

# Decision of the FIBAA Accreditation Committee for Programmes



**98<sup>th</sup> Meeting on 26 February, 2016**

**Project Number:** 14/062  
**Higher Education Institution:** Nehemiah Gateway University, Shkolla e Lartë  
Nehemiah Gateway  
Bucimas, Albania  
**Study Programme:** Economy and Businesses (B.A.)

The FIBAA Accreditation Committee for Programmes has taken the following decisions:

According to § 7 (2) in conjunction with § 10 (1) of the “Special Conditions for awarding the FIBAA Quality Seal for Programmes”, the study programme is accredited.

Period of Accreditation: February 26<sup>th</sup>, 2016 until the end of the summer semester 2023

**The Period of Accreditation is provisionally extended until June 30, 2024.**

The FIBAA Quality Seal is awarded.



## Assessment Report

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**Higher Education Institution (HEI):**

Nehemiah Gateway University, Shkolla e Lartë  
Nehemiah Gateway  
Buçimas, Albania

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**Bachelor study programme:**

Economy and Businesses (B.A.)

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**Qualification awarded on completion:**

Bachelor of Arts (B.A.)

# General Information on the study programme

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**Brief description of the study programme:**

The programme equips students for a career in business and economics through a solid theoretical foundation with a strong emphasis on practical applications and implementation and through the necessary academic and practical skills to immediately start a career in business, as well as to take over leadership and assisting positions especially in small and medium enterprises or non-profit organisations.

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**Type of study programme:**

Bachelor programme

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**Projected study time and number of ECTS points assigned to the study programme:**

3 years, 180 ECTS

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**Mode of study:**

full-time / cooperative

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**Didactic approach:**

Study programme with obligatory class attendance

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**Double/Joint Degree programme:**

no

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**Scope (planned number of parallel classes) and enrolment capacity:**

One at a time, 25

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**Programme cycle starts in:**

winter semester

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**Initial start of the programme:**

winter semester 2010

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**Type of accreditation:**

re-accreditation

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**Last accreditation period:**

November 30<sup>th</sup>, 2012 until the end of the winter semester 2015/16

# Procedure

A contract for the re-accreditation of the Economy and Businesses (B.A.) was made between FIBAA and Nehemiah Gateway University on December 16<sup>th</sup>, 2014. On September 17<sup>th</sup>, 2015, the HEI submitted a self-evaluation report, which included a detailed description of the programme and further documents in order to prove that the criteria for programme accreditation were met.

At the same time, FIBAA appointed a review panel. The HEI agreed with the chosen experts. The panel consisted of:

**Prof. Dr. Reinhard Bachmann**

University of London  
Professor for International Management

**Prof. Volker Gehmlich**

Osnabrück University of Applied Sciences  
Professor for Business Administration and Business English

**Prof. Dr. Brikena Kadzadej**

University of Tirana  
Head of the German department

**Prof. Dr. Lutz Stührenberg**

IBS IT & Business School Oldenburg  
Professor for Organisation and Management

**Tim Ackermann**

Zalando SE  
VP Talent Acquisition & Excitement

**Erik Grimm**

University of Cologne  
Student of Business Administration (M.Sc.)

FIBAA project manager:  
Ass. jur. Karin Legerlotz

The assessment is based on the self-evaluation report, amended by further documents, requested by the panel, and a site visit. The site visit took place on November 16<sup>th</sup>/17<sup>th</sup>, 2015 at the HEI's premises in Buçimas, Albania. On end of the on-site visit the panel gave a short feedback on its first impressions to representatives of the HEI.

The assessment report based on this was delivered to the HEI for comment on February 5<sup>th</sup>, 2016. The statement on the report was given up on February 11<sup>th</sup>, 2016it has been taken into account in the report on hand.

# Summary

The programme Economy and Businesses (B.A.) offered by Nehemiah Gateway University fulfils with few exceptions the FIBAA quality requirements for bachelor programmes and can be re-accredited by the Foundation for International Business Administration Accreditation (FIBAA) for seven years starting on February 26<sup>th</sup>, 2016 and finishing at the end of the summer semester 2023. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid at the time of opening of the procedure, and with the Bologna declaration.

Furthermore, the quality requirement that has not been fulfilled – Lecturing tutors, see chapter 3.3 – is not an asterisk criterion, so that a condition is not necessary. The measures the HEI takes to solve the identified problem are to be considered during the re-accreditation.

The panel members also identified several areas where the programme could be further developed:

- Modular structure of the study programme, see Chapter 3.2;
- Feasibility of study workload, see Chapter 3.2;
- Structure and quantity of faculty in relation to curricular requirements, see Chapter 4.1;
- Internal cooperation, see Chapter 4.1;
- Process organisation and administrative support for students and faculty, see Chapter 4.1;
- Quantity, quality, media and IT equipment of teaching and group rooms, see Chapter 4.5;
- Quality assurance and quality development with respect to contents, processes and outcomes, see Chapter 5.1;

The measures that the HEI takes in order to implement the recommendations of the panel members are to be considered during the re-accreditation.

There are many criteria in which the programme exceeds the quality requirements:

- Positioning of the study programme in the educational market, see chapter 1.3;
- Positioning of the study programme on the job market for graduates („Employability“), see chapter 1.3;
- Integration of theory and practice, see chapter 3.1;
- Ethical aspects, see chapter 3.1;
- Guest lecturers, see chapter 3.3;
- Internationality of student body, see chapter 3.4;
- Internationality of faculty, see chapter 3.4;
- Foreign language contents, see chapter 3.4;
- Skills for employment/Employability, see chapter 3.6;
- Internal cooperation, see chapter 4.1;
- Process organisation and administrative support for students and faculty, see chapter 4.2;
- Quantity, quality, media and IT equipment of teaching and group rooms, see chapter 4.4;
- Programme description, see chapter 5.3;
- Information on activities during the academic year, see chapter 5.

For the overall assessment of the programme, please refer to the quality profile at the end of this report.

# Information

## Information on the Institution

Nehemiah Gateway University ("N.G. University") is a private institution of higher education located in Buçimas, in the District of Pogradec, Albania. N.G. University was licensed pursuant in 2008 by the Council of Ministers of the Republic of Albania in accordance with the Albanian Constitution and Law "On Higher Education in the Republic of Albania".

N.G. University forms part of the global work of the international aid organisation Nehemiah Gateway Group ("N.G. Group") with its Headquarters in Nuremberg, Germany. In Albania, the N.G. Group is represented by the Nehemiah Gateway Albania Foundation, which has been operational in Albania since 1992. From a legal perspective, N.G. University is a higher education institution of N.G. Albania and thus part of its legal and organisational structure. The mission statement of N.G. Group is "Helping and empowering people to sustainably shape and determine their own lives in dignity and independence".

The *raison d'être* of N.G. University is the fulfilment of the strategy, aims and objectives of N.G. Albania Group in the field of education through the experience gained in its elementary and secondary schools, a long-term investment in qualitative education in a holistic concept based on values. Therefore, the purpose of N.G. University was not only to replicate the success achieved in the Nehemiah Schools, but was also to offer an opportunity to the graduating pupils for further education on the level of higher education. Hence, N.G. University closes the cycle of education from Kindergarten to University but also opens possibilities for the pupils and students to achieve their full potential.

The focus of N.G. University is the development of the local region through the exposure of students to international business practices and experience; i.e. the qualification of leaders according to the example of West Europe, particularly Germany, the possibility of research and multiplication of education results.

N.G. University with its local and national commitment provides higher education to its students so that they can become successful professionals in their chosen fields and develop positive influences in their communities. N.G. University also has a global perspective. In the view of N.G. University the integration of Albania into the European Community is accompanied by enormous challenges. N.G. University believes that one of the best ways of integration is through education. Taking advantage of the Bologna Process within the European Union, N.G. University strives to include in its educational programmes European standards.

N.G. University has currently two faculties: the Faculty of Business and Technology (TEB) and the Faculty of Humanities (HUM). There are currently two study programmes being offered under the respective faculties. The Master programme "Leadership and Assessment in Education" is offered by HUM, whilst the Bachelor programme at hand "Economy and Businesses" is offered by the TEB.

## **Further development of the programme, implementation of recommendations from previous accreditation, statistical data and evaluation results**

The programme started in January 2010 and was awarded with the FIBAA Quality Seal for three years granted with six conditions. To fulfil the conditions and recommendations from the accreditation process N.G. University implemented various changes. It has changed the name of the study programme from “Business and Economics” to “Economy and Businesses” in order to reflect clearly and comprehensively the content of the study programme. As a result of these changes, the faculty revised the module description catalogue for the study programme and defined the learning outcomes for each subject. The curriculum of the programme contains now a total of 180 ECTS and 5 ECTS per module, as suggested by the evaluation panel. Furthermore, N.G. University considered the suggestion of the evaluation panel to include a project work for one academic year instead of two reports for the practical trainings per year. The learning outcomes for each practical training have been defined in the module descriptions and included in written agreements between the HEI and the company, which the students have to achieve during their internship. Moreover, the provision for the compensation of disabled students has been included in the Exam Regulation of the institution.

Furthermore, N.G. University developed a strategic concept, which includes goals, objectives and strategies. The Action plan is a working document which defines first: individual, but high quality standards for each study course, second: individual target groups for the University, such as teachers in emerging countries and third: defines requests for an NGO management specific dual study course.

These are current established targets and short-term goals:

- The Bachelor programme is offered to African students coming from N.G. Group's aid projects from Tanzania, Uganda, South Sudan and Germany.
- The development of administration department, including the employment of an administrative assistant and person responsible for student services, as well as marketing, finance, etc.
- The Institutional Accreditation with the accreditation agency TRACS in the United States of America.
- The gradual establishment of a Research Agenda (Research Department) under the auspices of the "Nehemiah Gateway Forum", which is an open platform for research and discussion of various current topics. It is a platform to learn and share ideas. This Forum was launched in spring 2011.

Furthermore, N.G. University provides the following statistical data:

| Course                                     | Age         | Female | Male | Graduates | Drop Outs | Nationality   |
|--|-------------|--------|------|-----------|-----------|---|
| B.A. Course 1<br>(04.01.2010-11.12.2012)   | 20-34 years | 6      | 2    | 7         | 1         | 100% Albanian   |
| B.A. Course 2<br>(17.10.2011 - 16.10.2014) | 18-32 years | 6      | 5    | 7         | 4         | 100% Albanian   |
| B.A. Course 3<br>(07.01.2013 - 07.01.2016) | 19-36 years | 4      | 10   | -         | 4         | 50 % International (30 %<br>from Uganda and 20%<br>from South Sudan)<br>50 % Albanian   |
| B.A. Course 4<br>(12.01.2015 - 12.01.2018) | 19-32 years | 11     | 9    | -         | 0         | 45% International (15 %<br>from Uganda, 15% from<br>South Sudan, 10 % from<br>Tanzania and 5 % from<br>Germany)<br>55% Albanian |

## Appraisal

Due to the number of enrolments, which is steadily increasing the panel considers the programme as well established. The increasing diverse student body shows the results of N.G. University's efforts and demonstrates the attractiveness of the programme for international students. Besides, the panel is pleased to note the steadily high rate of female students that confirm N.G. University's commitment to gender equality. However, there is no information on the average grade of final degree or the average study time. In order to further enhance the development of the study programme, the panel recommends N.G. University to systematically collect and monitor these data.

Indeed the panel was very impressed by the efforts N.G. University took to fulfil the conditions and to implement the recommendations from the previous accreditation. In the past three years the programme has made a remarkable progress. Particularly noteworthy is that N.G. University often went a step further, e.g. by not only defining the learning objectives of the practical training and the project work in the module description, but also including the learning outcomes for each practical training in written agreements between the HEI and the company. All measures taken by N.G. University in recent years greatly improved the structure of the programme and the HEI.

# Programme Description and Appraisal in Detail

## 1. Objectives

### 1.1 Objectives of the study programme (Asterisk-Criterion)

The Bachelor programme equips students for a career in business and economics through a solid theoretical foundation with a strong emphasis on practical applications and implementation and through the necessary academic and practical skills to immediately start a career in business, as well as take over leadership and assisting positions especially in small and medium enterprises or non-profit organisations. The study programme supports young talented people to assume responsibilities in the business realm as well as in the society and to build bridges between different thinking patterns, perspectives and cultures, by acting in an ethical and value-oriented way. The students study business from the European and international perspective, but also analyse the Albanian economic environment. The student is equipped in business skills of entrepreneurship, innovation and creative thinking. The Bachelor programme “Economy and Businesses” is a strongly practice-oriented study programme, where the student is encouraged and motivated to implement theoretical knowledge under the supervision and support of a personal mentor or coach in a real business environment.

The objectives of the study programme are among others:

- to provide a solid foundation on business management and on the critical thinking needed to make effective business decisions;
- to promote and develop business and economic literacy through the University in the local and regional community;
- to prepare students to understand the concept of entrepreneurship more deeply and allow them to gain knowledge, skills and attitudes of a real entrepreneur;
- to prepare students to implement business concepts and theories to project implementation and decision-making;
- to provide a solid foundation for proficiency in human resources management, operations management, marketing, accounting, statistics, economics, finance, and business law;
- to enable students to develop business skills in communication, technology, quantitative reasoning and teamwork;
- to provide students with professional role models and potential mentors who can provide guidance, feedback and support;
- to promote and develop multidisciplinary and interdisciplinary business thinking and practical implementation;
- to enable students to develop and maintain a sustainable work ethic and professional attitude;
- to promote comprehension and commitment to corporate social responsibility.

### Appraisal:

The qualification objectives of the programme are explained and convincingly presented in relation to assisting and leading positions in local and international organisations and enterprises in various business related fields. N.G. University embraces an academic proficiency, and a comprehensive improved employability for the graduates. In addition, the training of various social skills promotes clearly the development of an individual student's personality. Also, the requirements of academic abilities and research skills on Bachelor level are fulfilled in the view of the panel. The linking of theory and practice and the international perspective is clearly visible in the programmes objectives.

|      |  | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|------|--|-------------|------------------------------|----------------------------|------------------------------------|------|
| 1.1* | Objectives of the study programme (Asterisk Criterion) |             |                              | X                          |                                    |      |

## 1.2 International orientation of the study programme design (Asterisk Criterion)

The international nature of the institution is given by its integration into N.G. Group and is part of the institutions identity. As an international aid organisation N.G. Group has partner organisations in Europe, Africa and South America. N.G. University strives therefore to expand its international network between institutions of higher education, especially in countries where the projects of N.G. Group are focused on. N.G. University has been working to open its doors for international students by offering exchange possibilities of students and lecturers as well as short time study trips to partner organisations in other countries. N.G. Group believes that education is the key for personal and social development. Establishing a good social behaviour is an elementary challenge of today's needs. International education is submitted to an on-going process of development and changes. International aspects and practices are getting increasingly important, as well as intercultural communication, understanding and intercultural interactions. The Bachelor programme "Economy and Businesses" aims at the the education and qualification through subject related, methodical and social competences of future business leaders, that are able to act in an entrepreneurial and responsible way when leading business and other organisations in a more and more global economy.

### Appraisal:

The programme objectives and strategy are geared to ensure internationality in teaching and research as well as graduate employability. The programme is designed to enable students to work and to communicate in an international context and to handle competently international tasks. This focus is clearly shown in terms of curricular contents as well as intercultural and language skills which are developed during the programme.

|      |  | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|------|--|-------------|------------------------------|----------------------------|------------------------------------|------|
| 1.2* | International orientation of the study programme design (Asterisk Criterion) |             |                              | X                          |                                    |      |

## 1.3 Positioning of the study programme

Until the early 90s, the Albanian education system has been politicised in the service of the former communist ideology. During the transition, the educational market was liberalised and now several private universities have emerged. There are approximately 60 HEIs in Albania. Among them there are universities offering qualitative educational programmes and others with a bad reputation of corruption and lack of professionalism and quality.

Since education in Albania traditionally has a more theoretical orientation and frontal teaching style, there is a great need for practical and interactive orientation within study programmes. Furthermore, during and after communism learning was and still is a process of reproducing knowledge, even at higher education level. Aspects of critical and abstract thinking were excluded from the curricula. This is a tradition under which the educational

system in Albania is still suffering. This is a gap in the Albanian educational market, which the B.A. dual-study programme is considering. Modules of Research Methodology and Academic Writing are key subjects included in the curriculum, in order to enable students to do scientific work. During the bachelor studies the students have the possibility to write assignments, papers, essays, posters etc., where they are expected to make use of research methods and approaches. In the Albanian educational context these abilities are not explicitly required, especially at university level. In addition to that, the B.A. dual-study programme, where the theoretical and practical parts are included in the curriculum, is unique in Albania. There are no other dual-study programmes offered in the field of Economy and Businesses.

Today, the employment sector in Albania has a growing demand for well-trained management staff, particularly men and women trained with hands-on practice. Professionalism and an excellent qualification according to German standards are key requirements on the Albanian labour market. Albanian companies are very interested in having contacts to German companies, especially in identifying framework conditions for the good quality of products and work. N.G. University as an HEI with German standards on study quality offers great opportunities for potential investors as well as for international companies. There are no reliable possibilities for Albanian employers to verify the professional abilities of graduates and jobseekers. As a result, hire-and-fire is the main practise in Albanian Companies, which affects the high labour turnover in the labour market. N.G. University plays a key role in changing this situation for companies and graduates. Through the dual-study programme the companies have the opportunity to follow up the development of the students and to support them individually. In this way the needs of the company are being considered and in the same time the students are being coached according the job requirements. The graduates have a real chance to be employed by the company. Furthermore, N.G. University offers internships in Germany, Switzerland or East-African countries for the bachelor students. The international experiences gathered by the students during their internships offers the opportunity to develop intercultural skills and to see the market from different point of views. Professional, social and intercultural skills make the graduates qualified jobseekers. In addition to that, N.G. University has made a market research, on which are reflected the expectations of the Albanian companies for jobseekers in the field of business administration.

As stated in N.G. University's Strategic Plan the university strives to implement its own education and training centre, which is expected to include the following:

- to be able to impart knowledge of:
  - N.G. specific values,
  - N.G. "in search of excellence" NGO-understanding,
  - N.G. know-how;
- to form character and personality;
- to give socially disadvantaged people and disabled people the same chance to study and to take care of their own life;
- to train specific know-how on how to run and manage an NGO;
- to teach cross cultural know-how and practice on how to live in a cross-cultural environment.

N.G. University strives to educate and train/coach young talented people (including disabled people) with the potential to become multipliers to develop the next generation of leaders for "Nehemiah Gateway"; to develop future leaders of other/partner NGO's and prepare them for leadership positions in business and the public administration to influence the business world; to implement N.G. values and increase N.G. network globally; to allow them to develop their own business in their home countries (emerging markets) and influence the social structures in these markets.

## Appraisal:

In the view of the panel the study programme's position within the Albanian education market is unique. There is no need for N.G. University to compete with bigger HEIs in Tirana. Due to its quality standards N.G. University clearly sets itself apart from HEIs with low standards or those who suffer from corruption. The internationality and the orientation of N.G. University towards the western European education systems are aspects that foster the attractiveness of the institution and the programme within Albania. The international atmosphere (via staff and students), the small class sizes and the academic guidance by the teaching staff are other distinguishing characteristics in comparison to other programmes. Bearing this in mind and the integration of theory and practice within the study programme the panel considers the programme's profile as unique and competitive.

N.G. University has thoroughly analysed the job market and the needs of employers in Albania. Furthermore, N.G. University stays in constant and close contact to companies and institutions, so that the demand for graduates is based on this exchange of experiences. In view of the panel the integrated internships in the programme and the swift adaption to changes of the job market lead to a very strong positioning of the programme on the job market.

The study programme's qualification goals are in line with the HEI's mission of educating potential leaders who consider N.G. values. The study programme is convincingly integrated into the HEI's overall strategic concept

|       |  | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|-------|--|-------------|------------------------------|----------------------------|------------------------------------|------|
| 1.3   | Positioning of the study programme   |             |                              |                            |                                    |      |
| 1.3.1 | Positioning of the study programme in the educational market                         |             | X                            |                            |                                    |      |
| 1.3.2 | Positioning of the study programme on the job market for graduates („Employability“) |             | X                            |                            |                                    |      |
| 1.3.3 | Positioning of the study programme within the HEI's overall strategic concept        |             |                              | X                          |                                    |      |

## 2. Admission

The Admission Procedure at N.G. University includes four steps:

- Step 1: submission of a valid application;
- Step 2: taking of a test;
- Step 3: personal interview;
- Step 4: enrolment (registration).

Step 1: submission of a valid application:

Applications for admission to N.G. University shall be submitted via the online system of the university. An application contains the following documents:

- letter of motivation explaining why the applicant wishes to study the Bachelor programme at N.G. University;
- Curriculum Vitae;
- Certified (notarised) copies of the following personal documents:

- an Albanian high-school graduation diploma (with transcript of grades) or a comparable diploma; international applicants must submit notarized translations of their certificates;
- a copy of the identity card;
- proof of English language proficiency on level B2 (e.g. TOEFL or IELTS or other certification) that are equivalent to the Level B2 (Common European Framework of References for Languages)
- a proof of English language proficiency (e.g. TOEFL or IELTS or other certification)
- two letters of recommendation concerning the personal character and academic potential of the prospective student. The letters of recommendation have to be written by pedagogic or academic personnel of the school last visited and/or by the last employer;
- a confirmation from a recognised doctor that the applicant does not suffer from infectious (transmittable) diseases at the time of application;
- a personal written statement where the applicant agrees to abide by N.G. University standards concerning academic honesty and personal conduct;
- a copy of the agreement with the professional partner where the applicant will do the practical training (N.G. University offers the possibility to attend the study programme without being an employee of a company and offers help to find an internship. Currently, some of the enrolled students have a studying contract "Work & Study". Some of the students are enrolled as students, who have the possibility to make an internship at N.G. Albania or other companies in Albania.);
- a proof of payment for the application fee.

#### Step 2: taking of a test:

This test is an examination of the knowledge acquired in different subjects in the pre-university level, and/or general questions regarding the field of study the applicant wishes to pursue at N.G. University. Nehemiah school students who have successfully completed their high school requirements do not have to take this standardised test. The date, time and the place of the test will be announced through the internet or other print media not later than one month before the test date.

#### Step 3: personal interview:

The Admission Commission arranges an interview for those applicants who successfully pass the application and standardised test steps of the admissions process. The personal interview is an opportunity for the Admission Commission to get to know the applicant better. The interview enables the Commission to evaluate qualities that cannot be assessed in the application documents, such as the personality, personal opinions and communication skills of the applicant. It may last between 30 – 45 minutes. The aim is to insure that the study programme chosen by the applicant is suitable and that the applicant will be able to meet the academic requirements of the programme. Furthermore, the interview will be conducted in English language, in order to gain a direct impression on the language skills of the applicant.

#### Step 4: enrolment (registration):

The applicant will be officially notified about the final decision of the Admission Commission not later than three weeks after the interview has taken place. An applicant is officially enrolled as student when the study contract is signed and the tuition fees have been paid by the applicant.

According to the statutes of the institution, it is the responsibility of the Programme Director to advise interested students on the procedural and academic requirements for the Bachelor programme. Since N.G. University is a small institution individual meetings with prospective students are still doable. In addition to that, the Student Service Centre of the institution is at

any time during the opening hours available (8:00 am – 5:00 pm) for prospective students and guests. The information related to the application procedure and the academic requirements to study at the Bachelor programme is included in the catalogue of the institution and on the website. In addition, N.G. University provides applicants with printed documents needed for the application process. In the personal counselling meetings, the procedure and entry requirements are discussed with the applicants individually. Each decision was discussed with the respective candidates and discussed on an individual basis. In the written reply to the applicants the reason(s) of acceptance / rejection and the results of the test are clearly mentioned.

## Appraisal:

The admission requirements are defined and comprehensible. They are fully in line with formal Albanian regulations for the entrance to Bachelor programmes. Moreover, the test and the interview concerning the motivation as well as the personality of the applicants guarantee that qualified students are admitted. Hence, the admission requirements are oriented towards the strategic goals of the study programme. The level of English language skills, which is needed to participate successfully in the programme, which is entirely taught in English, is checked through the need of a certificate as well as during the interview by the faculty members.

Applicants can directly turn to the Student Service Centre for clarification of specific questions. A personal dialogue between applicants and the HEI is also provided by the Programme Director. The opening hours of the Student Service Centre and the availability of the university's staff by telephone and via e-mail are aligned with the needs of prospective students.

The admission procedure is described and documented in binding regulations and accessible on-site (especially presented in the orientation week for new students) and on the university's website. The admission decision is based on transparent criteria and the applicants are informed personally within a short period after taking the interview.

|        |  | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|--------|--|-------------|------------------------------|----------------------------|------------------------------------|------|
| 2.1*   | Admission requirements (Asterisk Criterion)  |             |                              | X                          |                                    |      |
| 2.2    | Counselling for prospective students   |             |                              | X                          |                                    |      |
| 2.3*   | Selection procedure (if relevant)  |             |                              | X                          |                                    |      |
| 2.4(*) | Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience) |             |                              |                            |                                    | X    |
| 2.5*   | Ensuring foreign language proficiency (Asterisk Criterion)   |             |                              | X                          |                                    |      |
| 2.6*   | Transparency and documentation of admission procedure and decision (Asterisk Criterion)                              |             |                              | X                          |                                    |      |

### 3. Contents, structure and didactical concept of the programme

#### 3.1 Contents

The curriculum is structured in a way that the student is led step by step from the simple to the complex, from the general to the specific subjects. At the beginning of the first semester introduction modules will be held, in order to entrust them with the key terminology in the subjects of Business Administration, the basic terminology in the field of businesses and economy. During the first theoretical quarter students have subjects like “Introduction to Business Administration”, “Basics of Information Technology”, “Business English” and “Material Management I”. This basic information about the content of the programme should support students to have an overview on the subjects that will follow.

For each module they learn to do scientific work step by step, while they write essays, assignment, papers etc. The module on research methodology is given in the first semester, in order to provide students with the methodological skills to do scientific work. After the first semester the students are able to understand organizational behaviour and to apply managerial skills in small and medium enterprises, to apply ideas of leadership, finance, accounting, contract as well as company and labour law etc.

The module structure of the study programme is shown in the following illustration:

| Title of Module   | Credit Points in Quarter |     |     |     |     |     |     |     |     |     |     | Total |                |                  | Method of teaching i.e. lecture course, | Form of Examination and its duration | Weight of exam related to final grade | Assessment Criteria (Form of Examination)                            |   |
|---|--------------------------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-------|----------------|------------------|---|--------------------------------------|---------------------------------------|--|---|
|   | 1.T                      | 1.P | 2.T | 2.P | 3.T | 3.P | 4.T | 4.P | 5.T | 5.P | 6.T | 6.P   | Hours in Class | Hours Self-Study |   |                                      |                                       |  | Teaching hours per Week (based on 12 weeks)         |
| <b>General Business</b>   | 5                        |     | 5   |     | 5   |     | 10  |     |     |     | 5   |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written exam; Project work presentation; Participation in the lesson |   |
| L <sup>770</sup> Introduction to Business Administration                          | 5                        |     |     |     |     |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written exam; Project work presentation; Participation in the lesson |   |
| L <sup>773</sup> Marketing I and Sales  |                          |     | 5   |     |     |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written exam; Test   |   |
| L <sup>818</sup> Costing and Budgeting  |                          |     |     | 5   |     |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written exam   |   |
| L <sup>787</sup> Human Resources  |                          |     |     |     |     | 5   |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written exam; Test   |   |
| L <sup>774</sup> Financial Accounting   |                          |     |     |     |     | 5   |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written exam; Project presentation; Project Work                     |   |
| L <sup>789</sup> Leadership   |                          |     |     |     |     |     |     |     | 5   |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  |  |   |
| <b>Special Business</b>   | 5                        |     | 5   |     |     | 5   |     | 10  |     | 5   |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written exam; Presentation; Project Work                             |   |
| L <sup>771</sup> Material Management I  | 5                        |     |     |     |     |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written exam; Presentation; Project Work                             |   |
| L <sup>772</sup> Material Management II   |                          |     | 5   |     |     |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written Exam; Presentation; Participation                            |   |
| L <sup>816</sup> Marketing II and Sales   |                          |     |     |     |     | 5   |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written Exam; Test 1+2   |   |
| L <sup>817</sup> Marketing III  |                          |     |     |     |     |     |     |     | 5   |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written Exam; Project Work   |   |
| L <sup>885</sup> Management Accounting  |                          |     |     |     |     |     |     |     | 5   |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written Exam   |   |
| L <sup>820</sup> Corporate Finance  |                          |     |     |     |     |     |     |     |     | 5   |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  |  |   |
| <b>Special Business</b>   |                          |     |     |     |     |     |     |     | 5   | 5   |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written Exam; Presentation   |   |
| L <sup>883</sup> Entrepreneurship I   |                          |     |     |     |     |     |     |     | 5   |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  |  |   |
| L <sup>884</sup> Entrepreneurship II  |                          |     |     |     |     |     |     |     |     | 5   |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  |  |   |
| <b>Economics 15 ECTS</b>  |                          |     |     |     | 5   |     | 5   |     | 5   |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written Exam; Presentation; Quiz; Presentation                       |   |
| L <sup>822</sup> Microeconomics   |                          |     |     | 5   |     |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written Exam   |   |
| L <sup>823</sup> Macroeconomics   |                          |     |     |     |     |     | 5   |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written Exam; Presentation   |   |
| L <sup>824</sup> Economic Policy  |                          |     |     |     |     |     |     |     | 5   |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  |  |   |
| <b>Law 10 ECTS</b>  |                          |     | 5   |     | 5   |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written Exam; Assignment; Presentation                               |   |
| L <sup>825</sup> Contract Law   |                          |     | 5   |     |     |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  |  |   |
| L <sup>826</sup> Company and Labor Law  |                          |     |     |     | 5   |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  |  |   |
| <b>Accounting 5 ECTS</b>  |                          |     |     |     | 5   |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  |  |   |
| L <sup>767</sup> Industrial Accounting  |                          |     |     |     | 5   |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  |  |   |
| <b>Mathematics and Statistic 5</b>  |                          |     | 5   |     |     |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  |  |   |
| L <sup>765</sup> Mathematics and  |                          |     | 5   |     |     |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  |  |   |
| <b>Information Technology 5</b>   | 5                        |     |     |     |     |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written Exam; Presentation; Home Work; Key Analyse                   |   |
| L <sup>764</sup> Basics of Information  | 5                        |     |     |     |     |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  |  |   |
| <b>Language 5 ECTS</b>  | 5                        |     |     |     |     |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  | Written Exam; Assignment; Presentation                               |   |
| L <sup>743</sup> Business English   | 5                        |     |     |     |     |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | Exam, 2 h                            | 2,5%                                  |  |   |
| <b>Profile Subject 15 ECTS</b>  |                          |     |     |     | 5   |     | 5   |     |     |     | 5   |       | 65             | 85               | 5,5 h / w                               | T paper                              | 2,5%                                  | Presentation; Assignment; Working Group                              |   |
| L <sup>830</sup> Strategic Management I   |                          |     |     |     | 5   |     |     |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | T paper                              | 2,5%                                  | Presentation; Assignment; Participation                              |   |
| L <sup>831</sup> Strategic Management II  |                          |     |     |     |     |     | 5   |     |     |     |     |       | 65             | 85               | 5,5 h / w                               | T paper                              | 2,5%                                  | Written Exam   |   |
| L <sup>832</sup> Strategic Management III   |                          |     |     |     |     |     |     |     |     | 5   |     |       | 65             | 85               | 5,5 h / w                               | T paper                              | 2,5%                                  |  |   |
| <b>Practical Training 30 ECTS</b>   |                          |     | 10  |     |     |     | 10  |     | 10  |     |     |       | 10             | 290              |   | Tr. in job                           | P. Report                             | 0,00   | No Grading  |
| L <sup>880</sup> Practical Training I (1+2)                                       |                          |     | 10  |     |     |     |     |     |     |     |     |       | 10             | 290              |   | Tr. in job                           | P. Report                             | 0,05   | Project Report Presentation                         |
| L <sup>881</sup> Practical Training II (3+4)                                      |                          |     |     |     |     |     | 10  |     |     |     |     |       | 10             | 290              |   | Tr. in job                           | Oral                                  | 0,05   | Oral Exam PT 5                                      |
| L <sup>882</sup> Practical Training III (5+6)                                     |                          |     |     |     |     |     |     |     |     | 10  |     |       | 10             | 290              |   | Tr. in job                           |                                       |  |   |
| <b>Methodology and social</b>   |                          |     |     |     |     |     |     |     |     |     |     |       |                |                  |   |                                      |                                       | 2,5%   | Written Exam; Term paper                            |
| L <sup>763</sup> Scientific work  | 5                        |     |     |     |     |     |     |     |     |     |     |       |                |                  |   |                                      |                                       |  | Presentation; Project work Assignment; Written exam |
| L <sup>760</sup> Intercultural Communication, Presentation and Project Management |                          |     | 5   |     |     |     |     |     |     |     |     |       |                |                  |   |                                      |                                       | 2,5%   |   |
| <b>Colloquium &amp; Bachelor's</b>  |                          |     |     |     |     |     |     |     |     |     |     | 10    |                |                  |   |                                      |                                       | 0,20   |   |
| <b>Sum: 180 ECTS</b>  | 25                       |     | 25  | 10  | 25  |     | 25  | 10  | 20  | 10  | 20  | 10    |                |                  |   |                                      |                                       |  |   |

The name of the study programme was initially “Business and Economics”. After the first accreditation process in August 2012 there was a recommendation from the evaluation panel to change the name of the study programme into “Economy and Businesses”. According to N.G. University the name not only reflects the content of the study programme but is also common for such programmes in Albania. It was the goal of the leadership team at N.G. University to name the study programme clear and comprehensive for the public and the stakeholders. After finishing the programme the students are awarded with the degree “Bachelor of Arts” (B.A.).

According to N.G. University a connection between theoretical knowledge and its practical use is established throughout the whole study period. During each semester the students attend three months the theory part and three months the internship. The internships are combined with the content/subjects made during the theoretical part and the tasks for these internships are clearly defined. The learning outcomes of the internships are included in the module description catalogue and are defined in the agreement on the learning outcomes between the institution and the company for each practical training. At the end of the internship the students have to submit a written project work. In the current study programme, the students write only one project work for both practical trainings in one academic year. For one academic year and two internships the students gain 10 ECTS.

Subjects of interculturalism, intercultural communication and conflict resolution or professional ethics are included in different subjects. The fact that the academic supervisors, mentors and lecturers come from the area of public services, various universities or even companies, help the institution to ensure interdisciplinary thinking within the study programme. The lecturers emphasise in their lectures their respective skills and academic backgrounds. Contract Law as well as Company and Labour Law, Human Resources Management, Strategic Management, Business Ethics, Project Management are subjects included in the curriculum of the study programme. Interdisciplinary thinking is also provided in the programme through the internationality of the lecturers, which outlines aspects of business and managerial issues and compare trends and effects with Albanian standards. Ethical aspects are for the Albanian context – especially for the educational context – key aspects. In the early 90’s, after the Communistic regimes, when the country of Albania finally opened the doors, a shift in values happened. According to N.G. University, besides the non-existence of a quality health system and modern infrastructures, the moral climate was desperate and a huge gap existed in the wall of the Albanian educational system which suffered from corruption and a lack of teachers whose teaching methods meet the needs of a modern society. N.G. University is committed to be a living example regarding the ethical and moral standard for life. As stated in the statute of the institution, students and professors are encouraged to follow the ethical values of N.G. University. As stated in the statute, students’ handbook, in the catalogue and on the website of the institution the values of the institution are as follows:

- Forgiveness;
- Respect;
- Integrity;
- Honesty;
- Compassion;
- Inspiration.

There are two modules included in the Bachelor programme related to the scientific practise. The module “Scientific Work” is held in the first semester in order to transmit the basics of scientific work for their further studies. The students have the possibility to deepen and to apply their knowledge in research methods especially while writing the project work. During the studies the students are challenged to apply their knowledge in research methodology through all the other modules and project works. Another module related to this topic is the

preparation module for the Bachelor thesis, which is held in the last semester. This course provides students with the basics of scientific theory and research methods, which gives them an insight in the nature of enquiry. Knowing the effects that ontological assumptions have upon epistemological assumptions and, in turn, on how those affects the selection of methodological tools, will give them the opportunity to distinguish in their own scientific work between the right approaches. Currently N.G. University is working on the improvement of the document “How to write your thesis”, which shall give a guideline for students in their writing process. In addition to that, N.G. University has increased the number of books related to the topic of research methods, in providing the framework conditions for the students to develop their scientific skills.

The students in the Bachelor programme are tested on whether or not they achieve the intended learning outcomes of the programme through examinations during the programme. The used test formats of the examinations are among others: written exams (including computer-based exams), oral exam, seminar papers, oral presentation, term papers, quizzes (examination performance not graded), and project work and presentations. The Bachelor thesis is a separate and individual examination performance, and it includes the written thesis and the final oral examination. It is aimed at assessing whether a student is capable of dealing with a practice-related problem within a given time limit using practice-related as well as scientific findings and methods. N.G. University offers a list of possible thesis topics for each cohort. Other topics suggested by the students are possible but must be accepted by the responsible mentor of the student. In this case an extra fee of 300.00 EUR has to be paid by the student.

## Appraisal:

The curriculum adequately reflects the programme’s objectives of qualification for assisting and leading positions in local and international organisations and enterprises in various business related fields. The contents of the modules are well-balanced, logically connected and oriented towards the intended learning outcomes. Regarding the formulation of the learning outcomes see also chapter 3.2. Due to the low numbers of students enrolled in the programme it is understandable that N.G. University currently does not offer electives in the Bachelor programme. But the panel states that in case of rising numbers this should be rethought, so that additional competencies and skills according to individual preferences could be achieved by the students.

The reasons for the qualification title are given and the title is in line with the focus of the programme content and the national requirements. Also, the programme description corresponds to the content of the curriculum especially against the background of comprehension of the terms “Economy” and “Businesses” in Albania.

Theory and practice are systematically interrelated throughout the curriculum and supported by the mandatory internships. Theoretical discourse and practical application complement each other in developing the students’ qualification profile. In particular the panel would like to highlight the well-prepared arrangement of the internships with the special focus on learning outcomes.

The programme’s content also promotes interdisciplinary thinking. But in the view of the panel the linking between the different subjects could be presented clearer in the module descriptions. Ethical aspects are not only included in various subjects in the study programme. The identification and reflection of ethical aspects are strongly promoted and considered key competences and an integral part of the study programme’s qualification objectives. Furthermore, N.G.’s vision and values, which strongly consider ethical behaviour,

are visible within every part of the University and in the view of the panel not only accepted but lived by all university members.

Through the module “Scientific Work” and the preparation module for the Bachelor thesis the students acquire additional methodological competences and are enabled to do scientific work on the required Bachelor level. The level of performance in examinations and the thesis are aligned with the learning outcomes of the module in terms of form and content. The panel appreciates the guidelines for thesis writing that the university is about to introduce. At the on-site visit the panel had the opportunity to look at theses and examinations written by the students. Altogether the students have provided evidence that they are capable of doing academic work and that the learning outcomes are achieved in the programme.

|   | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|---|-------------|------------------------------|----------------------------|------------------------------------|------|
| 3.1 Contents  |             |                              |                            |                                    |      |
| 3.1.1* Logic and conceptual coherence (Asterisk Criterion)          |             |                              | X                          |                                    |      |
| 3.1.2* Rationale for degree and programme name (Asterisk Criterion) |             |                              | X                          |                                    |      |
| 3.1.3* Integration of theory and practice (Asterisk Criterion)      | X           |                              |                            |                                    |      |
| 3.1.4 Interdisciplinary thinking                                    |             |                              | X                          |                                    |      |
| 3.1.5 Ethical aspects   |             | X                            |                            |                                    |      |
| 3.1.6* Methods and scientific practice (Asterisk Criterion)         |             |                              | X                          |                                    |      |
| 3.1.7* Examination and final thesis (Asterisk Criterion)            |             |                              | X                          |                                    |      |

## 3.2 Structure

|  |                  |
|--|------------------|
| Projected study time   | 3 years          |
| Number of Credit Points (CP)                                 | 180              |
| Workload per CP  | 30               |
| Number of modules  | 29               |
| Time required for processing the final thesis and awarded CP | 3 month, 10 ECTS |
| Number of contact hours                                      | 2045             |

The modules in the programme are credited with 5 ECTS with the exception of the Practical Training I, II and II (internships), which are in each case credited with 10 ECTS. A course with 5 ECTS equates to approximately 150 work hours, which break down as follows:

- 65 classroom hours; no distinction between lectures, seminars, etc. since any classroom session are a combination of these elements. These are "contact" hours that the student has with the professor in the classroom.
- 85 outside-the-classroom work hours; each classroom session will end with the student being assigned "homework" (reading, projects, papers, presentations, problems, etc.) that must be completed by the next class session, by the end of the week, or by an exact date.

The ECTS are spread over the semesters as follows:

| 1 <sup>st</sup> semester | 2 <sup>nd</sup> semester | 3 <sup>rd</sup> semester | 4 <sup>th</sup> semester | 4 <sup>th</sup> semester | 4 <sup>th</sup> semester |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 25 ECTS                  | 35 ECTS                  | 25 ECTS                  | 35 ECTS                  | 30 ECTS                  | 30 ECTS                  |

All modules are described in module descriptions in a catalogue for the Bachelor programme. The descriptions contain information on the following:

- the ECTS credits;
- the contact hours and self-study hours;
- the lecturer(s),
- the teaching language;
- the objectives;
- the learning outcomes;
- information about the teaching methodology;
- the assessment of the module; and
- literature recommendations.

The University has implemented “Exam Regulations of the Nehemiah Gateway University”, where the procedure including the regulation of the study is described for the students. In addition, general information about N.G. university, further information on the admission process and information about the internship and projectwork are given in the documents “Executive Order Admission and Enrolment Procedures at N.G. University”, “Executive Order on the Internship and Project Work of the Bachelor Study Programme” and the “Student Handbook of the Nehemiah Gateway University”. Albania has ratified and abides by the requirements of the Lisbon Recognition Convention. The Exam Regulations contain in Article 8 concrete instructions regarding the recognition of qualifications of higher education (incl. ECTS) obtained by applicants at another institution of higher education, based on the instructions of the Albanian Ministry of Education and Sports as well as on the requirements of the Lisbon Convention. Applicants who want to transfer courses must submit the necessary information for the assessment of the application. N.G. University will recognise courses (including examinations) completed at another institution of higher education when there are no substantial differences between the courses conducted at the other institution of higher education and the study programme of N.G. University for which recognition is sought. In the event of refusal of the recognition, N.G. University has the burden of proof to show that the applicant does not fulfil the requirements for the recognition.

Furthermore, as stated in the Education and Examination Guide relative grading according to ECTS is implemented and declared in the transcript of record, in order to make the achievement more transparent and to convert the grade.

The Bachelor programme is designed to be studied full-time. The modules are structured in teaching blocks for two weeks each subject. For each academic year the students gain 60 ECTS. One semester is divided into the theoretical part (three month) and the practical part (three month). According to N.G. University, the university has a well-prepared framework for guiding and advising. From the first beginning the specifics of each phase are provided during the period of studies and their responsibilities and tasks, starting from admission process, continuing with the beginning of the programme, the modules, the internship, and ending with the preparation of the thesis. N.G. University’s structure for guiding and advising students in all cycles of the study consist in the system of coaching and mentoring. An academic advisor is assigned to the student, which must be consulted. Usually, this academic advisor will at the same time be the mentor of the student and will also be available for him during his practical training. This advisor leads the subject-related preparation and implementation in applied science and during the thesis.

During the last study courses, N.G. University has reviewed the Module Evaluation sheet and added the question related to the working hours for each module. Based on these data the curriculum of the Bachelor programme has been revised, especially in the context of workload for the students. Some of the subjects have been put together, and others have been added in accordance with the objectives of the study programme.

N.G. Albania pays attention to gender equality and equal opportunities for employees. This is reflected also in N.G. University where women are equally represented, both in management positions as well as among students. In the past courses one year the percentage of female students predominated and another year the percentage of male students predominated, but overall the proportion is balanced.

The study programme is open to students with special needs. In the Exam Regulations students with special needs are considered ("Compensation of disadvantages for students with specific learning difficulties"). Most buildings on the university's campus are designed to be accessible to disabled people.

According to the Nehemiah Gateway philosophy, orphans and especially girls in the partner schools, for example Tanzania, Uganda, South Sudan, etc. should be given the opportunity to education. Based on this approach, there are many talented pupils of Nehemia and Amaro Tan School (a special school for Roma - and street children and children from poor family backgrounds in Albania) being supported. Most of them are from deprived backgrounds and out of education and knowledge. There are two financial aid opportunities for students enrolled at N.G. University:

1. STEP (Scholarship for Training and Education with Perspective): Through this programme talented students have the opportunity to apply for a scholarship.
2. The supportive programme of the "Verein zur Förderung der Bildungseinrichtungen der N.G. Albania e.V.": Through this programme students in financial need have the opportunity to apply for full or partly scholarship.

N.G. University does not discriminate on the basis of race, colour, religion, national or ethnic origin, sex and sexual orientation, disability or age, or on any other grounds as specified in Article 1 of the Albanian Law No.10221 of 04.02.2010 "On Protection against Discrimination" in all the programmes, activities, academic or non-academic services, policies or procedures of the university, including employment and admissions. Pursuant to the requirements of the above-cited law, N.G. University takes all necessary measures and actions to ensure elimination and prevention of all discriminatory actions or omissions in all matters pertaining to the programmes, activities, academic or non-academic services, policies or procedures of the university, including employment and admissions. Complaints regarding discrimination claims shall be filed with the Office for Complaints Resolution at the Human Resource Manager Office.

## Appraisal:

The programme consists of modules and assigns ECTS-Points per module on the basis of the necessary student workload. The study programme is designed in a way that students' mobility is ensured. An internship is part of the programme and integrated in such a way that ECTS-Points can be acquired. The module descriptions provide information of intended learning outcomes and further information (e.g. number of ECTS-Points, contact hours and self-study time, name of lecturer, assessment methods, etc.). The panel assesses the learning outcomes in the module descriptions as adequate for a Bachelor degree programme. But besides well formulated module specific learning outcomes some of the modules contain additional rather programme related learning outcomes. Hence, the panel recommends revising the wording of the learning outcomes just in accordance with the module specific learning outcomes.

The exam regulations and additional executive orders for specific details are legally binding and contain all necessary rules including the admission requirements. They take into account the national Albanian requirements. The recognition of successful study periods at other

HEIs is regulated in accordance with the Lisbon Convention. Furthermore, relative grading according to the ECTS User's Guide in the diploma supplement is implemented.

The panel appreciates the good academic and general student counselling. A manageable student workload is ensured in the programme through a suitable curriculum design and a plausible workload calculation which is monitored regularly. Regarding the room of improvement of the question concerning workload in the evaluation, see chapter 5. Also, the number and frequency of the exams seems to be appropriate, especially since they are spread across the semester, but the panel encourages N.G. University to monitor regularly how students cope with the block module teaching.

The panel members came to the conclusion that gender equality and the implementation of general bans on discrimination are promoted clearly by the university. The aim of the principle is to create a learning and working environment that ensures equal opportunities for all students and employees of N.G. University. Within the principle one finds formulated social and ethical values regarding relations to fellow students, faculty and staff as well as compliance with established policies and procedures of the institution.

|  | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|--|-------------|------------------------------|----------------------------|------------------------------------|------|
| 3.2 Structure  |             |                              |                            |                                    |      |
| 3.2.1* Modular structure of the study programme (Asterisk Criterion) |             |                              | X                          |                                    |      |
| 3.2.2* Study and exam regulations (Asterisk Criterion)               |             |                              | X                          |                                    |      |
| 3.2.3* Feasibility of study workload (Asterisk Criterion)            |             |                              | X                          |                                    |      |
| 3.2.4 Equality of opportunity  |             |                              | X                          |                                    |      |

### 3.3 Didactical concept

In the programme "Economy and Businesses", the focus is placed on communicative and interactive-oriented teaching methods and techniques where the learner stands with his interests, assets and needs at the centre of the instruction. Course contents are divided into modules. Each module represents a combination of various teaching methods and techniques, such as:

- case studies;
- self-study;
- presentations;
- reports;
- discussions;
- simulations;
- project work;
- group work;
- workshops.

The various and mostly dynamic organised modules, encourage and stipulate independent thinking and working, initiative and interactive collaboration. Factors such as small class sizes and practical nature of the course content play a positive role in relation to the learning orientation by using latest technologies and giving personal attention by the teachers throughout the semester. In this way N.G. University provides a framework of learning not only through the theoretical input within the modules, but also by giving the possibility of learning by doing.

As already mentioned, since education in Albania traditionally has a more theoretical orientation and frontal teaching style, there is a great need for practical and interactive orientation within study programmes. This gap between the Albanian educational system and European educational standards is being addressed through the study programme.

The mode of distance learning is not foreseen in the Albanian Law on Education, therefore this topic is not applicable for N.G. University.

Course materials are compiled by the lecturer for the module in cooperation with the Programme Director. They are available to students in various forms: books are selected before the module starts in a certain place in the library (Semesterapparat), materials (working papers and/or slides) from the lecturer are always uploaded to the intranet. The module description for each module is sent to the students via email, in order to give them the opportunity to find the literature needed on time.

After the module ends, all the materials of each module are filed in the appropriate folder. In addition to that, N.G. University strives to expand the number of books and to have updated course books. Therefore, before the modules starts, the module description is sent to the guest lecturer, who has the opportunity to add/propose new literature to the existing one.

As a small institution N.G. University is practising the functional concept of having guest lecturers. 70 % of the guest lecturers are from outside Albania. In order to give to the students a wider perspective of the subjects e.g. financial, law, administrative or managerial aspects etc., the opportunity to compare the status quo of the Albanian educational system to European ones, N.G. University has developed a list of guest lecturers for the B.A. "Economy and Businesses" considering these issues. By inviting guest lecturers N.G. University strives to provide students with the opportunity to consider business issues from different perspectives and from the theoretical and the practical part. Furthermore, N.G. University organises every year so called "under the tree-meetings". People involved in the network of N.G. Group (e.g. from mutual project work, other NGO, companies, HEI) visit the campus in Buçimas and present their work or projects to the students and discuss issues from various fields (e.g. culture, work, education, etc.). N.G. University students and staff are free to join the meetings.

Student assistants are currently not involved in teaching.

## Appraisal:

The logic of the didactical concept is adequate to lead students to the final qualification(s). It is described and explained in a logical and transparent manner. A diverse range of methods is used on the programme and tailored to the specific courses. What is more, the combination of theory and practice, especially in project work, is used in many modules and is aimed at developing the students' practical skills. The panel appreciates these efforts of the university to develop the classical Albanian teaching methodology.

The panel members assessed the accompanying course materials during the on-site visit. The materials are oriented towards the intended learning outcomes and correspond to the required qualification level. They are up to date and digitally accessible for the students via the university's intranet. They are user-friendly and encourage students to engage in further independent studies.

In view of the panel the large commitment of the guest lecturers, which forms an integral part of the programme's didactical concept, contribute and give input and impulses from outside the university's everyday life. The different background of the guest lecturers in national and

international higher educational institutions, companies and organisations enhances students' chances of employment thanks to the profound insights they gain. Furthermore, the panel appreciates the possibility offered to students to listen to extra-curricular lectures.

Student assistance does not take place at present in the programme. However, the panel holds the view that student assistance is not mandatory within the programme at the point, since broad and continuous support is provided by the lecturers. Due to the increasing number of students in the programme the panel encourages N.G. University in future to consider lecturing tutors to support the students in the learning process.

|        | Exceptional   | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|--------|---|------------------------------|----------------------------|------------------------------------|------|
| 3.3    | Didactical concept  |                              |                            |                                    |      |
| 3.3.1* | Logic and plausibility of the didactical concept (Asterisk Criterion) |                              | X                          |                                    |      |
| 3.3.2* | Course materials (Asterisk Criterion)                                 |                              | X                          |                                    |      |
| 3.3.3  |   | X                            |                            |                                    |      |
| 3.3.4  |   |                              |                            |                                    | X    |

### 3.4 Internationality

It is N.G. University's aim that its graduates can operate within any international environment or use their international focus gained from the programme to excel within their home environment. Aspects of internationality and intercultural competence are explicitly referred to in the module descriptions of the modules "Marketing I and Sales", "Material Management I", "Macroeconomics", "Contract Law", "Company and Labour Law", "Strategic Management II", "Strategic Management III" and "Intercultural Communication, Presentation and Project Management". Furthermore, throughout all of the courses explanations are given and case studies are used in an international context.

During the first and second Bachelor's courses there were no international students enrolled in the Bachelor programme but meanwhile there is a diverse student body. In the third Bachelor's course fifty percent of the students come from Albania, 30 percent come from Uganda and 20 percent from South Sudan. In the fourth Bachelor's course fifty-five percent of the students come from Albania, 15 percent come from Uganda, 20 percent from South Sudan, 10 percent of Tanzania and 5 percent from Germany.

The students at N.G. University benefit from the global operations and the network of N.G. Group in Europe, Africa and Latin America. The network is a source for the university for part-time lecturers from other countries as well as guests for the "under the tree-meetings" in Buçimas which provide additional input from various areas and backgrounds. Currently 70 % of the guest lecturers are from outside Albania. The lecturers come from countries or studied and/or worked in countries such as:

- Germany;
- Macedonia;
- Russia;
- USA;
- Switzerland;
- Kosovo;
- China.

A large proportion of the students does not have English as a native language. Nevertheless, the programme is offered entirely in English. The module “Business English” in the first semester helps the students to get familiar with business vocabulary in a professional context.

## Appraisal:

The international and intercultural aspects of the curriculum are in line with the international orientation of the programme. The students benefit in their daily work from knowledge and skills they achieved via the comparison of different systems, companies and organisations in Albania and abroad.

Internationality in the programme is supported by the international teaching/working background of the lecturers who incorporate their experiences into the courses. Furthermore, in the view of the panel the international composition of the faculty is a fundamental element shaping the profile of the study programme and is promoted by N.G. University.

What the panel particularly would like to highlight is the international composition of the student community. The number of nationalities demonstrates that a significant proportion of the student community comes from abroad. According to the panel, this highly promotes the international employability and the international student life experience, because discussions in the classroom and group work constantly reflect international aspects. The international composition of the student body in the programme has been increasing during the past years and the panel is convinced that this development will proceed.

By solely using English as language of instruction and in terms of the course materials the foreign language content equips the graduates with the language skills they need to perform the tasks required in an international environment.

|  | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|--|-------------|------------------------------|----------------------------|------------------------------------|------|
| 3.4 Internationality   |             |                              |                            |                                    |      |
| 3.4.1* International contents and intercultural aspects (Asterisk Criterion) |             |                              | X                          |                                    |      |
| 3.4.2 Internationality of the student body                                   |             | X                            |                            |                                    |      |
| 3.4.3 Internationality of faculty  |             | X                            |                            |                                    |      |
| 3.4.4 Foreign language contents  |             | X                            |                            |                                    |      |

## 3.5 Multidisciplinary competences and skills (Asterisk Criterion)

It is the aim of the leadership of N.G. University to ensure educational opportunities, where students can go through it without “blinkers”. In addition to that, N.G. University strives to enable students to critical thinking, which is only possible, when the students are able to reflect and consider situations and issues from different points of view. Therefore, N.G. University has included the following modules:

- Intercultural Communication, Presentation and Project Management, which carries 5 ECTS
- Human Resources Management, which carries 5 ECTS.
- Strategic Management I, II, III with 5 ECTS each.

Also, in a number of modules, students are required to present the results of their studies and practise teamwork, whereby the ability to publicly communicate is fostered.

## Appraisal:

Through various methods the students acquire communication and public-speaking skills as well as cooperation and conflict handling skills in the study programme. This is documented in the module descriptions and corresponds with the didactical concept of N.G. University (see chapter 3.3). The acquisition of further multidisciplinary competences, such as leadership skills and broad contextual knowledge, is ensured.

|  | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|--|-------------|------------------------------|----------------------------|------------------------------------|------|
| 3.5* Multidisciplinary competences and skills (Asterisk Criterion) |             |                              | X                          |                                    |      |

## 3.6 Skills for employment / Employability (Asterisk Criterion)

As already mentioned the Bachelor programme “Economy and Businesses” was developed inter alia to respond to the requirements of the job market for business administrator in Albania. These requirements, e.g. managerial skills for small and medium enterprises, ethical aspects, project management, accounting, contract and company law are considered and included in the curriculum. Through the multidisciplinary competencies, which the students gain during their studies, the graduates are enabled with the needed skills for the Albanian job market. The programme also enhances students’ employability in an international context due to the international orientation and the acquired English skills. During the internship students demonstrate the ability to apply the theoretical knowledge into practice. N.G. University monitors the professional and personal development of their students after graduation. Current and future employers are another source of information. In periodic meetings with companies, the performance of the students and graduates is discussed and skills are identified in order to improve the student’s employability.

## Appraisal:

The content of the programme, the reachable learning outcomes and the integration of theory and practice promote the students’ employability. In addition, the programme enables the students to actively apply the acquired skills in new areas of work and to develop them further. The programme is systematically oriented towards meeting the anticipated requirements of the dynamic job market and makes use of the results of graduate evaluations. Due to the close contact to companies and their involvement in the further development of the programme N.G. University can react to new demands at an early stage.

|   | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|---|-------------|------------------------------|----------------------------|------------------------------------|------|
| 3.6* Skills for employment / Employability (Asterisk Criterion) |             | X                            |                            |                                    |      |

## 4. Academic environment and framework conditions

### 4.1 Faculty

Currently there are six full-time lecturers and 35 part-time lecturers (at N.G. University so called guest lecturers) from other HEI or the practice involved in the Bachelor programme. All lecturers meet the requirements set by the Albanian Ministry of Education and Sports. Eligibility Criteria for Applicants for the position of (guest) lecturers are:

- Master's degree from a recognised institution of higher education in the subject area where the applicant might teach (a PhD or Doctoral degree is strongly preferred);
- at least 1 year of teaching and research experience;
- for candidates holding PhD or Doctoral degree the teaching and research experience criterion is not applicable;
- publications in scientific journals, posters, speeches in conferences and suchlike; (at least 2 for candidates with Master's degree and at least 4 for candidates with Doctoral degree);
- academic and scientific awards (if applicable).

Furthermore, lecturers must agree to respect and follow the mission statement of N.G. University and the Code of Conduct of for academic personnel of N.G. University.

25 lecturers hold PhD degrees (five of them are professor), the others a Master or equivalent degree. The faculty, both full-time teachers and part-time lecturers, have almost invariably of many years of teaching experience. Many faculty members have practical business experience allowing for the synthesis of theory and practice.

The faculty members cooperate with each other and with the dean in the implementation of the programme as they coordinate the contents and learning targets. There are six meetings of staff members every year; four faculty meetings and two senior management meetings aimed at evaluation of the teaching process, students' performance and further improvement of the programme. In addition, there is a two-day event for all lecturers of the university once a year. The discussion results are developed and approved by the Faculty. As a result module descriptions are adjusted, new teaching methods are discussed and introduced and problems in cooperation between the students and faculty are solved. The lecturers are offered possibilities of further education (e.g. improve their didactical skills, participate in conferences, exchange possibilities, etc.). Using the university's network (especially with HEI in Germany) the lecturers with Master degrees are promoted to participate in PhD programmes.

The ratio instructor - student is at N.G. University at the moment 1:7. This is according to the requirements of the Albanian Ministry of Education and Sports, which expects a correlation of 1:20. In addition to that, each student receives in the last academic year a supervisor (for technical support) and at the beginning of studying a mentor (the scientific support) that is able to advise and help in all the theoretical and professional issues.

N.G. University has a well-prepared framework for guiding and advising students. The provided guiding starts with the admission process, continues with the beginning of the programme and ends with the thesis phase. All phases are explained from the beginning and further clarification and advising are available during studies. N.G. University is engaged in information and orientation of the students through the different info packages, coaching and mentoring them. For each semester the students receive time schedules which include necessary information for each module. The academic advisor is assigned to the student, which must be consulted at least once a quarter. Usually, this academic advisor will at the same time be the mentor of the student and will also be available for the student during the practical training. This advisor will lead the subject-related preparation and implementation in applied science and during the thesis. All students know the office hours of the institution. In

addition to that, with the small number of students enrolled in the Bachelor's course there are opportunities given to individual meetings.

## Appraisal:

The structure and number of teaching staff correspond with the programme requirements and ensure that the students reach the intended qualification objectives. A list of all lecturers and of the university's full-time staff in general shows the availability of the required capacity to implement the programme. The faculty's composition, consisting of full-time and part-time lecturers, guarantees that both the academic standards and the requirements of professional practice are fully satisfied. Nonetheless, in case that the number of students enrolled in the programme rises the panel recommends increasing the amount of full time lecturers involved in the programme as well.

According to the CVs the business background and in part entrepreneurial experience of the teaching staff is in line with the requirements. Besides, a high number of lecturers have long-time experience in teaching. The staff's pedagogical/didactical qualifications are in line with their tasks and have been verified. Measures for the further qualification of the faculty members are implemented. The practical business experience of the faculty corresponds to the requirement of the programme too. In particular, the lecturers are closely linked within the N.G. Group network and thereby with internationally acting companies.

Internal collaboration and coordination is ensured by the dean and can be seen in the meetings of the teaching staff. Nonetheless, in the view of the panel the fact that most faculty members come from abroad and are only present at the university for short time periods makes the internal cooperation more difficult than in other HEI. Hence, the panel recommends placing strong emphasis on ensuring the necessary flow of information between the university and the part-time lecturers.

As affirmed by students of the Bachelor programme during the on-site visit, the counselling of students by teaching staff is intensive. Student support is an integral part of the services provided by the full-time and part-time faculty. The lecturers are available for the students outside specified office hours as well and e-mails are answered fairly quickly. Hence, the students are "fully content" with the support they receive by the faculty.

|   | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|---|-------------|------------------------------|----------------------------|------------------------------------|------|
| 4.1 Faculty   |             |                              |                            |                                    |      |
| 4.1.1* Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)                                      |             |                              | X                          |                                    |      |
| 4.1.2* Academic qualification of faculty (Asterisk Criterion)   |             |                              | X                          |                                    |      |
| 4.1.3* Pedagogical / didactical qualification of faculty (Asterisk Criterion)   |             |                              | X                          |                                    |      |
| 4.1.4 Practical business experience of faculty  |             |                              | X                          |                                    |      |
| 4.1.5* Internal cooperation (Asterisk Criterion)  |             |                              | X                          |                                    |      |
| 4.1.6* Student support by the faculty (Asterisk Criterion)  |             | X                            |                            |                                    |      |
| 4.1.7(*) Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes) |             |                              |                            |                                    | X    |

## 4.2 Programme management

The functions of the Programme Director are included in the Statute Catalogue and Faculty Handbook of the institution and are among others listed as follows:

- supervises the teaching programme prepared by each lecturer or group of lecturers and the administration staff;
- cooperates with enterprises involved in the programme;
- supervises the academic advice to the students with regard to their study programme;
- coordinates the guest lecturers involved in the programme;
- supports the students in finding enterprises for the practical training phases;
- organises the recruitment of new students;
- actively participates in the national and international accreditation processes;
- ensures the implementation of the curricula and module descriptions, including the monitoring of the targets.

The processes and procedures within the administration of N.G. University are described and uploaded on the intranet, which is accessible for all faculty members and students. Especially for N.G. University coordinated tasks and required support for students and teaching staff are in the annually updated Catalogue, the Student Handbook and Faculty Handbook of the Institution. N.G. University includes among others the following Services:

- Registrar and Students Service Centre;
- Welcoming Service;
- Advising Service;
- Computer Services;
- Library Services;
- Examination Office;
- Counselling Service;
- Medical Service (In-house clinic; medical care, first aid, massage and physiotherapy).

The students have the possibility to access important documents through the website of the institution. The students receive in the first week of studies a comprehensive and detailed introduction to administrative structure, services, and academic issues. This is the feedback the students gave through the Incoming Freshman Survey, made in March 2015.

All administrative personnel has annual talks with the responsible person for HR. Aim of the meeting is defining current needs of the staff members to enhance their performances. If necessary N.G. University offers opportunities for participating in events (seminars, conferences) and for professional development (e.g.: IT or language courses).

### Appraisal:

As the panel came to know, the Programme Director coordinates the activities of everyone involved in the Bachelor programme and ensures that everything runs smoothly. Striving to optimise the systematic development of the programme the panel encourages N.G. University to include not only the full-time lecturers but also the great number of part-time lecturers in the process of further development. Lecturers and students are supported by the administration during the entire study programme. Sufficient administrative staff is available and opportunities for continuous professional development of the administration staff are assured. In the view of the panel, the administrative staff acts as a service provider for students and faculty. Decision-making processes and responsibilities of the programme management and the administration staff are defined. The panel formed the view that the university management takes measures regarding the wellbeing of all university members that are clearly above average (e.g. the health care services).

|        | Exceptional  | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|--------|--|------------------------------|----------------------------|------------------------------------|------|
| 4.2    | Programme management   |                              |                            |                                    |      |
| 4.2.1* | Programme Director (Asterisk Criterion)                                  |                              | x                          |                                    |      |
| 4.2.2  | Process organisation and administrative support for students and faculty |                              | x                          |                                    |      |

### 4.3 Cooperation and partnerships

N.G. University cooperates with the following institutions:

- Europäische Akademie Berlin, Germany – The negotiations with the European Academy Berlin started in 2010. After a few common events, such as a EURO Symposium in 2011, where the development, importance and the strategic role of the Euro, especially for potential member countries in the EU, was the main topic, the agreement on cooperation has been signed in 2012.
- Berufsakademie Oldenburg, Germany – The first common summer school will take place in August 2015. This agreement of cooperation was signed in 2013.
- SRH Hochschule, Berlin, Germany – The cooperation agreement with SRH was signed in January 2013.
- University of Light, Bujumbura, Burundi – This cooperation agreement was signed in October 2013.
- Aleksander Xhuvani University of Elbasan, Albania – The cooperation agreement was signed in July 2012.
- Morthland College, Illinois, USA – The cooperation agreement was signed in June 2015.

Goal of the cooperation is the exchange of lecturers, students, teaching & learning materials, staff, etc, as well as joint research activities, and participation in seminars and academic meetings.

N.G. University benefits from the cooperation agreements of N.G. Group. With some of the business partners N.G. University has a close collaboration, where the students are welcome for the purpose of an internship: These are amongst others:

- Adidas AG, Herzogenaurach, Germany;
- Cip GmbH, Herzogenaurach, Germany;
- Dija Print Shop, Pogradec, Albania;
- Fani Construction, Pogradec, Albania;
- Herm. Fichtner Hof GmbH, Hof, Germany;
- Jomos Schuhe GmbH, Selbitz, Germany;
- Müller Fotosatz & Druck, Selbitz, Germany;
- Tempus Consulting, Giengen, Germany;
- Tirana Business Park, Albania;
- Ramboll Group A/S, Zürich, Switzerland;
- Market Garden van Oordt, Stäfa, Switzerland;
- German-Albanian Business Association, Berlin, Germany.

These partners and especially the businesses, in which the students actually are pursuing an internship are regularly giving N.G. University individual feedback on the curriculum and are involved in meetings discussing the development of the programme.

## Appraisal:

Cooperation with HEI with effects on the programme are described and actively pursued. Results are, among others, activities such as internships, lecturer and student exchanges and invitations of guest lecturers. Overall, the cooperation has an impact on the programme and is able to promote the development of the students' skills regularly.

The panel was impressed of the close cooperation with businesses and organisations and their intensive involvement in the programme. The Cooperation is actively promoted by organising joint meetings, in order to discuss the further development of the programme. Such cooperation has a formative impact on the contents of the programme and on the profile of the graduates. This significantly contributes to the development of qualifications and skills and to the quality of the final theses.

|          |  | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|----------|--|-------------|------------------------------|----------------------------|------------------------------------|------|
| 4.3      | Cooperation and partnerships   |             |                              |                            |                                    |      |
| 4.3.1(*) | Cooperation with HEIs and other academic institutions or networks (Asterisk Criterion for cooperation programmes)                                  |             |                              | X                          |                                    |      |
| 4.3.2(*) | Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes) |             | X                            |                            |                                    |      |

## 4.4 Facilities and equipment

Several classrooms are in the educational institutions of N.G. Albania. There are class rooms, auditoriums and meeting halls on 333,52 m<sup>2</sup>. All buildings are planned according to European standards by a German Architect. The bright classrooms are technologically equipped with whiteboard, projector and Smart Board equipment. The material used for the walls is gypsum, which reduces the noise. The building is all covered with Styrofoam and there are vacuum windows in order to prevent the temperature fluctuations.

The equipment and technology made available to staff and students is as follows:

- number of PC per students: 17;
- number of PC furnished labs per students: 1:2;
- number of PC for academic staff: 1:1;
- number of PC for administration: 1:1;
- number of printers for each one: 3:50 (for staff and students);
- number of photocopying machines for each one: 2:50 (for staff and students);
- number of head projectors: 1:40 (for staff and students);
- number of video-projectors: 5:40 (for staff and students);
- number of scanners: 2:40 (for staff and students).

The Media Office of N.G. University is available from Monday to Friday from 8:00 a.m. - 5:00 p.m. to the students and staff. The content of the intranet and its subdivision is explained to all new students. Free Wi-Fi is available to the students in all classrooms and university buildings.

The library is in the further expansion. Currently 9,000 physical books from different areas are available. It is a central concern of the university to offer quality and not only quantity. Therefore, the university seeks to build a broad and purchase a range of traditional and digital collections. For the study programme "Economy and Businesses" except the physical books, there are online resources and databases available as well. Moreover, N.G. University works to offer to student's online access to the Bavarian State Library, especially on the education branch. The university promotes the physical expansion of the library with the latest titles and presents an annual budget of 6,000 euros. The library is open all year round from Monday to Friday between 8:00 a.m. - 7:45 p.m. / Saturday from 10:00 a.m. - 5:00 p.m. and is managed by two employees, who are able to manage the demand of and to support students as well as faculty staff. After the office time learning resources available at the library can be checked through the website of N.G. University. The library is located in the middle of the campus, where the big meeting room is located as well. In the draft budget of the University of the future development of the library is supported for the next several years.

## Appraisal:

In the view of the panel, the quantity, quality, media and IT facilities of the teaching rooms meet the standards required for the Bachelor programme, even taking into account the resource needs of other study programmes. The buildings of the university are fully equipped with modern information technology. Access to the internet through laptops via wireless LAN is provided free of charge. The area of N.G. in Buçimas is almost barrier free. In one of the university's buildings an elevator does not yet exist. Hence, the panel recommends continuing taking measures to provide barrier free access in all the university's facilities.

The opening hours of the library take students' needs sufficiently into account. Access to the literature and journals as well as to digital media (e.g. electronic media, databases) is ensured. The literature expressly required for the study programme is available in the library and also kept up to date.

|        |  | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|--------|--|-------------|------------------------------|----------------------------|------------------------------------|------|
| 4.4    | Facilities and equipment   |             |                              |                            |                                    |      |
| 4.4.1* | Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion) |             |                              | X                          |                                    |      |
| 4.4.2* | Access to literature (Asterisk Criterion)  |             |                              | X                          |                                    |      |

## 4.4 Additional services

Career services are provided through N.G. Albania. Several workshops are offered annually, where all students are welcome to participate. In 2015 there were two workshops organised in order to offer students the possibility to analyse their strengths and talents. In cooperation with xband, an international company, N.G. Albania established a framework for students to develop themselves toward their full potential. The first graduates of the programme "Economy and Businesses" graduated in December 2012. N.G. University has the structure and data on employment of the graduates. There are 14 graduates of the Bachelor programme at N.G. University, who are organised within the overall Alumni Association. There is a cooperation between the Alumni Association and the Students Service Centre, which help to plan and organise common activities. Since all 14 graduates are employees at N.G. Albania a lot of these meetings casually happen. Common activities provide contact

between enrolled students and graduates with the opportunity for the students to benefit from the experience of the alumni.

## Appraisal:

Career counselling is offered to the students and graduates to promote their employability. Sufficient resources are provided by N.G. Albania. An alumni organisation has been set up with the aim of developing an alumni network. With regard to the increasing number of alumni in future the panel encourages N.G. University to further extend and illustrate their alumni activities.

|       |  | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|-------|--|-------------|------------------------------|----------------------------|------------------------------------|------|
| 4.5   | Additional services                      |             |                              |                            |                                    |      |
| 4.5.1 | Career counselling and placement service |             |                              | X                          |                                    |      |
| 4.5.2 | Alumni Activities                        |             |                              | X                          |                                    |      |

## 4.6 Financing of the study programme (Asterisk Criterion)

N.G. University forms part of the global work of Nehemiah Gateway Group. In Albania, the N.G. Group is represented by the Nehemiah Gateway Albania Foundation, which has been operational in Albania since 1992. Thus, N.G. University is financed by N.G. Group through the operations of N.G. Albania. The university is financed primarily by the tuition fees of the students and contributions from outside sources, such as NGO's, and private individuals. The expenses for (foreign) part-time lecturers, as well as for the field trips abroad are covered by N.G. Group donations. All other expenses incurred in Albania are covered by donations from N.G. Albania (e.g. expenses for domestic lecturers and local operating costs). N.G. Group has a long time strategic plan where it has formulated its aims; including the offer of education from Kindergarten until higher education on universities level. Each year, the University budget is proposed by the N.G. Senior Management Team, which must be approved by the Supervisory Board of N.G. University. All projects of N.G. Albania, including N.G. University, receive their own approved budget and during the year they monitor the income and expenditures. In any time they receive budget reports, for example planned budget vs. actual budget, in order to monitor and analyse the financial position. In this way projects can control and improve their implementation. The Finance Chief Officer is an employee of N.G. Albania. The financial services as well as the human resources management are provided by N.G. Albania. Further financial and personnel support for N.G. University is mainly provided by the network of the non-profit organisation N.G. Group. Tuition fee payments must be made prior to the beginning of each quarter. The tuition fees for the Bachelor programme are 15.000 Albanian Lek per month (~ 109 EUR).

## Appraisal:

The programme finances itself through tuition fees and an annual budget provided by N.G. Group, which cover the running costs of all activities. N.G. Group guarantees the financing of the university in its strategic plan and bears for the financial risks. Within the limits of a review process and with regard to financial stability of the HEI in recent years and the existing reserve fund by N.G. Group, the panel concludes that financial stability is ensured for the current programme cycle and the entire accreditation period.

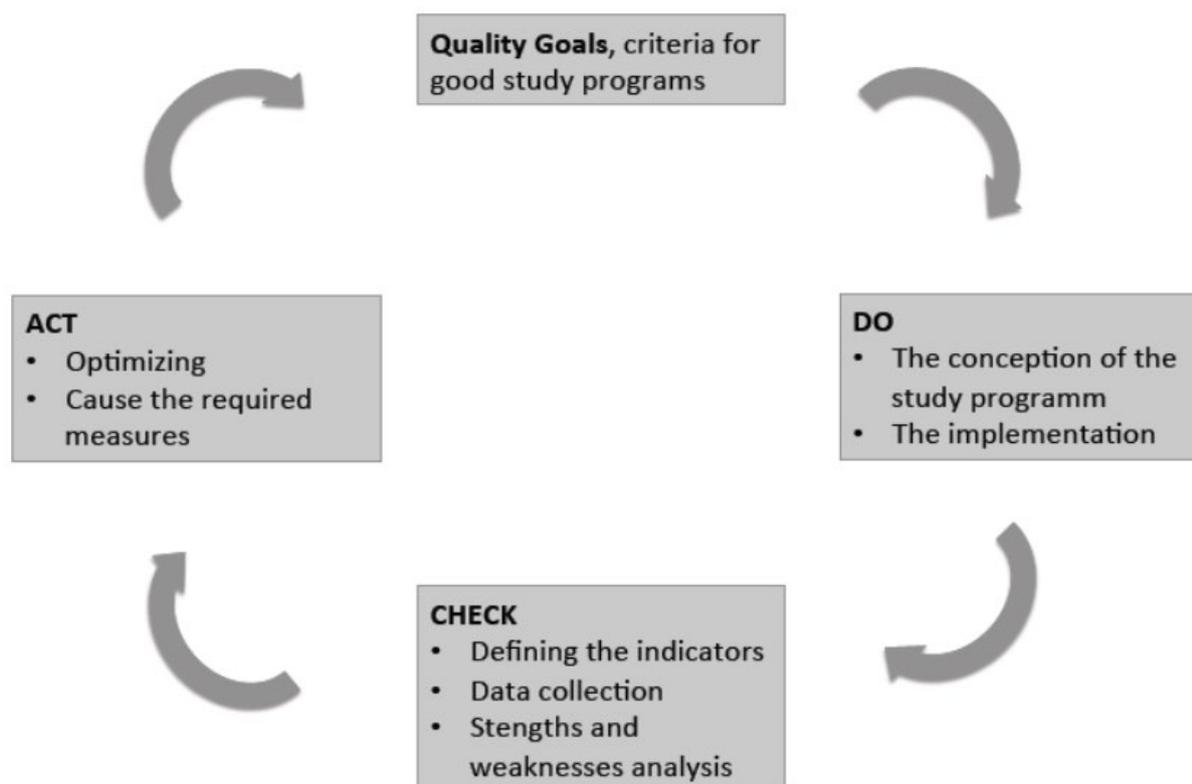
|      |   | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|------|---|-------------|------------------------------|----------------------------|------------------------------------|------|
| 4.6* | Financing of the study programme (Asterisk Criterion) |             |                              | X                          |                                    |      |

## 5 Quality assurance and documentation

N.G. University has developed and is implementing an Assessment Plan for the field of quality assurance. In the Assessment Plan are included aspects such as:

- evaluation of the study programmes;
- evaluation of employees;
- evaluation of the university's services;
- evaluation of the policies and publications;
- evaluation of the financial operations;
- evaluation of the facilities.

All members of the university are informed with regard to the Assessment Plan. The document has been uploaded to the Intranet of N.G. Group and is published on the website of the institution. The following illustration shows the status quo of the implemented PDCA-cycle:



As stated in the Assessment Plan the goals for evaluation processes are among others:

- monitoring of the existing structures and procedural methods as well as identifying room for Improvement;
- implementing the systematic application of quality assurance measures, which strives to create a long-run culture of quality at N.G. University;
- the regular check of internal and external communication especially according to the PDCA cycle;

- checking the existing regulations and policies for the level of implementation;
- receiving feedback from students, lecturers, etc. via evaluation and giving recommendations to the programme management;
- strengthening the dialogue between the university administration and the faculties.

Currently the Faculty of Humanities has already analysed the data from the first Bachelor's course. Based on the data related to the workload of the students, their feedback for each module and their input through the Students Council as well as on the comparison of the curriculum of the study programme, the curriculum was updated by considering the input mentioned above.

The feedback from the students is an important source of input at N.G. University. The students are involved in the evaluation process in different stages of the process. All lectures at N.G. University are evaluated via a standardised online survey. This survey consists of 2/3 closed and 1/3 open questions. The teaching staff may, until cancelled, add subject specific questions to the survey. Lecture evaluations are conducted at the end of the modules. The head of the project "Quality Management" at N.G. University collects the data for further analysis. The results of the surveys will be sent to the Programme Director and to the teachers if requested by them. The survey consists of the following elements:

- the organisation of the module;
- the engagement of the lecturer and the students;
- the requirements;
- the facilities;
- the learning achievement and the overall satisfaction;
- Regarding the workload N.G. University asks the students to estimate the workload for the preparation of the subject in addition to attending the lecture, giving them the options to answer less than 4 hours, 4-6 hours, 6-8 hours, 8-10 hours and more than 10 hours a week.

In addition, that the students are invited to participate in the First-Year Students Surveys. Through this survey the academic and administrative employee of N.G. University will be evaluated. Furthermore the students have the opportunity to participate at the faculty and university level through the Students Council. In this way the feedback from the students is ensured. All the data collected from these surveys is being analysed and discussed within the faculty meeting. In addition to that, in case of substantial change proposals the results are being discussed during the Senior Management Team.

Giving Feedback to the surrounding conditions of the study programmes as well as reviewing the curricula of the study programmes is part of faculty meetings and will take place every three years. Proposal for curriculum changes are discussed and reflected within the Senior Management Team.

As stated in the Assessment Plan evaluation by third parties had been applied in 2015. As a part of the programme evaluation the following tools were designed:

- asking companies to participate in surveys regarding the student's performance during their internship;
- undertaking alumni surveys to evaluate the outcomes of the programmes (alumni surveys will be sent at the latest two years after graduation, which can be repeated every two years).

The information on the programme is given primarily in the Module Catalogue, in the Statutes and in the Examination Regulations, which are also documented on the intranet and on N.G. University's website. These documents are updated regularly.

The various activities that take place during the academic year are archived and documented by the media office of N.G. Albania in the form of photos and videos. The main activities of N.G. University and N.G. Albania are published in the annually report and presented at least once a year to the public in the capital Tirana and in the town of Pogradec.

It is a tradition since 2008 that the university informs its stakeholders about the activities in cooperation with the Embassy of the Federal Republic of Germany in Tirana. Each year in spring there is held an annual report presentation for selected personalities from politics, business and civil society. During the academic year the students are being informed via email. In addition to that, an information board is placed at the entry of N.G. University, where the flyers for different activities are put out. Furthermore the course representatives or the Students Council help the Students Service Centre to inform the students about the activities, which are held during the academic calendar.

## Appraisal:

N.G. University has implemented an Assessment Plan which contains different instruments of quality assurance. The quality assurance of the university is following the PDCA-cycle. Several evaluation processes are carried out by the university. But in the view of the panel the documentation of the processes could be improved. The collaboration of all participants seems effective. But with a view from outside the responsibilities and processes are not always clear. Hence, the panel recommends increasing the transparency of the quality assurance measures and the persons in charge.

Evaluation by the students is carried out on a regular basis and in accordance with a described procedure. The questionnaire which is used for evaluation of the modules covers the key aspects of the programme. A question aims to check if the actual workload of the students corresponds to the estimated workload. Though the panel recommends to optimize the evaluation of the workload by including the evaluation of the workload regarding the preparation for the assessments.

Quality control by the faculty is carried out on a regular basis as well and resulting discussions lead to the development of teaching methods and module content. Third parties like companies who offered internships as well as graduates from the university's study programmes are involved in evaluations.

The study programme is described in detail. This documentation is constantly updated and easily accessible for interested parties both in print and in digital form, which ensures a high level of transparency. Furthermore the panel would like to point out the clearly arranged and well-structured website.

Also, the activities which take place during the academic year are continuously documented and published in annual reports. Network communication such as the annual event in Tirana is actively maintained.

|        |   | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|--------|---|-------------|------------------------------|----------------------------|------------------------------------|------|
| 5.1*   | Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion) |             |                              | X                          |                                    |      |
| 5.2    | Instruments of quality assurance  |             |                              |                            |                                    |      |
| 5.2.1  | Evaluation by students  |             |                              | X                          |                                    |      |
| 5.2.2  | Evaluation by faculty   |             |                              | X                          |                                    |      |
| 5.2.3  | External evaluation by alumni, employers and third parties  |             |                              | X                          |                                    |      |
| 5.3    | Programme documentation   |             |                              |                            |                                    |      |
| 5.3.1* | Programme description (Asterisk Criterion)  |             | X                            |                            |                                    |      |
| 5.3.2  | Information on activities during the academic year  |             | X                            |                            |                                    |      |

# Quality profile

HEI: Nehemiah Gateway University

Bachelor programme: Economy and Businesses (B.A.)

|           |  | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|-----------|--|-------------|------------------------------|----------------------------|------------------------------------|------|
| <b>1</b>  | <b>Objectives</b>  |             |                              |                            |                                    |      |
| 1.1*      | Objectives of the study programme (Asterisk Criterion)   |             |                              | x                          |                                    |      |
| 1.2*      | International orientation of the study programme design (Asterisk Criterion)   |             |                              | x                          |                                    |      |
| 1.3       | Positioning of the study programme   |             |                              |                            |                                    |      |
| 1.3.1     | Positioning of the study programme in the educational market   |             | x                            |                            |                                    |      |
| 1.3.2     | Positioning of the study programme on the job market for graduates („Employability“)                                 |             | x                            |                            |                                    |      |
| 1.3.3     | Positioning of the study programme within the HEI's overall strategic concept  |             |                              | x                          |                                    |      |
| <b>2</b>  | <b>Admission</b>   |             |                              |                            |                                    |      |
| 2.1*      | Admission requirements (Asterisk Criterion)  |             |                              | x                          |                                    |      |
| 2.2       | Counselling for prospective students   |             |                              | x                          |                                    |      |
| 2.3*      | Selection procedure (if relevant)  |             |                              | x                          |                                    |      |
| 2.4(*)    | Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience) |             |                              |                            |                                    | x    |
| 2.5*      | Ensuring foreign language proficiency (Asterisk Criterion)   |             |                              | x                          |                                    |      |
| 2.6*      | Transparency and documentation of admission procedure and decision (Asterisk Criterion)                              |             |                              | x                          |                                    |      |
| <b>3.</b> | <b>Contents, structure and didactical concept</b>  |             |                              |                            |                                    |      |
| 3.1       | Contents   |             |                              |                            |                                    |      |
| 3.1.1*    | Logic and conceptual coherence (Asterisk Criterion)  |             |                              | x                          |                                    |      |
| 3.1.2*    | Rationale for degree and programme name (Asterisk Criterion)   |             |                              | x                          |                                    |      |
| 3.1.3*    | Integration of theory and practice (Asterisk Criterion)  | x           |                              |                            |                                    |      |
| 3.1.4     | Interdisciplinary thinking   |             |                              | x                          |                                    |      |
| 3.1.5     | Ethical aspects  |             | x                            |                            |                                    |      |
| 3.1.6*    | Methods and scientific practice (Asterisk Criterion)   |             |                              | x                          |                                    |      |
| 3.1.7*    | Examination and final thesis (Asterisk Criterion)  |             |                              | x                          |                                    |      |
| 3.2       | Structure  |             |                              |                            |                                    |      |
| 3.2.1*    | Modular structure of the study programme (Asterisk Criterion)  |             |                              | x                          |                                    |      |

|  | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|--|-------------|------------------------------|----------------------------|------------------------------------|------|
| 3.2.2* Study and exam regulations (Asterisk Criterion)   |             |                              | x                          |                                    |      |
| 3.2.3* Feasibility of study workload (Asterisk Criterion)  |             |                              | x                          |                                    |      |
| 3.2.4 Equality of opportunity  |             |                              | x                          |                                    |      |
| 3.3 Didactical concept   |             |                              |                            |                                    |      |
| 3.3.1* Logic and plausibility of the didactical concept (Asterisk Criterion)   |             |                              | x                          |                                    |      |
| 3.3.2* Course materials (Asterisk Criterion)   |             |                              | x                          |                                    |      |
| 3.3.3 Guest lecturers  |             | x                            |                            |                                    |      |
| 3.3.4 Lecturing tutors   |             |                              |                            | x                                  |      |
| 3.4 Internationality   |             |                              |                            |                                    |      |
| 3.4.1* International contents and intercultural aspects (Asterisk Criterion)   |             |                              | x                          |                                    |      |
| 3.4.2 Internationality of the student body   |             | x                            |                            |                                    |      |
| 3.4.3 Internationality of faculty  |             | x                            |                            |                                    |      |
| 3.4.4 Foreign language contents  |             | x                            |                            |                                    |      |
| 3.5* Multidisciplinary competences and skills (Asterisk Criterion)   |             |                              | x                          |                                    |      |
| 3.6* Skills for employment / Employability (Asterisk Criterion)  |             | x                            |                            |                                    |      |
| <b>4. Academic environment and framework conditions</b>  |             |                              |                            |                                    |      |
| 4.1 Faculty  |             |                              |                            |                                    |      |
| 4.1.1* Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)                                       |             |                              | x                          |                                    |      |
| 4.1.2* Academic qualification of faculty (Asterisk Criterion)  |             |                              | x                          |                                    |      |
| 4.1.3* Pedagogical / didactical qualification of faculty (Asterisk Criterion)  |             |                              | x                          |                                    |      |
| 4.1.4 Practical business experience of faculty   |             |                              | x                          |                                    |      |
| 4.1.5* Internal cooperation (Asterisk Criterion)   |             |                              | x                          |                                    |      |
| 4.1.6* Student support by the faculty (Asterisk Criterion)   |             | x                            |                            |                                    |      |
| 4.1.7( Student support in distance learning *) (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes) |             |                              |                            |                                    | x    |
| 4.2 Programme management   |             |                              |                            |                                    |      |
| 4.2.1* Programme Director (Asterisk Criterion)   |             |                              | x                          |                                    |      |
| 4.2.2 Process organisation and administrative support for students and faculty   |             | x                            |                            |                                    |      |
| 4.3 Cooperation and partnerships   |             |                              |                            |                                    |      |
| 4.3.1( Cooperation with HEIs and other *) academic institutions or networks (Asterisk Criterion for cooperation)                           |             |                              | x                          |                                    |      |

|  | Exceptional | Exceeds quality requirements | Meets quality requirements | Does not meet quality requirements | n.r. |
|--|-------------|------------------------------|----------------------------|------------------------------------|------|
| programmes)  |             |                              |                            |                                    |      |
| 4.3.2( Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes) *) |             | x                            |                            |                                    |      |
| 4.4 Facilities and equipment   |             |                              |                            |                                    |      |
| 4.4.1* Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)  |             | x                            |                            |                                    |      |
| 4.4.2* Access to literature (Asterisk Criterion)   |             |                              | x                          |                                    |      |
| 4.5 Additional services  |             |                              |                            |                                    |      |
| 4.5.1 Career counselling and placement service   |             |                              | x                          |                                    |      |
| 4.5.2 Alumni Activities  |             |                              | x                          |                                    |      |
| 4.6* Financing of the study programme (Asterisk Criterion)   |             |                              | x                          |                                    |      |
| <b>5 Quality assurance and documentation</b>   |             |                              |                            |                                    |      |
| 5.1* Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)   |             |                              | x                          |                                    |      |
| 5.2 Instruments of quality assurance   |             |                              |                            |                                    |      |
| 5.2.1 Evaluation by students   |             |                              | x                          |                                    |      |
| 5.2.2 Evaluation by faculty  |             |                              | x                          |                                    |      |
| 5.2.3 External evaluation by alumni, employers and third parties   |             |                              | x                          |                                    |      |
| 5.3 Programme documentation  |             |                              |                            |                                    |      |
| 5.3.1* Programme description (Asterisk Criterion)  |             | x                            |                            |                                    |      |
| 5.3.2 Information on activities during the academic year   |             | x                            |                            |                                    |      |