and a few postgraduate programs of other faculties were still located in Salemba.

The Hospital Administration program was established in 1993. Since 2013, all the programs of the health science cluster (Medicine, Dentistry, Nursing, Public Health and Pharmacy) are carried out in the Health Science Cluster building to strengthen interdisciplinary collaboration.

Currently, there are 291 study programs from 13 faculties with more than 47,000 students (out of which 309 are international students). Universitas Indonesia has two campuses: at the center of business in Jakarta (Salemba) and Depok (West Java), where the "Hospital Administration" program is located. The Faculty of Public Health has 2,166 students in four bachelor study programs, four master study programs and two doctoral degree study programs.

The Faculty of Public Health is continuously developing its academics, research and community service activities, whether regionally, nationally or internationally. For example, an annual international conference is held to build and increase enthusiasm for the study of public health and research, which is called the "Faculty of Public Health Universitas Indonesia Science Festival". More information can be found in SER 3.2.1.

3. Expert report

2.5 Preliminary remarks

The Accreditation Agency in Health and Social Sciences (hereinafter AHPGS) was commissioned by Universitas Indonesia (hereinafter the University) to accredit the study program "Hospital Administration" (Master of Hospital Administration).

The on-site visit evaluation of the study program "Hospital Administration" as well as the study programs "Public Health Sciences", "Nursing" and "Public Health" offered at the Universitas Indonesia was carried out on October 24 and 25, 2022 at Depok, West Java, Indonesia.

The documents of the University, the feedback from the experts to the documents and the results of the discussions with the representatives of the University during the on-site visit serve as a 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.

Prof. Dr. Uta Gaidys

Hamburg University of Applied Sciences, Germany

Professor of Nursing Science (Ethics, Communication)

Head of the Nursing and Management Department, Representative for the Master's Degree Program in Nursing

Fields of Study/ Subjects: Ethics, Communication, Nursing Science, Nursing Research, Science-Based Care, Professionalisation, Care of People with Chronic Diseases

Prof. Dr. Franz Hessel

SRH Berlin University of Applied Sciences, Germany

Professor for Healthcare Management

Program Director MBA/EMBA

Program Head MBA Healthcare Management

Berlin School of Management

SRH Berlin University of Applied Sciences

Visiting Professor University Duisburg-Essen, University Granada, Metropolia Helsinki, Technical University Ostrava

Former Director International HEOR, Abbott Diagnostics

Former Head of HEOR Germany, Sanofi

Medical Studies and Master Public Health LMU Munich

Dr. Rolf Heusser

National Research Program 74 "Smarter Health Care", University of Zurich, Switzerland

Former Director of National Institute for Cancer Epidemiology and Registration, Zurich, Switzerland

Former director of Swiss Accreditation and QA agency in Higher Education (OAQ)

Former Chairmen of the European Consortium of Accreditation in higher Education (ECA)

Prof. Dr. Klaus Runggaldier

MSH Medical School Hamburg, University of Applied Sciences and Medical University, Germany

Professor of Medical Education

Dean of the Faculty of Health Sciences,

Managing Director of Falck Rettungsdienst GmbH, former COO Emergency

Medical Services and Quality Manager of Malteser Hilfsdienst on federal

level and Managing Director and Head of School of Malteser Training Center in Nellinghof, Germany

Paramedic

Mr. Leopold Beham

Technical University of Munich, Germany

Student of Human Medicine

Dr. Martina Plaumann

Unit: Prevention of Diabetes Mellitus, associated Risk Factors and Secondary Diseases at the Federal Centre for Health Education (BZgA), Bonn, Germany

Deputy Head of the Unit

Member of the German Society for Community Medicine and Prevention

Member of the German Society of Public Health

Studies in Nutritional Sciences at the Friedrich Wilhelm University Bonn,

Christian Albrecht University Kiel, Germany, and Agricultural University

of Wageningen, The Netherlands

Studies in Public Health at the Medical School Hanover, Germany

Prof. Dr. Birgit Vosseler

Eastern Switzerland University of Applied Sciences, St. Gallen, Switzerland

Professor for Nursing Sciences

Dean of the Department of Health Care, Vice President

Visiting professor at Nebraska Methodist College Omaha, NE/USA

Nursing management education at University of Applied Sciences Münster, Germany and San Jose State University, CA/USA, Doctoral Degree at Martin Luther University Halle-Wittenberg, Germany

Registered nurse

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.

2.6 Basic information about the study program

The main objective of the Master study program “Hospital Administration” offered at the Faculty of Public Health at Universitas Indonesia is to create hospital leaders who are able to contribute to health services development efforts in Indonesia.

The study program requires the obtainment of 47 Credits (SCU) according to the internal credit system. One SCU is equal to 50 contact minutes of lectures or 170 mins of laboratory or clinical training per week. The program applies

the University's internal credit system. Thus, students' performance is evaluated based on the results of a Grade Point Average (GPA) and the Cumulative Grade Point Average (CGPA). GPA is calculated by dividing the sum of the grade points (with 4 being the best achievable grade and 0 being the worst) received in all courses registered during one semester by the total credit hours of the same courses. CGPA is calculated by dividing the total credits received from all courses a student has completed since joining the program by the sum of the credit hours of these courses. According to the University regulations, students with a GPA of at least 2.00 are considered to have successfully completed the respective course. To successfully complete the whole program, students must pass all obligatory examinations with the minimum grade of 2.00 CGPA score.

The total workload of the program constitutes of 2.058 hours, of which 1.658 hours are contact hours, 128 hours are internship/residency hours, 90 hours are calculated for scientific writing and 181 hours are for writing the thesis. It is a full-time study program with a regular duration of 2 years/ 4 semesters. The program's curriculum consists of 19 modules.

There are 90 study places annually available in the program. Admission takes place every winter semester. The first batch of students was admitted to the program in the academic year 1993/1994.

3.3. Expert Report

The on-site visit was carried out on October 24-25, 2022, according to the previously agreed schedule. Representatives from the head office of AHPGS accompanied the expert group.

The expert group met on October 23, 2022, 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.

During the on-site visit, experts conducted discussions with the University management (rector, secretary, vice rector of academic and student affairs, vice rector of research and innovation, vice rector of human resources and assets, head of academic quality assurance agency, director of education, director of academic development and learning resources, director of center for

independent learning, director of student affairs, head of the new student admission office, head of the office of international affairs, director of budget planning, director of finance, director of human resources), representatives of the Faculty of Public Health, the dean, vice dean and the teaching staff of the program “Hospital Administration” as well as with students currently studying in the program and alumni. Furthermore, they inspected the learning premises, such as lecture halls, seminar classrooms, library, and computer classes. Moreover, experts had the opportunity to see the equipment and the capacity of the laboratories as well as the teaching hospital.

The expert report is structured in compliance with the international accreditation criteria from AHPGS which are 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 study program will be described and analyzed in a comprehensive manner below. The documents submitted by the University, the experts’ feedback on the documents, the observations made during the on-site visit, the results of discussions with the representatives of the University, and members of the Faculty of Public Health serve as the foundation for the statements made in the expert report.

2.6.1 Program aims and their implementation

Universitas Indonesia (UI) is one of the oldest higher education institutions in Asia. With more than 400.000 alumni, UI has an important impact on the regional level. The University itself has set the goal to become a competitive center of science, technology and culture, through the effort to educate the nation’s life to improve people’s welfare, and thereby contributing to the development of Indonesian society. Therefore, a teaching hospital was opened at the campus in 2019, which the experts positively acknowledge (*see also 1.3.5*).

Furthermore, UI wants to establish an internationalization strategy and advance this strategy within its study programs. As the University states the government also supports the internationalization of all universities within Indonesia and would like to increase mobility in the country, especially by increasing mobility in the Bachelor programs through internships, semesters abroad or similar. For the Master programs UI wants to allocate some of its

budget to invite students as well as visiting professors from foreign universities.

The experts welcome the University's plan. They appreciate the research activities and -cooperation already available at the Faculty of Public Health. However, in their view, it is necessary to establish internationalization as a cross-cutting issue at all levels. This includes the expanding of cooperation with international universities and institutions and actively using the possibility of student and faculty exchanges. To be able to do this, more courses in the study programs must be offered in English or the possibility to apply for scholarships abroad should be used more actively. On site, the experts were able to convince themselves of the language skills of both students and teachers, which is why they encourage the University to take this step. Furthermore, the internationalization strategy should be broken down to all levels and implemented so that it is clear to everyone involved what steps should be taken. The experts are convinced that the commitment, engagement and capacities are given and that the assessment of the Master study program "Hospital Administration" according to international standards was an important first step.

The Master program "Hospital Administration" pursues specific qualification objectives. The program's goal is to prepare graduates to be able to recommend adaptive, innovative and evidence-based anticipation and problem-solving efforts in hospital management. The profile of the graduates is prepared with attention to the needs of stakeholders and refers to the "Standards for the Operation of Hospital Graduate Program Education in Indonesia" arranged by the Indonesian Education Forum of Hospital Graduate as well as the "Core Competencies for a Healthcare Administrator". The experts positively highlight the involvement of stakeholders by designing the curriculum. The graduates shall be able to work as hospital directors, hospital management practitioners, hospital consultants or as teaching staff/lecturers and government administration at the department level.

The learning objectives of the "Hospital Administration" program are based on social responsibility; personal development; scientific development and engagement in a qualified occupation. 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.

2.6.2 Structure of the study program

The Master study program "Hospital Administration" is a full-time study program with a regular duration of 2 years / 4 semesters. The program curriculum consists of 19 modules, out of which 16 are program-specific and 3 are studied with students from other master study programs at the Faculty of Public Health. Modules which are compulsory faculty modules are "Intermediate Biostatistics", "Intermediate Epidemiology" and "Intermediate Public Health" and are studied together with the master programs "Public Health Science", "Epidemiology" and "Occupational Health and Safety". To ensure that the modules have objectives equivalent to those of the program-specific modules, the "Hospital Administration" program has an outcome-based education document, which contains the program learning outcome for each module. These compulsory faculty modules are planned by a team consisting of lecturers from all master programs of the Faculty of Public Health and each lecturer receives training before the semesters start.

Furthermore, the experts acknowledge the very detailed course files with its 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. Nevertheless, the curriculum appears very detailed, consisting of many isolated courses and, therefore, a lot of examinations. Thus, the experts recommend revising the module manual and suggest combining some modules in order to reduce the number of examinations.

Practical skills are gained during the internship. Internship activities include the observation and orientation through units in the hospital, residency activities with structural leaders from the lowest to the highest position as well as creating a business process framework/flow in two units of the hospital. Expectations for students' qualifications and the structure of the internship are clearly defined. The experts appreciate that supervisors from both the University and the clinic are assigned to oversee students during their internship. The university instructor is a member of the program staff with at least a master's degree. The field instructor is a hospital staff who is experienced in the

structural position and willing to provide residency guidance, The minimum qualification for a field instructor is a Bachelor's degree with at least 5 years of experience or a Master's degree. The instructors from both sides discuss regularly how to ensure that students obtain the expected learning outcomes. Furthermore, evaluation from students and stakeholders are regularly used to make improvement plans.

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.

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

2.6.3 Admission and Feasibility

To be admitted in the "Hospital Administration" program, students must:

- Be bachelor program graduates or accredited diploma IV (vocational) program graduates from domestic or foreign universities
- Have a minimum GPA of 2.75
- Minimum of three years of work experience in a hospital, be a hospital owner and/or be a member of teaching staff in the hospital field

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 to be passed during the "Hospital Administration" program. The University states that the system of midterm and final exams is determined by the government. 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. The organization of the education process ensures the successful implementation of the study program.

On site, it became obvious that the teaching staff follows an "open-door-policy". In the first week of each year, students 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.

Students are supported through advisors, course coordinators or personal tutors 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.

2.6.4 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 students through a series of exams and quizzes that are scheduled during the academic semester. Students in the "Hospital Administration" program are required to write a master thesis (4 credits) after completing the scientific writing module (2 credits). Their academic advisor also functions as the thesis advisor who will guide the research and thesis activities.

In the experts' opinion, the study program includes a very high number of exams which causes a high workload not only for students but also for the teaching staff. The transparent information of examination methods and of the examination schedule at the beginning of each term makes the great number of assessments during and at the end of each semester manageable. An examination can be repeated once. Students who cannot attend the test due to health issues or other unforeseen circumstances are allowed to take the test on another agreed day. If the examination is failed twice, students must redo the course in the following semester. Thus, the experts conclude that the examinations, although numerous, serve to determine whether the envisaged qualification objectives have been achieved or not and are focused on students' knowledge. The requirements to students' performance in examinations are regulated and published. The frequency of examinations, as well as their organizations, is appropriate.

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

2.6.5 Teaching staff and material equipment

The "Hospital Administration" program is carried out by 3 professors, 4 associate professors, 1 assistant professor and 2 lecturers. They are all employed

on a full-time basis. Considering the total of 198 currently enrolled students, the student-to-faculty ratio is 1:10 which the experts positively acknowledge.

Regarding the employment process, the qualification and experience of the teaching staff is closely evaluated prior to the appointment decision. Overall, the teaching and academic staff of the College of Public Health 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 faculty administrations.

The experts find the number of human resources allocated to the program to be sufficient to carry out its functions. The teaching staff within the Master program "Hospital Administration" is in possession of academic and technical credentials and experience adequate to their responsibilities. The University informs its employees about opportunities for personal and professional development in clear ways, 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. The staff also describes that they can receive training to improve their e-learning competences, which the experts positively acknowledge. New teaching staff is thoroughly briefed about the program and their teaching responsibilities before they can start working. Students evaluate the performance of all teaching and other staff periodically.

On-site, the experts were shown around the College of Public Health's premises on the campus as well as the teaching hospital where the students within the "Hospital Administration" program gain their practical skills. The College of Public Health is located in the Health Cluster building, which is managed collectively by the five health science departments. The experts welcome the local consolidation of the various health studies programs in one building. They recommend that the University makes even greater use of the opportunities this offers in terms of interdisciplinary collaboration. Students would also like to see more collaboration with other study programs.

It was ascertained by the experts that the Master study program "Hospital Administration" has ample available teaching facilities at its disposal. The experts conclude that the hospital infrastructure and the equipment are suitable

to guarantee a high level of teaching and research. The experts inquire about how hospitals are dealing with digitization. The university explains that much is already technically possible and implemented, but due to government regulations and data protection reasons, much still must be done on paper. The experts are familiar with the problems and can easily understand the university's comments.

The University hosts one of the largest libraries in South Asia. The library offers ample print and internet resources for academic research. From the experts' point of view, the learning resource materials and associated services are consistent with the requirements of the programs and the courses offered by them.

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

2.6.6 Quality assurance

From the experts' point of view, the Universitas Indonesia has a well-structured system of quality assurance spread across all its units. The University has established a quality assurance hierarchy which connects from the academic quality assurance board on university level to the academic quality assurance unit on faculty level and the academic quality assurance team within the "Hospital Administration" study program.

The academic internal quality audit carries out internal and external quality assurance procedures on a cyclical basis, among them are course evaluations and student and teaching staff surveys. At the end of each semester, a course report is written, and course specifications may be amended according to evaluation results. There are also regular meetings in which issues and needs of the study programs are discussed. Students' workload is assessed and regulated through the Grade Point Average (GPA). Furthermore, the student executive board distributes surveys to all students regarding their workload. The feedback from the students is forwarded to the dean, the head of the study program and the course coordinators. Coordination meetings are carried out to adjust the students' workload in terms of the assignment for the next semester.

The experts conclude that the University has a well-established, documented and published concept of quality assurance regarding the education process,

teaching and research, which serves as the basis for the quality-oriented development and implementation of its study programs and, therefore, also for further development of the “Public Health” program.

The results of the internal quality assurance management are applied to the continuous development of the study program. In doing so, the University takes into close consideration the quality evaluation results as well as the analyses of students’ workload, their academic accomplishments and feedback from graduates as well as other relevant stakeholders.

During the round of talks on-site, the experts learned that the curriculum of the study program “Hospital Administration” is revised every five years. Therefore, all stakeholders, including alumni and current students are involved, which the experts take positive notes of. As the University states, the inputs of alumni are very strong and the response rates of the tracer studies which are implemented every year, are quite high (over 80 %). According to a tracer study done in 2019 graduates are mostly working in fields that are aligned to their education (60 %). 77 % have remained in their original jobs while 23 % have moved to new workplaces. Half of them (54 %) received an increase in salary after finishing the Master study program. Almost all graduates (97 %) are accepted for a job within less than 6 months.

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

2.6.7 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. The “Hospital Administration” program as well as the whole University supports gender equality as well as equal opportunity in the admission process. There is no gender, religion, ethnicity, or economic status excluded from the admission process. The consideration is based on objective measurements, such as examination scores.

Universitas Indonesia provides facilities for students with disabilities such as wheelchairs, guiding block pathways for blind people, lifts, and restrooms/toilets for disabled students. It has also developed a Disability Service Unit. The Faculty of Public Health has ensured consistent infrastructure oriented towards enhancing accessibility and accommodating students with disabilities

and chronic illnesses in order to enable them to attend classes. Assessments are performed with special assistance and/or an equivalent alternative and/or extra time.

Overall, the experts conclude that the University's action 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.

2.7 Summary

The experts sum up that the overall impression of Universitas Indonesia is very positive. The experts were impressed by the engagement and commitment of the staff as well as the students. The University presents itself convincingly as an open-minded and dynamic institution with willingness to import new ideas and recommendations for further enhancement.

The experts further state that the "Hospital Administration" Master study program is a long-standing program with a large tradition built on national regulations which meets the requirements of the current job market of Indonesia as well as international standards. Especially the learning outcome approach, the competence orientation and the good eye for practice implementation makes the study program very attractive for students. The experts also positively acknowledge the research components in the curriculum. Several additional favorable characteristics and achievements of the study program "Hospital Administration" were demonstrated, such as a strong commitment to quality assurance.

Based on the information from written documents and the results of the on-site visit, the experts concluded that the study program "Hospital Administration" offered at the Universitas Indonesia fulfills the above-described criteria. Hence, the experts recommended 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:

- Internationalization should be established as a cross-cutting issue at all levels. This includes further expanding cooperation with international universities and institutions and actively using the possibility of student and faculty exchanges. To be able to do this, more courses in the study programs must be offered in English and the possibility to apply for scholarships abroad should be used more actively. Furthermore, the internationalization strategy should be broken down to all levels and implemented so that it is clear to everyone involved what steps should be taken.
- To reduce the number of examinations, some modules could be combined.
- The University should make even greater use of the opportunities the Health Science Cluster building offers in terms of interdisciplinary collaboration between the study programs.

3 Decision of the accreditation commission

Decision of the Accreditation Commission of February 16, 2023

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

The on-site visit of Universitas Indonesia took place on October 24 and 25, 2022, according to the previously agreed-upon schedule.

The accreditation decision is based on the "Accreditation Criteria for International Program Accreditation" which have been developed 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 Accreditation Commission of the AHPGS discussed the procedural documents and the vote of the expert group.

The regulated study period in the program "Hospital Administration" is two years / four semesters. 44 Credits according to the internal credit system are required for the obtainment of the academic degree. The study program consists of 19 courses. The language of instruction is Bahasa Indonesia. The Master study program "Hospital Administration" is completed with awarding of the academic degree "Master of Hospital Administration". Admission takes place every fall semester. The first batch of students was admitted to the study program in the academic year 1993/1994.

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

The study program "Hospital Administration" is accredited for the duration of five years, until September 30, 2028.

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.