



**AGJENCIA E SIGURIMIT TË CILËSISË NË ARSIMIN E
LARTË**

**Report of the Institutional Accreditation
of Nehemiah Gateway Academy**

February, 2024

REVIEW TEAM:

1. Dr Elvin Gjevori

Lead Reviewer



2. Dr Chris Richter

Reviewer



Table of Contents

About this review..... 4

The context of this review..... 5

Summary report..... 6

Summary of findings 8

Summary of judgements for each Evaluation Area 9

Summary Judgement..... 9

Detailed report 10

Evaluation Area 1: Higher Education Institution - Management, Autonomy, and Quality Assurance 10

Findings..... 12

Judgement 13

Evaluation Area 2: Resources and Partnership..... 14

Findings..... 20

Judgement 20

Evaluation Area 3: Study programs, Teaching, and Evaluation 21

Findings..... 27

Judgement 28

Evaluation Area 4: Scientific/Artistic Activity and Innovation..... 29

Findings..... 32

Judgement 33

Evaluation Area 5: Students and Their Support..... 34

Findings..... 36

Judgement 37

Evidence List 38

List A: List of evidences 38

List B: Meetings held during the visit 40

List C: List of evidences provided during the visit..... 40



About this review

The overall aim of Institutional Review is to assess the extent to which each HEI meets the Albanian Quality Code Standards which came into force in 2021. The Institutional Review is a peer review process with each review team composed of a mix of international reviewers and Albanian reviewers appointed by ASCAL.

The resulting reports will serve not only for institutional accreditation based on the extent to which the HEI meets the standards, but will also inform the HEIs, Albanian government, the public, and students of how each HEI meets the standards. This report also helps the HEI to identify priorities for enhancement (the process by which higher education providers systematically improve the quality of provision and the ways in which students' learning is supported).

The Albanian Quality Code Standards have been grouped under five headings, the Evaluation Areas: Management, Autonomy, and Quality Assurance; Resources and Partnership; Study Programs, Teaching, and Evaluation; Scientific/Artistic Activity and Innovation; Students and Their Support. This report identifies features of good practice, recommendations, affirmations of actions in progress and weaknesses for each Evaluation Area, together with a judgement as to how well the HEI meets the standards. The judgements that the reviewers may assign are: standards are fully met; standards are substantially met; standards are partly met; or standards are not met.

Finally, the reviewers conclude by recommending a summary judgement to ASCAL's Accreditation Board. This overall judgement is one of four levels:

- **State Quality Standards are met**
- **State Quality Standards are substantially met**
- **State Quality Standards are partly met**
- **State Quality Standards are not met.**



The context of this review

The Higher Education Institution Nehemiah Gateway (NG) is an Albanian non-public institution of higher education (HEI) located in Pogradec, Albania. HEI Nehemiah Gateway was licensed based on Decision No. 830 of 04.06.2008 of the Council of Ministers of the Republic of Albania in accordance with Law No. 9741 of 21.05.2007, "On Higher Education in the Republic of Albania". HEI Nehemiah Gateway is part of the Nehemiah Gateway Team with its headquarters located in Nuremberg, Germany.

Since its last accreditation, the institution has undergone a major structural transformation to comply with the legal requirements of the law on higher education and to respond to the new dynamics of the higher education sector in Albania. As part of that change, NG has become an 'academy' offering Bachelor and Master programs with a focus on business and management and has undergone a profound internal restructuring to reflect the new status.

The above transformation was sanctioned through Order No. 424, date 14.07.2022 of the Ministry of Education and Sport, through which HEI Nehemiah Gateway was reorganized into an *Academy* with one faculty: Faculty of Business and Management comprised of three basic units. The review team, both in the analysis of the documents and during the site visit, aimed to assess the depth of the change, the functionality of the reformed structures, and the degree to which students were satisfied with the changes.

Currently, HEI Nehemiah Gateway offers two study programs as follows: Bachelor in "Economy and Businesses" (offered by the Department of Business) and Master of Science in "Management with Specialization in Business" (offered by the Department of Management).

On a macro level, Nehemiah Gateway's teaching philosophy comprises a blend of theoretical and practical education, modelled after the **German dual education system**. As importantly, as part of the international NG Team, this non-public institution emphasizes regional development and leadership training reflecting Western European standards.

It is important to note - that although the review team aimed to assess only the higher education component - Nehemiah Gateway's academic cycle spans from kindergarten to higher education, supporting students' full potential realization. With a focus on local socio-economic development, Nehemiah Gateway leverages global networks for research and educational advancement. Importantly, the institution's international appeal is underlined by its diverse student body and triple international accreditation.



Summary report

The Higher Education Institution (HEI) Nehemiah Gateway (NG) is an Albanian non-public institution of higher education located in Pogradec, Albania. HEI Nehemiah Gateway was licensed based on Decision No. 830 of 04.06.2008 of the Council of Ministers of the Republic of Albania. This is the second Institutional Review of Nehemiah to assess the extent to which the Albanian Quality Code Standards have been met.

This external evaluation report reviews the period 2017-2023, following the institutional evaluation from the Accreditation Board of ASCAL with Decision No. 63, date 21.09.2017.

A Self-evaluation Report was developed by a team of Nehemiah Gateway staff, which included senior managers, academics, support staff, and a student representative. The self-evaluation process gathered evidence from academic and administrative units, interviews, roundtables, and questionnaires with stakeholders within and outside Nehemiah.

The site visit took place over two days on 21 and 22 December 2023. The review team was made up of one senior academic reviewer from Germany and one senior academic reviewer from Albania. The review team consisted of Dr Elvin Gjevori (Lead Reviewer) and Dr Chris Richter (Reviewer). The review team was supported by the Review Manager provided by the Albanian Quality Assurance Agency in Higher Education (ASCAL). The review team received the Self-evaluation Report and the portfolio of supporting evidence weeks in advance of the review visit, later supplemented by additional requested documentation during the visit. The wide range of supporting information provided by Nehemiah enabled the team to familiarize with the structure, policies, procedures, and nature of teaching and research activity undertaken. Evidence included the Statute and Regulations, internal reports, admission and orientation procedures, list of external agreements and memoranda, examples of program information and evidence of deliberative meetings.

The review team met with senior managers, students, lecturers, administrative and support staff, as well as external partners during the review visit. The meetings supported the clarification of procedures, responsibilities, and viewpoints. Notes were taken at all meetings. As part of a tour of the campus, the review team viewed the library, teaching areas, laboratories, sports facilities, and offices.

The Standards for the Higher Education Institution - Management, Autonomy, and Quality Assurance are **fully met**; In reaching this judgement, the review team noted one feature of good practice regarding the culture of quality, did not identify any weaknesses, make recommendations or reaffirm actions already being implemented. Nehemiah provided strong evidence to demonstrate its commitment to creating a culture of quality and continuous improvement of teaching and processes in support of teaching and quality assurance through, among others, the Internal Quality Assurance Unit and accompanying policy and procedures related to internal quality assurance.

The Standards for Resources and Partnerships are **fully met**. In reaching this judgement, the review team noted one feature of good practice, provided one recommendation, and did not identify any weaknesses or affirmations. During the site visit it was clear that both the physical and digital infrastructure of Nehemiah in support of teaching and research were top-



notch and more than fulfilled the needs of the institution. In addition, based on the new legal status of the institution and based on meetings with senior university managers and lecturers, the review team recommended the establishment of a research strategy to be implemented in the mid-term future.

The Standards for Study Programs, Teaching, and Evaluation are **fully met**. In reaching this judgement, the review team noted one feature of good practice, made one recommendation, and did not identify any weaknesses or reaffirm actions already being implemented. Throughout the review process Nehemiah provided strong evidence to demonstrate its commitment to providing an empirical education with strong connections to the labour market as an instrument of facilitating student employment. The review team recommended that Nehemiah take proactive steps to increase its student numbers so that its teaching and other internal processes can be of scale.

The Standards for Scientific/artistic activity and innovation are **fully met**. In reaching this judgement, the review team did not note any features of good practice, identify any weaknesses, make recommendations or reaffirm actions already being implemented. Throughout the review process Nehemiah provided evidence to demonstrate its commitment to high quality teaching and research commensurable to its legal status. As a result, the review team was able to confirm that the State Standards included under Evaluation Area 4 have been addressed fully.

The Standards for Students and their Support are **fully met**. In reaching this judgement the review team noted one feature of good practice, did not identify any weaknesses, make recommendations, or reaffirm actions already being implemented. Throughout the review process Nehemiah provided strong evidence to demonstrate its commitment to providing 360 degree support to its students in teaching, applied research, and sustainable employment. As a result, the review team was able to confirm that the State Standards included under Evaluation Area 5 have been addressed fully.

Overall, the review team notes that Nehemiah undertook the review in accordance with ASCAL guidelines. The review team acknowledge the institution's high level of engagement with the process and the cooperation provided to the review team throughout the visit.



Summary of findings

Good practice

The review team identified the following features of good practice:

- The review team found as a good practice the institution's quality culture and particularly inclusive quality assurance, which involved all internal and external actors in the continuous review and improvement of study programs and teaching as an instrument for preparing students ready of the labour market. (**Annex No. 1, Standard I.10**)
- The infrastructure, both physical and digital, at the service of students and staff, and its management, represent one of the institution's strengths and a model of good management for other HEI's to emulate. (**Annex No. 1, Standard II.9**)
- The combination of theoretical and practical skills, the connection of students with the labour market, and their preparation for employment make up a cohesive, structured and well-integrated approach to the labor market that could be a model for other regional universities in Albania. (**Annex No. 1, Standard III.7; Standard III.14; Standard III.16**)
- Nehemiah exhibits strong practices in student support and involvement. The variety of services, including the Student Services Center, orientation, counseling, and specialized guidance for international students, effectively facilitate student integration and progression (**Annex No. 1, Standard V.5**)

Weaknesses

The review team did not identify any weaknesses.

Recommendations

The review team identified the following recommendations:

- The review team recommend that the institution, in line with its new status as an *academy*, in the near-term future put in place a structured research strategy with tangible outputs backed by a dedicated budget. (**Annex No. 1, Standard II.8**)
- The institution - faced with low student registration numbers – should look at ways to boost its student numbers as an instrument to maintain the quality of the services it provides and expand the impact it has on the region it serves. (**Annex No. 1, Standard III.4**)

Affirmation of action being taken

The review team did not identify any affirmation of action being taken



Summary of judgements for each Evaluation Area

1. The Standards for the Higher Education Institution - Management, Autonomy, and Quality Assurance are fully met;
2. The Standards for Resources and Partnership are fully met;
3. The Standards for Study Programs, Teaching, and Evaluation are fully met;
4. The Standards for Scientific/Artistic Activity and Innovation are fully met;
5. The Standards for Students and Their Support are fully met.

Summary Judgement

The reviewers recommend to the Accreditation Board that at the Nehemiah Gateway Academy the Quality Code Standards are fully met.



Detailed report

Evaluation Area 1: Higher Education Institution - Management, Autonomy, and Quality Assurance

- 1.1 HEI Nehemiah Gateway fully adheres to its statute, which is aligned with the Albanian Law on Higher Education. The governing bodies, including the Advisory and Administration Boards, function as per articles 11 and 12 of the statute. The final decision-making body is the Administration Board, which decides upon suggestions and recommendations of the Academic Senate and Rectorate. The Statute defines the mission, objectives, status and organisational management of the Academy. It also covers selection procedures, decision-making bodies, authority levels, quality assurance of study programmes, student enrolment and graduation, rights and responsibilities of staff and students, research activity and financial matters. Widespread understanding of the relevant parts of the Statute was confirmed during meetings with staff from across the Academy [A2; A3; A4; A5; A6; A7]. (*Annex No. 1, Standard I.1*)
- 1.2 The institution demonstrates management efficiency, as evidenced by the structured budget process and financial management involving the Rector and Administrator. Conversations during the on site meetings highlighted discussions on student and staff impact and institutional vision, underscoring the leadership's role in efficient management. The regular performance evaluation of academic and administrative staff, as part of the institution's assessment plan, further exemplifies efficient management practices. Overall, the Academy consists of one faculty with two departments and one research centre. The Faculty is administered by the *Decanate*, headed by the Dean whose main function is contributing to the strategic plan of the Academy and coordinating the academic and research functions of the departments within the faculty. The Heads of Department manage the study programmes and coordinate teaching, learning and research activity in the department, reporting to the Faculty Dean who coordinates the activities of the departments [A2; A4; A11; A50; A51; BM4]. (*Annex No. 1, Standard I.2*)
- 1.3 The institution's "Strategic Plan" includes clearly defined goals and timetables, reviewed and updated in retreats (confirmed during onsite interviews). The planning process is dynamic, incorporating input from both internal and external stakeholders. This strategic approach is evident in the discussions during the "HEI NG Heartbeat" meetings, emphasizing the commitment to long-term strategic objectives [A4; A50; BM2; BM4]. (*Annex No. 1, Standard I.3*)
- 1.4 HEI Nehemiah Gateway's regulations and by-laws clearly define governance structures, ensuring respect for autonomy limits. The internal evaluation procedures, covering various units and services, are indicative of a well-defined self-regulating approach. The Advisory Board's role provides external academic advice, aligning with the institution's commitment to respecting its autonomy while adhering to legal and educational standards (confirmed during onsite interviews) [A2; A6; A9; BM2; BM4; BM7]. (*Annex No. 1, Standard I.4*)



- 1.5 The institution fosters constructive debate through its collegial bodies, such as the Rectorate and Senate, with distinct roles and responsibilities. Regular meetings of these bodies, facilitate policy-making and execution, demonstrating an environment conducive to open dialogue and decision-making (confirmed during onsite interviews). The various bodies of the Academy meet regularly according to their regulations and items for discussion are circulated in advance. It was evident to the review team during meetings with staff [BM3] that they feel involved in Academy's decisions and are listened to on matters that are important to them and the Academy. Staff are supportive and engaged in debate in the institution. Decisions taken by the Academic Senate and Board of Administration become decrees, which are kept in a database by the Rectorate [A8; A9; A10; A21; A22; A 49; BM4]. (*Annex No. 1, Standard I.5*)
- 1.6 Transparency is a key focus of the institution, with the institution making public the activities and reports of its collegial bodies. Financial statements and audit reports are also published (confirmed during onsite interviews). This transparency is further evidenced in the financial and performance reports, underscoring the institution's commitment to openness and accountability. Overall, the review team, especially in meetings with staff and students found that they were well informed of the institution's main governing documents, governing institutions and their decisions. Throughout the site visit, the review team was of the impression that the spirit of openness and collegiality, was part of the institution's philosophy and way of 'doing things'. [A8; A9; A10; A17; A18; A21; A22; A 49; BM4]. (*Annex No. 1, Standard I.6*)
- 1.7 HEI Nehemiah Gateway employs systematic data collection and feedback for internal quality assurance. Regular evaluations assess the quality of educational programs and organizational units, ensuring the continuous development and improvement of study programs. This commitment to quality assurance was reflected in the discussions during the meeting with Teaching Staff, where quality assurance challenges and strategies are addressed. In addition, since the size of the Academy is small, the institution also follows the overall development of its graduates, many of whom continued – in various roles and positions – their connection with the Academy [A21; A22; A30; A36]. (*Annex No. 1, Standard I.7*)
- 1.8 The institution reviews study programs periodically for accreditation and continuous improvement. Proposals for the restructuring of study programmes have been the result, among other things, of market research. Various assessment types, including curriculum review and program learning outcomes evaluation, are employed. It was clear to the review team that both public and private employers in the Korça region had been consulted, and were supportive of new programme developments by the institution. The Academy has an active Careers Centre, which communicates with the Regional Employment Office in order to give students information about employment opportunities, the efforts are in line with the discussions in the meeting with Academic Senate, focusing on teaching programs and research innovation. [A22; A24; A25; A42; A43]. (*Annex No. 1, Standard I.8*)
- 1.9 The internal quality assurance unit at HEI Nehemiah Gateway is responsible for the periodic assessment of teaching and research activities. Various assessment tools and methodologies are used to evaluate its study programs' effectiveness, aligning with the



discussions in the "Evaluation Team Meeting," which highlighted the need for enhanced research publications [A12; A82; A21; A22; A30]. (*Annex No. 1, Standard I.9*)

1.10 Involving academic units, staff, and students in the study programs' IQA process, the institution ensures an inclusive approach. The Quality Assurance Committee monitors policy implementation, whose findings were then discussed in the meeting with academic support staff, where the challenges in quality assurance and guidance counselling were highlighted. As importantly, students, and where possible external partners, were integral part of this process, to make sure that the institution provide students with the required set of skills expected by the market. Given the small size of the institution and the existence of only two structured study degree programs, the quality assurance process was part of the institution's daily activities and its was clearly grained in its overall practices [A56; A58; A70; BM2; BM3; BM4; BM6]. **The review team finds that inclusive quality assurance is a good practice of the institution, which has enabled it to navigate successfully its internal transformation, and create a distinct institutional identity in the wider district of Korça where Pogradec is situated.** (*Annex No. 1, Standard I.10*)

1.11 The institution promotes an IQA culture through systematic evaluation processes, as stated in its Assessment Plan. This includes public availability of data related to student achievement, aligning with the institution's commitment to transparency and continuous improvement, as discussed in the various meetings. In this regard, the Academy's web page was a rich depository of information and data both for potential students and employers seeking to hire graduates of this Academy [A4; A8; A12; A82; BM2; BM3; BM4; BM6]. (*Annex No. 1, Standard I.11*)

Findings

Good practice

The review team identified the following features of good practice:

- The review team found as a good practice the institution's quality culture and particularly inclusive quality assurance, which involved all internal and external actors in the continuous review and improvement of study programs and teaching as an instrument for preparing students ready of the labour market. (*Annex No. 1, Standard I.10*)

Weaknesses

The review team did not identify any weaknesses in this Evaluation Area

Recommendations

The review team did not make any recommendations in this Evaluation Area.

Affirmation of action being taken

The review team did not affirm any action being taken in this Evaluation Area.



Judgement

The standards for Higher Education Institution - Management, Autonomy, and Quality Assurance are: fully met.



Chris Richards

Evaluation Area 2: Resources and Partnership

- 2.1 Nehemiah Gateway Academy is a higher education institution, which functions in accordance with Albanian higher education legislation, law and bylaws in force. The organisational structure is in line with Law 80/2015 in higher education. The institutional structure, organization and organization chart are reflected in the main regulatory documents of the institution such as the Statute, the regulation and a series of other acts deriving from them. The institution demonstrates a commitment to an open and transparent recruitment process. This policy ensures that hiring practices are equitable and inclusive, aiming to attract a diverse range of talented and qualified individuals to contribute to the institution's academic and administrative roles. The open employment policy aligns with the institution's broader objectives of fostering an inclusive and dynamic educational environment [A14; A15; A36; BM2; BM5]. (*Annex No. 1, Standard II.1*)
- 2.2 The review team identified that the recruitment to academic units, is supported by needs analysis specific to the faculty, department, study programme and the curricula regardless whether the role is full or part-time. The institution's policy on the integration of academic, assistant, research, and administrative staff emphasizes the importance of a cohesive and collaborative work environment. This policy seeks to ensure that all staff members, irrespective of their roles, are integrated into the institutional culture, promoting teamwork and cross-functional collaboration. Such approach is vital for maintaining a productive and harmonious atmosphere conducive to academic excellence [A14; A15; BM2; BM 5]. The institution provides comprehensive information for both staff and students on its policies, procedures and activities. The website is a useful source of public information, which is supplemented by additional information provided through a password-protected portal. The institution also produces a variety of information leaflets, brochures and books in hard copy [A5; A6; A7]. (*Annex No. 1, Standard II.2*)
- 2.3 The institution places a emphasis on the continuous assessment and development of staff skills. By actively identifying and nurturing the skills of its academic and administrative staff, the institution ensures that employees are well-equipped to meet the evolving demands of higher education [A4; 12; A13; A16; A32; A33]. The review team found that the institution pursues a policy of periodical assessment of its academic and administrative staff. The assessment of the earlier consists of the academic programme quality questionnaire developed by the internal quality assurance unit and the academic performance of the teacher at the end of the module. A broader performance of the academic staff prior to their contract renewal is carried at the department/faculty level by the respective heads of departments and dean based on the assessment model prepared drawing upon the Quality Assurance regulations [A27; A30; A36; A40; A82; BM4; BM5]. To address the identified needs emerging from the quality teaching performance assessment, the institution has set staff development goals in various documents and regulations and has pursued a policy of continuous staff training in line with these goals [A6; A7]. (*Annex No. 1, Standard II.3*)
- 2.4 The institution's policy of social development highlights its role in contributing positively to the community and society mainly in Pogradec area. This approach involves engaging



in initiatives that go beyond the academic realm, fostering social responsibility, and encouraging staff and students to participate in activities that have a broader societal impact. Such a policy underscores the institution's commitment to social awareness and responsibility [A34; A35; A53]. Overall, in terms of pursuing a social development policy, the review team finds that the institution is committed to the implementation of integration policies of academic and administrative staff to support participation in regional development activities. Various activities with local development stakeholders are also organized in the premises of the academy. The institution, through its various branches, is committed to increasingly play a key role in the socio-economic development of the Pogradec region by undertaking specific initiatives such as offering the proper laboratories to industrial partners or develop or revise the academic programmes to the local partners' needs [A4; A7; A37]. (*Annex No. 1, Standard II.4*)

2.5 The institution guarantees long-term sustainability of its academic staff, especially between accreditation periods. This approach ensures stability and continuity in the academic workforce, which is crucial for maintaining the quality of education and research [BM5; BM7; C1; C2; C3; C4]. The basis for recruitment, employment arrangements and employment reports is the Labour Code, and the requirements for academic engagement, curriculum and/or function at the academy and the specific provisions in the specific staff employment contract, including descriptions of work. Contracts clearly specify the role, activities and workload of the staff. The regulation contains a special chapter for personnel relations management, which disciplines and determines the relevant procedures for the whole process [A4; A6; A14; A15]. (*Annex No. 1, Standard II.5*)

2.6 The institution has a systematic process for appraising and supporting its staff in meeting their academic and administrative responsibilities while also enhancing their chances of academic success and progress. The institution has defined in relevant acts related to the personnel management policies, for both academic and non-academic staff, starting with the identification of needs in terms of human resources and the assessment of the performance of current staff. This approach includes evaluations and the provision of necessary resources and training to assist the staff in fulfilling their obligations effectively [A2; A6; A59]. Overall, the review team noted that the basis for recruitment and employment arrangements is the Labor Code, the requirements for academic engagement, curriculum and/or function at Nehemiah and the specific provisions in the specific staff employment contract, including descriptions of work. Contracts specify the role, activities and workload of staff. The regulation contains a specific chapter for personnel relations management, which disciplines and determines the relevant procedures for the whole process [A13; A36]. Drawing on provisions of individual contracts, the performance assessment and remuneration according to expected contribution, review of contractual terms, there are clear and transparent terms and procedures for undertaking disciplinary and administrative measures against violations [A32; A33; A36]. Since the staff, both academic and non, have been working for the institution for a long time, the institutional memory is well preserved, which means that the required set of skills and the routinization of procedures, so important for maintaining stability and predictability, are at a high rate [BM4; BM5]. (*Annex No. 1, Standard II.6*)



2.7 The institution's management of its real estate focuses on their continuous maintenance, development, and improvement. This process involves strategic investment in infrastructure to support the institution's needs, ensuring that facilities are up-to-date and conducive to learning and research activities. Importantly, Nehemiah has signed the required documentation related to the insurance of the buildings. The review team assessed that the quality of learning facilities and access for individuals with disabilities meet all statutory requirements. The review team noted that the Academy has a precise record of its real estate, which extends to all buildings under its administration. In addition, thanks to international funding, it has continuously carried out the modernization of its current buildings and equipment in order to better serve the students and staff needs for academic and research programmes. The review team noted that the campus of the institution is of a very high quality with dedicated spaces that far outpace the needs of the number of students it has and that allow it to simultaneously serve its current students and expand without hindering the quality of teaching and research [A6; A12; A13; A37; A38; BM4; BM5]. **(Annex No. 1, Standard II.7)**

2.8 The institution provides an appropriate environment and infrastructure to support all teaching-related academic activities. This includes ensuring that facilities are equipped with the necessary resources and technology to facilitate teaching, learning, and some research. The review team noted that the staff over the years has had a remarkable stability even during COVID, which made it very difficult for international staff to travel. Overall, the academic environment was supportive of teaching and collaborative learning. There were procedures in place for quality assurance, sharing of potential issues and addressing them in a collaborative manner. The review team noted that teaching was done at high levels and with individual attention and tailoring to all students, which was enabled by the small number of registered students. As it regards the scientific environment, the review team noted that while the lecturers had impressive publication records and achievements, the institution itself lacked a structured approach to enabling and evaluating research activities. This was expected as the legal status of the institution did not require it to engage in much research besides teaching. However, now that the institution has become an academy, the approach must change in the future to reflect the legal requirements on academies that include research. **Therefore, the review team recommend to the institution that it put in place a research strategy, with tangible outputs backed by a dedicated budget.** [A4; A12; A; 37; BM3; BM4; BM5]. **(Annex No. 1, Standard II.8)**

2.9 The institution prioritizes the comfort of its premises for academic staff and students. This includes the provision of accessible and well-equipped working, teaching, and laboratory spaces. As mentioned in the analysis of standard II.7, the institution has a high quality and spacious campus surrounded by green areas and equipped with sporting facilities. The totality of the facilities and premises dedicated to teaching, create more than enough opportunities for quality teaching, creation of an environment supportive of debates and constructive exchange of ideas between students and lecturers and among students themselves. **The review team noted that overall, based also on its own teaching experiences and previous accreditation visits, that the premises Nehemiah offers to its staff and students are top notch.** [A5; A39; BM3; BM4; BM5]. **(Annex No. 1, Standard II.9)**



- 2.10 The institution provides standard professional and scientific laboratories. These facilities are equipped with technology and resources to support hands-on learning and research. Importantly, as mentioned in standard II.8, research has not been the main focus of the institution since, based on its legal founding, it was primarily focused on teaching. Now that the institution has become an academy, as stipulated by law, there needs to be more focus on research and the supportive research required to engage in research such as labs and other supportive infrastructure. **Therefore, the recommendation stated in standard II.8 applies here also. [A37; BM3; BM4; BM5]. (Annex No. 1, Standard II.10)**
- 2.11 The institution ensures the availability of appropriate facilities for rest, sports, and entertainment for students and staff. The institution engages in periodic monitoring of its infrastructure to ensure upgrades and improvements are made as needed. During the site visit, the review team, as stated in standard II.7 saw firsthand the quality of the campus including its sport amenities such as a football, basketball, and volleyball field. There was also a library with space for research and another area dedicated to activities such as book launches or watching movies and documentaries. During meetings with students, the review team was informed that they were very happy with the recreation facilities, that they were instrumental in facilitating their studies, alleviating their stress, and enabling a sense of community and belonging. In their totality, the facilities dedicated to sport and other recreational events, more than meet the needs of the institution, and also used by the wider community of Pogradec, which is an important added value and contribution to their community [A37; A38; BM3; BM4; BM5]. **(Annex No. 1, Standard II.11; Standard II.12)**
- 2.12 Documentation of academic activities in both hard and soft copy is maintained by the institution and is it stipulated clearly in its main regulatory documents. This ensures that all academic processes, decisions, and outcomes are recorded and accessible, thus providing transparency and accountability. More specifically, the documentation related to the human resources, related contracts, and respective procedures are filed in the Office of Human Resources. In addition, at the start of the academic year, the staff is assigned their annual workload and other expected outputs, which is done in writing and constitutes an integral part of their overall assessment. Overall, the review team noted that at Nehemiah there are effective coordinated management systems in place to ensure the care and preservation of all documentation and information, including student data held by secretariats. In addition, the review team found that electronic storage and archiving facilities within libraries met all expectations [A12; A41; A42; BM3; BM4; BM5]. **(Annex No. 1, Standard II.13)**
- 2.13 The review team find that Nehemiah has implemented information and management systems at an institutional level. These systems are designed to automate processes, enhance communication, and facilitate the management of academic and administrative functions. From the analysis of the document submitted by the institution, the review team find that Nehemiah publishes on its website and Populi platform the Statute of HEI Nehemiah, catalogue, faculty handbook, student handbook, academic regulation, strategic plan, and assessment plan. Overall, Nehemiah has in place policies on specific issues, institutional policies on human resources, communication, academic issues, faculty issues, student services, financial management, and facility and equipment



management. These policies are also published in the Intranet (Manual) of Nehemiah accessible to full-time staff. The policies related to student affairs are also published on the website of Nehemiah as well as on Nehemiah's management system Populi [A44; A45; A46]. (Annex No. 1, Standard II.14)

2.14 Activities in the information technology area are coordinated by the institution to ensure that IT resources and services effectively support the academic and administrative needs. This coordination includes the management of IT infrastructure, software, and support services. Nehemiah's internal system is interlinked with the systems of NG Albania and the NG Team through the intranet. Members of staff have access to computers with internet connection, and access to photocopies, and scanner. Some of the students are also equipped with computers from Nehemiah while the others have access to computer laboratories that have 10 computers available for use. International students who cannot afford their own computer are provided with a computer / laptop by the Media Office of NG Albania. As part of the induction to Nehemiah, new staff members receive training and assistance regarding the use of the Populi Platform [A5; A6; A7; A49; BM3; BM4; BM5]. (Annex No. 1, Standard II.15)

2.15 The review team note that the budgeting process at Nehemiah is characterized by defined and transparent procedures. This approach ensures fiscal responsibility and allows for the effective allocation of resources in line with the institution's goals and objectives. As a non-public institution of higher education, Nehemiah is financed mostly through income generated by its activities, various grants, donations, and contributions from legal and natural persons in Albania and abroad. These funds are administrated in accordance with the approved budgets and the internal regulations and applicable laws. Based on the self-evaluation report (SER, pg. 47), Nehemiah's revenues derive mostly from:

- tuition fees;
- income from services offered to third parties;
- research projects;
- gifts, inheritances, public and private donations;

Nehemiah's budget is prepared on an annual basis by the administrator based on proposals from the units of Nehemiah and submitted for approval to the Board of Administration and Academic Senate. This procedure is published on the policy manual of Nehemiah and staff members and academics seemed to be well-acquainted with it [A2; A11; A50]. (Annex No. 1, Standard II.16)

2.16 The review team find that the institution provides the necessary resources and means to implement its financial policy. This includes allocating budgets that align with strategic goals and maintaining financial systems to manage funds effectively. According to the SER pg. 48, Nehemiah has three dedicated employees responsible for finances who keep track of spending and file all the required internal documentation and that required by public institutions. The staff also organize internal meetings with various stakeholders where they discuss and facilitate decisions regarding financial issues such as: income, expenses, etc. This procedure is published on the policy manual of Nehemiah and staff members and academics seemed to be well-acquainted with it [A5; A10; A18]. (Annex No. 1, Standard II.17)



- 2.17 The review team find that Nehemiah has a policy of budgetary and financial control which it implements accurately. This policy involves regular monitoring of financial activities, ensuring compliance with financial standards, and implementing controls to safeguard the institution's financial health. Nehemiah an is subject to an external audit annually. The audit report is delivered to the tax office and supervisory board. Importantly, in the interest of transparency, Nehemiah organizes various meetings to present the audit report to important stakeholders, where staff, students and other interested parties are invited. This procedure is published on the policy manual of Nehemiah and staff members and academics seemed to be well-acquainted with it [A17; A19]. (*Annex No. 1, Standard II.18*)
- 2.18 The review team noted that Nehemiah adopts an open strategy for cooperation and partnership at various levels, including regional, national, and international. This approach fosters collaboration and networking, enhancing the institution's ability for academic and research exchange. Since the HEI is part of an international organization based in Germany, it is prone to and open to partnerships and international cooperation. From the SER, supporting document, and meetings on site, it became clear to the review team that the institution has long-standing and fruitful partnerships with local businesses in Pogradec, in the wider Korça district and beyond. It is worthy to note that the institution has very good cooperation with the municipality of Pogradec, which stems not only from the quality of graduates that the institution offers, but also from the social services that the foundation offers. This symbiotic relationship has furthered the HEI's connection to the local community and cemented healthy partnerships [A4; A51]. (*Annex No. 1, Standard II.19*)
- 2.19 The institution actively cooperates with other institutions to support its academic, administrative, and scientific-research activities, including internships. These collaborations enrich the educational experience, offer practical opportunities, and enhance the institution's ability to deliver a comprehensive educational program. Most supportive documents and data regarding this standard have been mentioned in standard II.19 so you can refer to that for more [A52; A53]. (*Annex No. 1, Standard II.20*)
- 2.20 The review team noted that the institution has in place a policy favouring the mobility of academic staff and students at an international level. This policy facilitates exchanges and collaborations that expand the global perspectives of participants, enriching their academic and cultural experiences. Nehemiah is an international institution, which means that internationalization is in its DNA as it has international lecturers and international students mixed with local ones. This is an impressive feat that the review team recognizes. When it comes to mobilities through structured EU programs such as ERASMUS, which is widely used by other universities in Albania, we found that it was not used as much as it could. While we understand that the institution has been in reorganization for a long time and the COVID period affected it significantly, we urge them to consider making use of EU-funded mobilities in the future [A5; A20; A34]. (*Annex No. 1, Standard II.21*)
- 2.21 The review team noted that the institution conducts market research to align its mission and purpose with the needs and trends of the educational and professional



landscape in which it operates. This research informs and shapes strategic decisions, ensuring that the institution's study degree programs are relevant and responsive to the market demands. Since this institution is based on the German dual-education system, cooperation with external partners and the labor market is an integral part of its identity. Specifically, the review team identified a number of mechanisms Nehemiah uses in that regard, the most important of which is the assessment plan through which it conducts a systematic and regular evaluation of its programs, student performance, and alumni success. These findings and others such as findings from the alumni survey are made publicly available and presented to institutions staff and leadership to make appropriate decisions. This procedure is published on the policy manual of Nehemiah and staff members and academics seemed to be well-acquainted with it [A12; A26; A27]. (*Annex No. 1, Standard II.22*)

Findings

Good practice

The review team identified the following features of good practice:

- The infrastructure, both physical and digital, at the service of students and staff, and its management, represent one of the institution's strengths and a model of good management for other HEI's to emulate (*Annex No. 1, Standard II.9*)

Weaknesses

The review team did not identify any weaknesses in this Evaluation Area.

Recommendations

The review team identified the following recommendation:

- The review team recommend that the institution, in line with its new status as an academy, put in place a structured research strategy with tangible outputs backed by a dedicated budget (*Annex No. 1, Standard II.8*)

Affirmation of action being taken

The review team did not affirm any action being taken in this Evaluation Area.

Judgement

The standards for Resources and Partnership are: fully met



Evaluation Area 3: Study programs, Teaching, and Evaluation

3.1 HEI Nehemiah Gateway offers two study degree programs: "Economy and Businesses" B.A. and "Leadership and Assessment in Education" MSc reorganized as "Management with Specialization in Business". Both programs aim to future leaders with a focus on entrepreneurship and social responsibility. The overall number of students registered in those programs is 56 students. The B.A. program offers a practice-oriented curriculum that emphasizes implementation of theoretical knowledge in real business environments. Meanwhile, the MSc program provides foundational knowledge in managing people and organizations within business context. Both programs incorporate methods such as blended learning and coaching for individual support [A4; A54]. Nehemiah's mission statement is to help and empower people to sustainably shape and determine their own. This mission is reflected in the learning outcomes of their study programs, which emphasize empowering students and shaping their lives through knowledge and skills. The bachelor program's objectives include providing a solid foundation in business management and critical thinking, promoting entrepreneurship, and developing business skills in communication, technology, quantitative reasoning, and teamwork. The MSc program is designed to empower future managers and leaders and help them lead their teams towards a value-based vision and effectively manage the financial resources of their institutions [A4]. Overall, Nehemiah's focus is on local regional development while exposing students to international business practices. It is their goal to contribute to the socioeconomic development of the Ohrid Lake Region of Albania through their study degree programs. Given Albania's post-communist political and economic transformation this is a suitable location and mission for the institution [A4]. (*Annex No. 1, Standard III.1*)

3.2 The review team notes that the study programs are in line with both national and international objectives. The institution's strategy of using English as the main language of instruction facilitates the international reach of the programs as English is generally accepted as the global language of communication. Additionally, their commitment to offering interdisciplinary and joint study programs in cooperation with other local or international institutions reflects alignment with global academic trends and inter-institutional collaboration. This approach enables students to earn multiple diplomas from participating institutions, which broadens their academic and career prospects both nationally and internationally [A51; A2]. (*Annex No. 1, Standard III.2*)

3.3 The review team notes that Nehemiah has clearly defined objectives, illustrated by the overarching institutional objectives and the education programs provided by the Faculty of Business and Management [A4]. These objectives align with their mission of empowering students to shape their lives with dignity and independence. Moreover, the institution has established processes to ensure the relevance and quality of their programs. Market research is conducted every three years to ascertain market needs and align the qualification requirements of their offered programs [A12]. Furthermore, there is an assessment plan in place for systematic evaluation of the teaching and learning services. It includes the review of study programs every five years or as needed for program accreditation [A4]. Overall, the assessment plan reviews the connections between the institution's mission/objectives and the Bachelor's and Master's learning outcomes [A24; A25]. Such review ensure that the programs' learning outcomes are in



line with the qualification profile they provide, aligning with the standard III.3. The responsible heads of departments and quality management oversee these efforts, ensuring that the standards are maintained and continuously improved. **(Annex No. 1, Standard III.3)**

3.4 The review team notes that Nehemiah, adheres to a specific process when introducing new programs. Departments are tasked with creating these programs, which must then gain approval from both the Academic Senate and the Administration Board **[A2]**. This ensures an extensive review process, with the curriculum committee having the main responsibility for the development, review, and improvement suggestions for these programs **[A2]**. Moreover, any new programs or significant changes, including openings, reorganizations, or closures, require approval from the relevant authority, as guided by the law and internal regulations of the institution. The Academic Senate and the Dean's Office play crucial roles in proposing new study programs. The Senate proposes these new programs, including changes and closures, to the Administration Board based on the annual draft budget of the HEI. Concurrently, it is within the Dean's Office's scope to propose the initiation of new study programs to the Senate. **However, the institution faces challenges with low student registration numbers in both study programs and as it strives for continued quality in terms of teaching, library resources, and other aspects of its academic programs it is recommended to look at ways to boost its student numbers. [A2; BM4; BM5]. (Annex No. 1, Standard III.4)**

3.5 Nehemiah Gateway Academy is capable of providing study programs based on their institutional capacity. This is evident by the fact that they have sufficient academic staff to cover both academic and administrative responsibilities. More specific the institution has a total of 29 academic personnel of which 12 full-time, 3 part-time and 14 guest lecturers. According to the agreement that the institution has with the Ministry of Education and Sport, each department of the faculty should have no less than 4 full-time academic personnel of which at least 2 should have titles and grades. The full-time academic staff is composed of 2 academic staff with Prof title, 4 PhD and 6 Msc. More so, positions that require a doctoral or professor title are filled by individuals with the respective academic titles. It's also important to note that their full-time staff is responsible for covering at least 70% of the subjects **[A5; BM4; BM5; C3; C4]. (Annex No. 1, Standard III.5)**

3.6 The review team notes that Nehemiah Gateway University complies with the Bologna Agreement, which is evidenced by its organization into study cycles. This is reflected in their use of the European Credit Transfer and Accumulation System (ECTS) for course description. This system categorizes their studies into a Bachelor program which requires a minimum of 180 ECTS hours, and a Master program which needs a minimum of 120 ECTS hours. Notably, the institution has adopted a quarter system to cater to their multinational faculty's scheduling needs. For the conversion of credits, 4 ECTS hours equate to 3 USA quarter hours, following the Bologna Agreement's benchmarking. Furthermore, both the Bachelor's and Master's programs provide a detailed module description handbook to outline the credit and content requirements of each course, ensuring clarity and transparency in the curriculum **[A5; A47; A48; BM4; BM5]. (Annex No. 1, Standard III.6)**



3.7 The review team notes that Nehemiah Gateway exhibits a strong commitment to providing comprehensive guidance and knowledge to students through their study programs. From the onset of enrollment, students are provided with academic advisors and mentors who are readily available to offer guidance throughout the coursework, internships, and thesis preparation. This approach is applied across study cycles, ensuring that students receive consistent support during their academic journey. Nehemiah Gateway's programs, whether Bachelor or Master level, are designed with a strong emphasis on **practical applications** to prepare students for their prospective careers. For instance, the Bachelor of Arts in "Economy and Businesses" intertwines theoretical foundation with emphasis on practice, ensuring students acquire relevant academic and practical skills essential for a career in business. Additionally, the inclusion of modules such as "Introduction to the Research Methods" and "Preparation for the bachelor thesis" in the curriculum underpins Nehemiah's commitment to fostering a research culture among students. This is evidenced by enabling students to apply scientific approaches in their project works, in preparation for writing their dissertations. Moreover, the Master of Science program offers courses in advanced Management and Leadership, preparing students to handle complex organizational situations. Key subjects like Research Methodology and Critical Thinking are integrated into the curriculum, enhancing the students' ability to undertake scientific work. Overall, the review team notes that the range and depth of Nehemiah's study programs demonstrate their commitment to providing students with quality guidance and theoretical as well as practical knowledge. **[A5; A48; A47; A54; BM4; BM5]. (Annex No. 1, Standard III.7)**

3.8 Since there is no specific information provided about the institution's lifelong learning programs, we are unable to provide a detailed response regarding the fulfilment of Standard III.8. **(Annex No. 1, Standard III.8)**

3.9 The programs at Nehemiah are backed by research efforts of the academic staff all of whom are conducting or have conducted scientific research. This draws a clear connection between the study programs and the profile of the institution. Additionally, the institution has a robust system for performance evaluation and planning, which includes self-evaluation, student feedback, academic, and professional integrity evaluation. This suggests the institution is keen on ensuring their programs adhere to the professional profile of the unit **[A12; BM6]**. Nevertheless, as mentioned above and in the recommendation stated above, now that the institution is an academy there needs to be a more structured and focused approach to research. **(Annex No. 1, Standard III.9)**

3.10 The review team noted that Nehemiah regularly reviews and monitors its study programs through a well-structured and calibrated system. The review process includes the evaluation of the "Economy and Businesses" BA program in 2015 and 2021, as well as the MSc study program reviewed between 2018 and 2020. To ensure up-to-date curriculum, the institution also obtain feedback from different stakeholders, including alumni, freshmen, business representatives and faculty. Their methodologies of evaluation are systematic and include performance evaluations, surveys, and feedback meetings **[A12; A13; A55; BM4; BM5; BM6]. (Annex No. 1, Standard III.10)**

3.11 The review team notes that the institution places a great emphasis on the continuous improvement of the study programs. Firstly, they conduct regular market research every



three years to analyze job market needs and adjust their programs accordingly [A56]. Secondly, they collect and utilize feedback from alumni through surveys conducted every two years post-graduation. This information is then discussed in multiple forums of the academy for the purpose of program improvement. Lastly, they maintain transparency in terms of student achievements and graduate employment rate, by making this data accessible online, indicating their commitment towards improving the quality of their study programs [A56; BM2; BM5]. (*Annex No. 1, Standard III.11*)

3.12 The institution, clearly pursues a policy to improve teaching quality as evidenced by its policies outlined in the Faculty Handbook [A6] and Assessment Plan [A12]. It implements a systematic application of quality assurance measures aiming to establish an ongoing culture of excellence in higher education. The periodic evaluation of all faculty members twice a year and the involvement of students and other administration members in this process highlights their commitment to foster educational quality. Faculty members are evaluated on a broad range of categories such as quality and quantity of instruction, adherence to policies, professionalism, and student retention to name a few. The feedback provided by the students for Guest Lecturers also contributes to improving teaching methods and overall student satisfaction. The institutional structure itself, with its governing bodies like the Academic Senate, Rectorate, and Faculty Council, supports the academic procedures including those related to faculty evaluation. The responsibilities of these bodies are clearly defined in the statutes [A2] of the institution, providing a structured framework for maintaining and enhancing the quality of teaching. Through these measures, the institution is proactive in its approach to improving the quality of teaching, further demonstrating its commitment to the standard [A2; A6; A12]. (*Annex No. 1, Standard III.12*)

3.13 The review team notes that the study programs at Nehemiah are implemented according to the structures approved at the institutional and national level. Specifically, the study programs (Bachelor of Arts in Economy and Businesses [180 ECTS] and Master of Science Management with Specialization [120 ECTS]) conform to the Bologna Reform in Higher Education norms that Albania has ratified, indicating alignment with national and international standards. Importantly, teaching methods intertwine both theoretical learning and practical training, in compliance with the requirements of a dual study program as mandated by the Bologna requirements. Overall, Nehemiah offers comprehensive student support, including guiding and advising students throughout their studies through academic advisors and providing access to educational resources, such as high-speed internet, libraries, and digital resources. Nehemiah ensures a functioning interrelation among its administrative departments, academic staff, and stakeholders to maintain the desired standard in the delivery of its programs [A7; A48; A47; A59; A60; A61; A5; A57; A58]. (*Annex No. 1, Standard III.13*)

3.14 The review team noted that the "Economy and Businesses" bachelor program fully satisfies this requirement. The program operates on a dual system, combining academic and practical work equally at 50% each. Practical applications are directly tied to the theoretical learning undertaken in class, with internship experiences woven into the syllabus. This hands-on learning is well-structured, with specific outcomes outlined in the Module Description Catalogue and agreements on learning outcomes with partnering institutions or companies. Additionally, the institution aims at moving further away from



traditional theoretical-oriented education emphasizing a more practical. In the case of the MSc study program, a mandatory internship is included in the curriculum helping students to apply their theoretical knowledge. Moreover, the student's ability to commence their thesis - a significant practical application of their learning - is contingent upon successful completion of all courses or modules and attainment of all credit points. Importantly, the international study trips to Germany for both the bachelor and master students is another significant initiative to provide students with exposure to international businesses, thus reinforcing the practical application of their learning. Overall, the review team note that the combination of academic work with internships, the practical approach emphasized in modules, the requirement of internship for MSc students, and the international exposure towards practical learning is fully aligned with Standard III.14 [A59; A62]. **(Annex No. 1, Standard III.14)**

3.15 The review team noted that Nehemiah has developed programs with a strong emphasis on student active participation and competency acquisition. Their programs integrate student-centered teaching methods, utilizing small class sizes, advanced technology, student engagement in various learning environments, as well as accessibility to faculty. They also ensure that students are challenged to grow their entrepreneurial, innovative, and creative thinking skills. The teaching staff comprised of visiting professors from international universities further supports this endeavour. The institution has a solid faculty-student ratio of 1:8, allowing for individualized attention and active participation. Their instructors' duties are fulfilled in providing the necessary instruction. The review team also noted that Nehemiah employs many guest lecturers, who are involved in teaching, lending further expertise to the classes and enhancing student competencies. Assessment of the programs is conducted through an Assessment Plan and Program Review, which reviews enrolment, retention rate, and learning outcomes among others. Lectures are regularly evaluated through standardized online surveys by students, assessing the didactic competencies of the lecturers, student effort in preparation and wrap-up of content, and general framework of the lecture, providing feedback for continuous enhancement of the programs [A7; A5; A63; A12]. **(Annex No. 1, Standard III.15)**

3.16 The study programs at Nehemiah are designed with employment preparation in mind. The Bachelor of Arts in "Economy and Businesses" is a dual study program, providing both academic education and practical industry experience. This system aligns with the German model of integrating practical assignments within the university degree program, creating a strong connection between studies and 'real-world' tasks. This dual study system includes three months of theoretical study followed by three months of practical training for each semester, covering core business operations like marketing, sales, accounting, and resource management. Additionally, the Master of Science program in "Management with Specialization in Business" includes an internship that provides further industry exposure. This program's flexibility also allows employed students to attend after working hours, allowing them to concurrently accumulate professional experience. Both programs equip students with the necessary subject-related, methodical, and social skills for successful careers in the business and economic sectors. Emphasis is placed on the practical application of theoretical knowledge, entrepreneurship, innovation, and ethical conduct, specifically catered towards leadership positions in small and medium enterprises or non-profit



organizations. Moreover, the university's cooperation with international institutions promotes a comprehensive and global perspective on business management, critical for future leaders, managers, and administrators in the field. **The review team notes that – based also on the analysis of standard III.14 – the combination of theoretical and practical skills, the connection of students with the labour market, and their preparation for employment is a good practice. [A5; A47; A48]. (Annex No. 1, Standard III.16)**

- 3.17 Nehemiah uses the European Credit Transfer and Accumulation System (ECTS), which is a key component of the Bologna Agreement to promote mobility. The Bachelor's and Master's programs require a specific number of ECTS hours, which facilitates easy credit transfer for both Albanian and foreign students. The use of English as the language of instruction, and the requirement of English proficiency for admission further enable student mobility. Furthermore, the institution has established cooperation agreements with other institutions such as the IBS IT & Business School Oldenburg and SRH Hochschule Berlin, which provide opportunities for student exchange. The structure of the university's study program in accordance with the Bologna Agreement allows for easy student mobility as course completions from other HEIs are recognized **[A5; A53; A74; A20]. (Annex No. 1, Standard III.17)**
- 3.18 The review team noted that Nehemiah provides students who have met all requirements of their respective study programs with relevant diplomas. The HEI has explicit regulations **[A59]** published on its website and Populi platform to guide students through their exams and assessment processes. Further, upon successful completion of the study program, students are granted their respective diplomas, prepared in Albanian and English. These diplomas are certified by the Rector and the Head of Faculty and carry with them the seal of the institution, demonstrating their official nature. Beyond the diploma, the institution also provides a Diploma Supplement **[A66]** and transcript **[A67]** that delineates details about the student's studies, fulfilling the requirement for the diploma to be an official document. The diploma and its associated documents are registered in compliance with the regulations stipulated by the law, as they are registered with the Educational Services Center according to the Law of Higher Education and the instructions of the Ministry of Education and Sport **[A59; A64; A65; A66; A67]. (Annex No. 1, Standard III.18)**
- 3.19 The Nehemiah Gateway Academy does provide a dedicated computer laboratory for its students to support their study programs, with specific ratio of equipment per students. All their classrooms are also equipped with whiteboards and projectors while the 'Alfred Wenig' building even has a smart board for meetings. Furthermore, the academy ensures an internet connection across all buildings within its compound **[A37]. (Annex No. 1, Standard III.19)**
- 3.20 While it is evident from the information presented above that Nehemiah provides appropriate classroom equipment, infrastructure, and services like whiteboards, beamers, classroom technology, and internet access, it also provides some laboratory equipment proportional to the needs of its study degree programs. Furthermore, it maintains an IT manager for assistance particularly for the computer labs. Importantly,



there is also a student service survey in place to evaluate facilities and internet access [A40]. (*Annex No. 1, Standard III.20*)

3.21 The review team noted that Gateway has a comprehensive plan in place to ensure access to contemporary literature related to its programs and research. The library contains 11,000 physical books, with plans for further expansion, reflecting an emphasis on quantity and quality. Importantly, online resources are provided for both study programs, including free collections and access to the digital library, JSTOR. Learning resources are made available to students and faculty regardless of location. Furthermore, the Strategic Plan includes an objective to increase library resources by 1,000 volumes related to curricula, with a dedicated budget. Partnerships with national and international libraries are being considered to further enrich these resources. In that regard, collaboration with other libraries, such as the Bavarian State Library, has enriched the pool of resources. Easy access to required literature is facilitated for each module. Furthermore, student services, including library services, are evaluated annually via Student Service Surveys. Overall, the review team note that Nehemiah is committed to offering high-quality academic programs supported by a modern library and access to contemporary literature [A4; A40; BM4; BM5]. (*Annex No. 1, Standard III.21*)

Findings

Good practice

The review team identified the following features of good practice:

- The combination of theoretical and practical skills, the connection of students with the labor market, and their preparation for employment make up a cohesive, structured and well-integrated approach to the labor market that could be a model for other regional universities in Albania. (*Annex No. 1, Standard III.7; Standard III.14; Standard III.16*)

Weaknesses

The review team did not identify any weaknesses in this Evaluation Area.

Recommendations

The review team identified the following recommendation:

- The institution - faced with low student registration numbers – should to look at ways to boost its student numbers as an instrument to maintain the quality of the services it provides and expand the impact it has on the region it serves. (*Annex No. 1, Standard III.4*)

Affirmation of action being taken

The review team did not affirm any action being taken in this Evaluation Area.



Judgement

The standards for Study Programs, Teaching, and Evaluation are: fully met.



Chia Richards

Evaluation Area 4: Scientific/Artistic Activity and Innovation

- 4.1 The review team noted that Nehemiah defines and applies its primary areas of research activity through its Scientific-Research Center. The Center has a focus on equipping students with research skills and understanding the value of research, while also identifying and exploring community challenges. The research conducted at the institution is directly concerned with community needs, aiming to address needs of local structures and develop sustainable improvement plans. The teaching staff, comprised of international lecturers with diverse professional backgrounds, contribute ideas and proposals to the research activity, thus providing a variety of perspectives. The institution also carries out basic and applied research in accordance with its goals and objectives, under the Research Agenda drafted by the Research Center and proposed to the Academic Senate. This agenda is based on the Strategic Development Plan of the Institution, regularly evaluated by the Senate and approved by the Board of Administration. All of the above has been carried out with professionalism and proportionally to the needs and status of the institution. As we have suggested above, now that Nehemiah is an academy all of the above and more should be done in line with the recommendation we have expressed. [A4; A68; A6; A69; A16]. (*Annex No. 1, Standard IV.1*)
- 4.2 The review team noted that Nehemiah effectively meets the priorities of scientific research. An example of this is the development of a Training and Workforce Needs assessment survey for the banking sector in 2022. The survey is aimed at investigating the training needs of employees and applicants of banks – identifying gaps in skills and knowledge. This were beneficial in informing the design of study programs to prepare graduates for employment. The institution also intends to extend this survey to other sectors, indicating a comprehensive approach towards applied research [A70]. Furthermore, the infrastructure of the institution adequately supports the conduct of research. The institution has well-equipped spaces, a dedicated computer lab, and sufficient space for the academic staff to conduct research. The institution also manages and protects data and research materials effectively with high security measures in place. Similarly, Nehemiah owns licenses to Microsoft Office software and provides access to a well-stocked library with an extensive collection of printed and digital books, and subscriptions to electronic scientific journals such as JSTOR and CEEOL accessible to students and researchers [A68]. (*Annex No. 1, Standard IV.2*)
- 4.3 The review team noted that Nehemiah encourages the development and dynamism of scientific/artistic activities. The statute of the institution sanctions respect for academic freedom, inclusiveness, the organization of teaching, research, innovation, and creative activities [A6]. Additionally, the research activity agenda proposed by the Scientific-Research Center targets community needs, academic staff, and students. It also involves cooperation agreements with companies, institutions, and other higher education institutions both within and outside the country [A68]. They organize international conferences, participate in publishing in scientific journals, conduct community needs assessment, and other research activities. Furthermore, the institution upholds principles of scientific integrity, authenticity, accountability, impartiality, sustainability, and transparency in their research and scientific activities. These factors are conducive to enabling research addressing contemporary challenges, nurturing



professional and intellectual ethics, and cultivating critical thinking among academic staff and students [A68]. (*Annex No. 1, Standard IV.3*)

4.4 The review team noted that Nehemiah appraises the performance of its faculty, which includes both full-time and part-time faculty members. Performance Evaluation and Planning (PEP) forms are filled out annually by the Administrator and Rector. This process includes a self-evaluation by the faculty, as well as student feedback through the Module Evaluation Form. Furthermore, the Student Service Survey annually assesses the academic mentoring process provided by the faculty. The results of all these evaluations are documented and utilized for further action when needed. The use of performance results includes the review and modification of certain documents such as Job Description and Target Setting. Results are filed confidentially in the personnel folder of the faculty. Therefore, this suggests that the institution and the units responsible for scientific/artistic research and innovation do appraise their performance at the institutional level [A12; A13; A72]. (*Annex No. 1, Standard IV.4*)

4.5 The review team noted that Nehemiah has a Scientific-Research Center that oversees, evaluates, and mentors the publication of scientific papers. These include articles published in scientific journals, scientific literature, conference proceeding books, etc. Published works bear the logo of HEI Nehemiah Gateway and the names of the authors or co-authors. Additionally, these works are registered and become part of the library fund of HEI Nehemiah Gateway, thereby preserving intellectual property [A68]. (*Annex No. 1, Standard IV.5*)

4.6 The review team noted that the Scientific-Research Center at Nehemiah defines the roles and responsibilities regarding this standard. The Center directs research endeavors in accordance with the institution's Strategic Development Plan, supports study programs, promotes a culture of continuous improvement, and provides advisory services to several university bodies. It encourages innovations related to research quality, advocates for best practices and the protection of creativity and authorship, and provides advice concerning research promotion. These activities are funded by the university's budget and external donations in accordance with laws, bylaws, and other regulations. The overall sustainability of the institution is maintained by an approved budget plan that also factors in the realization of the Strategic Plan and the implementation of the Research Agenda [A68]. (*Annex No. 1, Standard IV.6*)

4.7 The review team noted that the institution does provide and approve clear objectives for the units, research/artistic groups, and academic staff. This is shown through their development of a Strategic Plan and a Research Agenda, which guide research activities for various programs and projects. The institution also regards diploma theses at both Bachelor and Master levels as scientific papers, subjecting them to scientific planning. Additionally, all research taking place within the institution is part of the Research Agenda and available for selection by students and mentoring personnel [A68]. (*Annex No. 1, Standard IV.7*)

4.8 The review team noted that Nehemiah is actively seeking to enhance its research and scientific activities. This is demonstrated through its ongoing efforts to secure funding for



two specific research projects related to digitalization in higher education and the effectiveness of value implementation. While these particular applications were unsuccessful, the fact that they were submitted shows the institution's commitment to continuous research. Furthermore, the institution classifies diploma thesis for both Bachelor and Master levels as scientific papers, which require rigorous scientific planning. This policy ensures that second and third cycle academic staff and students are involved in research activities. Thus, contributing to the institution's aim of continuous enhancement of research, artistic, and scientific activities [A73; A68]. (*Annex No. 1, Standard IV.8*)

4.9 The review team noted that Nehemiah adheres to the standard by making outcomes of scientific research public. This is done by storing Bachelor and Master theses in their library, allowing them to be used as references for future research. (*Annex No. 1, Standard IV.9*)

4.10 The review team noted that Nehemiah has established a system to ensure the quality and integrity of scientific and artistic papers at an institutional level. This system includes the use of the online tool "Populi" and the plagiarism detection software "Unicheck". Together, these instruments analyze submissions for similarities and citations against a diverse range of sources including websites, open-source repositories, and Nehemiah Gateway's internal library. Additionally, a plagiarism report is automatically generated for every submitted research work on Populi which contributes to upholding quality and integrity. (*Annex No. 1, Standard IV.10*)

4.11 The review team noted that Nehemiah's Leadership clearly outlines the requirements for its staff members to engage in research, studies, and publications. The institution also actively supports and encourages its staff to take part in international conferences and seminars, which is evidenced by the approval of participation from the institution's leadership. Further evidence of this is found in the personnel files that house certificates of participation and other relevant documents [A12; BM2; BM5]. (*Annex No. 1, Standard IV.11*)

4.12 The review team noted that Nehemiah has identified scientific research as a main strategic priority and has made efforts towards its internationalization. This is evident through their Mutual Exchange Agreement with SRH Hochschule Berlin – University of Applied Sciences [A74], and the inter-institutional agreement within the ERASMUS+ framework [A20]. The institution also demonstrated a commitment to this standard by organizing an international conference with SRH Hochschule Berlin and the Faculty of Electrical Engineering & Information Technologies (FEIT) Skopje sponsored by DAAD [A75]. The conference took place online due to COVID-19 and focused on "Higher Education - Common Values, Competencies, and Sustainable Development" [A77]. (*Annex No. 1, Standard IV.12*)

4.13 The review team noted that Nehemiah gives high priority to the participation of international and diaspora academic staff in teaching and scientific/artistic activities. This is evidenced by their objective to function in a global learning environment, wherein students can develop their skills and broaden their perspectives. Visiting professors from



international universities bring latest research methods and results to the students, contributing to a dynamic academic atmosphere. Additionally, 35% of the full-time staff are non-Albanian, hailing from countries like USA, Germany, and Switzerland, further bolstering the international representation within the institution's teaching and research activities [A6]. *(Annex No. 1, Standard IV.13)*

- 4.14 Nehemiah has taken proactive and effective measures to facilitate the international mobility of its students by providing them with the necessary assistance for fulfilling the admission requirements and obtaining a valid residence permit to study in Albania. It provides mechanisms to support high participation rates by providing help and information needed to meet the additional requirements. The institution encourages students to contact them with any queries regarding study programs or visa and residence information [A5]. *(Annex No. 1, Standard IV.14)*
- 4.15 The review team noted that, as mentioned above also, Nehemiah started the development of a Scientific-Research Center in 2021. The center has two main goals: to give students the skills and encouragement to conduct research at a high level and to use research to find ways to support the community in addressing its challenges and needs. The institution plans to realize these goals by using several strategies, including: emphasizing a high-quality education with a research focus; inspiring students to conduct independent research; using research to tackle real world issues within the community; fostering a strong interest in research; training students to adhere to the highest professional standards; and ensuring that students are familiar with and apply advanced research methods while adhering to the science's ethical guidelines [A4]. *(Annex No. 1, Standard IV.15)*
- 4.16 The review team noted that, Nehemiah, as mentioned above, within its legal requirements has engaged in high quality research proportional to its need and obligations. Most of this research has been of an academic nature with negligible 'real world' applications. As mentioned above, in the future, now that the institution is an academy, this is another area that it needs to take a careful look at and think about. *(Annex No. 1, Standard IV.16)*
- 4.17 The answer to this standard is very similar to the one above. The review team noted that Nehemiah engaged in research that was qualitative and proportional to its needs and legal requirements. Now that it has become an academy, in line with the recommendation laid out above, it needs to devise and implement a research strategy that addresses this standard also. *(Annex No. 1, Standard IV.17)*

Findings

Good practice

The review team did not identify any features of good practice in this Evaluation Area.

Weaknesses

The review team did not identify any weaknesses in this Evaluation Area.



Recommendations

The review team did not make any recommendations in this Evaluation Area.

Affirmation of action being taken

The review team did not affirm any action being taken in this Evaluation Area.

Judgement

The standards for Scientific/Artistic Activity and Innovation are: fully met.



Evaluation Area 5: Students and Their Support

- 5.1 The review team noted that Nehemiah has developed and implemented an admission procedure that aligns with legal requirements of Albanian Law [A78]. This procedure encompasses and details the application process, final registration, and matriculation for regular, transfer, and guest students. The institution also provides various student services including an induction session by the Student Services Center (SSC), counselling services for information and guidance on various issues, and academic advising from the early stages until the end of the program. Housing and health services like local apartment recommendation and first-aid facilities are provided to further support students. These procedures and services are all communicated to students via direct communication from academic staff, through email, or via the institution's website. The teaching staff-student ratio stands at 1:8, that ensures that all teaching duties and instruction needed are fulfilled, further reinforcing the purpose of the institution [A5]. The details of faculty and staff are also made available publicly on the university's website [A78; BM3]. (*Annex No. 1, Standard V.1*)
- 5.2 The review team noted that Nehemiah provides ample support through its dedicated university services thus positively contributing to student progression and overall comfort. Among others, this is evidenced through the activities of the Student Services Center, which engages potential students, provides information about study criteria, assists with the online student portal, and offers similar support services [A79]. Moreover, the institution employs two guidance counselors for international students providing both academic-related support and coordinating extracurricular activities to aid in their social integration [A5; A7]. Language courses are also offered based on the students' identified needs and difficulties, especially in English and German. Nehemiah have also hired an English teacher to assist students with their English communication skills, a crucial support service since all teaching at Nehemiah is conducted in English [A5, BM3; BM5]. In their totality, these initiatives demonstrate a high level of support aimed at facilitating student progression and overall success. (*Annex No. 1, Standard V.2*)
- 5.3 Nehemiah uses various tools and platforms such as official email accounts, the official university website, Populi (a web-based college management software) and hard copies of publications to disseminate information. Populi is particularly used as a Learning Management System where students can access data such as schedules, assignments, examination details, and academic records like ECTS and grades. Further, there is provision for a download area for students through the university website where they can access important documents relevant to their study programs. Finally, pertaining to the email system, there are email addresses for the undergraduate, graduate groups and institutional staff to streamline communication among stakeholders [A59; A12]. (*Annex No. 1, Standard V.3*)
- 5.4 The review team noted that the institution persistently encourages and facilitates student participation in institutional life. Specifically, through structures such as the Student Council and Quality Assurance Commission, students have platforms to express their opinions, make suggestions, and play an active role in decision-making processes within the institution. The representation of students in these institutional organs ensures their



participation and involvement in the affairs of the institution, thus enriching their educational experience. Furthermore, the institution provides facilities and support for the workings of the Student Council, further encouraging active student participation [A80; A12; A2]. *(Annex No. 1, Standard V.4)*

5.5 The review team noted that Nehemiah pursues a policy of structured student orientation and counselling which is evident through their academic support services providing academic advising and class/test accommodations. Nehemiah also provide assistance in areas from academic requirements needed for graduation, scientific research, and writing process, to planning for future career or graduate studies. The advisers serve as a campus resource, assisting students in obtaining support from other offices in the institution and providing information about potential scholarships or fellowships. Moreover, the institution provides a download area for students to access all necessary information and documents needed for their respective study programs [A81]. Additionally, the institution's Assessment Plan regularly evaluates educational programs, student performance, and outcomes. It includes faculty and administrative staff in the assessment process, thus ensuring that they meet the standards of education quality [A43]. The evaluation of program learning outcomes measures student achievement in core curriculum courses and helps in curricular adaptations to support student learning and ensure curriculum quality [A82]. *(Annex No. 1, Standard V.5)*

5.6 The review team noted that Nehemiah has established strategies focused on educating and training talented young individuals, including those with disabilities, thereby catering to specific social categories. Nehemiah provides assistance to students with documented disabilities, allowing them necessary accommodations like extended deadlines for assignments based on their circumstances [A4]. Nehemiah have a well-defined process for these students to request special accommodations, with the Head of Faculty serving as the primary point of contact [A59]. In addition to these policies, Nehemiah also run the Amaro Tan school, specifically providing education to the Roma community. Graduates from this school can apply for the "Amaro Tan Scholarship," providing them financial support to attend Nehemiah [A59]. *(Annex No. 1, Standard V.6)*

5.7 The review team noted that Nehemiah has made commendable efforts towards offering basic and ancillary literature for students. The presence of 11,000 physical books, along with an ongoing expansion plan speaks to their commitment to quality learning resources. The institution's initiative to provide access to online resources such as JSTOR and their participation in the COBISS library system, which offers access to around 1,000,000 scientific journals, further augments their resource offerings. The review team notes the institution's aim to increase library resources by 1,000 books relating to curricula, reflecting the institution's commitment to enhancing its literature resources. Additionally, they have provided adequate staffing for the library, which also ensures students' access to resources regardless of their location, which is excellent for remote learning students. Lastly, the working hours of the library, from 8:00 to 13:00 and 14:00 to 17:00, offer students ample time to access physical literature. The online registration and delivery system for literature, which notifies students about deadlines, is also an effective measure in maintaining student accountability and ensuring the smooth functioning of library management [A4; A6]. *(Annex No. 1, Standard V.7)*



5.8 The review team noted that Nehemiah supports students' employment in various ways. From the macro perspective, the systematic and regular evaluation of the study degree programs, student performance, outcomes, as well as success of graduates and alumni shows Nehemiah's commitment to ensuring and following up on student employability [A26]. Crucially, the dual nature of the bachelor programs aids in the students' integration into employment. Furthermore, the institutional environment of a "business incubator" equips students with practical experience and enables them to join the local and potentially global job market. The institution's commitment to providing education with an international orientation is also aimed at enhancing students' employability. Cooperation with companies, both local and international, is a part of the university's strategy, indicating an active effort to bridge the gap between academia and industry. The institution has shown its resolve to support students' employment beyond regional boundaries, encouraging and financially assisting international graduates who want to be self-employed in their home countries. This highlights the institution's efforts to foster economic development beyond its immediate geographical context [BM2; BM3; BM6]. Finally, the provision of various modules that staff members of Nehemiah and partner organizations can attend for further qualification, demonstrates a wider commitment to professional development that also benefits the graduates' career progression [A26]. Overall, this range of activities and approaches shows that Nehemiah supports student transition into employment at local, national and international levels, even after graduation as they maintain contact with alumni. (*Annex No. 1, Standard V.8*)

5.9 The review team noted that Nehemiah maintains strong relationship with its alumni. Specifically, the Student Services Center administers activities aimed towards keeping former students involved and informed about the institution. Some of these activities include alumni publications, semi-annual online meetings, and in-person discussion forums. Additionally, alumni engagement is further fostered through regular surveys sent out every two years, which serve to evaluate the outcomes of the programs. The Head of Quality Management oversees the creation, collection, analysis, and distribution of the survey results [A79; A27]. (*Annex No. 1, Standard V.9*)

Findings

Good practice

The review team identified the following features of good practice

- Nehemiah exhibits strong practices in student support and involvement. The variety of services offered, including the Student Services Center, orientation, counseling, and specialized guidance for international students, effectively facilitate student integration and progression. (*Annex No. 1, Standard V.5*)

Weaknesses

The review team did not identify any weaknesses in this Evaluation Area.

Recommendations

The review team did not make any recommendations in this Evaluation Area.



Affirmation of action being taken

The review team did not affirm any action being taken in this Evaluation Area.

Judgement

The standards for Students and their Support are: fully met.



Evidence List

List A: List of evidences

List of evidences provided as part of self-evaluation documents, annex ...of SER. These evidences on EER are referred using the abbreviation **A1.1...**, **A 2.40.**, etc:

- Shkresa percjellese.pdf
 - Vetedeklarim per vertetësinë e dokumentacionit.pdf
 - Raporti i vleresimit te brendshem institucional_Akademia Nehemiah Gateway_shqip.pdf
 - Self-Evaluation Report_HEI Nehemiah Gateway_english.pdf
- A1 Order No.424, dt. 14.7.2022 for HEI Nehemiah Gateway_MAS
A2 Statutes_Akademia Nehemiah Gateway
A3 NG Heartbeat Minutes
A4 Strategic Plan
A5 Catalog of HEI Nehemiah Gateway
A6 Faculty Handbook
A7 Student Handbook
A8 Academic Senate Minutes
A9 Administration Board Meeting, Decisions, Minutes
A10 Financial Meeting Minutes 2020-2023
A11 Budget Guidelines
A12 Assessment Plan of HEI Nehemiah Gateway
A13 PEP Evaluation Form
A14 Hiring and Terminating Employment
A15 Eligibility Criteria for Lecturers at HEI Nehemiah Gateway
A16 Academic Affairs Meeting Minutes
A17 External Audit Reports 2017-2022
A18 RT Audits
A19 Financial Review Reports from Mrs. Mann_2017-2022
A20 Inter-Institutional Agreement SRH-HEI Nehemiah Gateway
A21 Curriculum Committee Meeting Minutes
A22 Quality Assurance Committee Meeting Minutes
A23 Minutes of Admission Assurance Committee template
A24 B.A. Program Review
A25 M.Sc. Program Review
A26 Enrolment Statistics of HEI Nehemiah Gateway
A27 Alumni Survey Analysis
A28 FIBAA Decisions, B.A. and M.Sc. Programs
A29 TRACS Evaluation Report, institutional re-accreditation
A30 Freshmen Student's Survey Analysis
A31 FO Framework Contract with Guest Lecturers
A32 Evaluation of Administrator and Rector
A33 Board Evaluation Results
A34 Invitations to Symposiums
A35 Invitations Social Events



A36 FO Employment Contract
A37 General Facilities of HEI Nehemiah Gateway
A38 Certificates of Properties
A39 IT Equipment Check List
A40 Analysis of Student Services Survey
A41 Filing and Archiving of Documents
A42 M.Sc. Evaluation Curriculum - Program Objectives
A43 Student Learning Outcomes
A44 Basic Register digital - B.A. 2019
A45 Basic Register digital - M.Sc. 2019
A46 Regulations on completing the HEI Nehemiah Gateway registers
A47 Module Description Catalog MSc
A48 Module Description Catalog B.A
A49 Manual for Internal Communication
A50 Budget HEI Nehemiah Gateway_2017-2023
A51 Business Plan HEI Nehemiah Gateway
A52 Cooperation Firm Agreement Template
A53 Cooperation Agreements
A54 Order No. 573, dt. 3.10.2022 for MSc. Reorganization MAS
A55 FO Module Evaluation Form
A56 Market Research Analysis M.Sc
A57 Regulation of M.Sc. Study Program
A58 Teaching Philosophy
A59 Academic Regulation HEI Nehemiah Gateway
A60 Practical Training Course Framework and Policy; PT1-PT6 Syllabuses
A61 Guide for writing a Bachelor or Master Thesis
A62 FO Application for Admission to the B.A. thesis or the equivalent for the Master thesis
A63 Academic Calendar 2019-2020_B.A
A64 B.A. Diploma
A65 M.Sc. Diploma
A66 B.A. Diploma Supplement
A67 MSc. Diploma Supplement
A68 EO-Function of basic unit of scientific research
A69 Minutes of Scientific-Research Center Meetings
A70 Survey on the Workforce Needs Assessment for the banking sector
A71 CV of Dr. Bunzmann
A72 PEP Evaluation of Dr. Bunzmann 2022
A73 Research-Project Applications
A74 Mutual Exchange Agreement with SRH
A75 DAAD Project Application
A76 Conference Programm of May 2020
A77 Conference Programm of October 2020
A78 EO Procedures for Student Admission and Enrolment
A79 Regulation on Student Services Center
A80 Regulation on Student Council
A81 Regulation on Student Complaints and Academic Appeals Procedures
A82 M.Sc. Student Assessment Report



List B: Meetings held during the visit

Meetings are referred to throughout the report using the abbreviation **BM1, BM2**, etc

BM1: Review team meet with the Institutional Coordinator.

BM2: Review Team meet with the Rector.

BM3: Review team meet with a sample of students.

BM4: Review team meet with senior university managers.

BM5: Review team meet with a sample of teaching staff.

BM6: Review team meet with external partners and alumni.

BM7: Review team meet with a sample of support/administrative staff.

BM8: Review team meet with the Institutional Coordinator.

BM9: Review team meet with the Self-evaluation team.

BM10: Review Team meet with the Rector to summarize the major lines of enquiry and related matters pursued during the review.

List C: List of evidences provided during the visit

List of evidences provided during site visit. These evidences on EER are referred using the abbreviation **C1...**, **C2.**, etc:

C1 CV_Stafi akademik me kohe te plote

C2 CV_Stafi akademik me kohe te pjesshme & i ftuar

C3 Stafi akademik full-time & part-time_lendet BA & MSc._Akademia Nehemiah Gateway

C4 Stafi akademik full-time & part-time_lendet BA & MSc._Akademia

