



Agentur für
Qualitätssicherung
und Akkreditierung
Austria

Report of the evaluators' panel

Report pursuant to section 7 of the Regulation of the Board of the Agency for Quality Assurance and Accreditation Austria on the accreditation of university of applied sciences (FH) degree programmes
(Accreditation Regulation for FH Programmes 2012, 10 May 2012)

Application for accreditation of a joint degree master programme: „European Master in Health Economics and Management“, A0741, Innsbruck, organisational form: full time, Management Center Innsbruck GmbH, MCI

Site visit pursuant to section 6 of the Accreditation Regulation for FH Programmes 2012
October 31st, 2013

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1 Basis of the procedure

Accreditation is a formal and transparent quality review procedure based on defined criteria and standards, which leads to state recognition of a degree programme. The Agency for Quality Assurance and Accreditation Austria (AQ Austria) conducts an evaluation to verify whether the filed application for programme accreditation provides reliable, transparent and well-founded information that compliance with the educational mandate of universities of applied science is ensured.

If the FH degree programmes meet the legal prerequisites for accreditation and the quality requirements, they will be accredited by administrative decision for an unlimited period. Accreditation of FH degree programmes cannot be granted with conditions.

The Fachhochschule Studies Act (*Fachhochschulstudiengesetz*; FHStG, as amended by Federal Law Gazette I no. 74/2012) as well as the Act on Quality Assurance in Higher Education (*Hochschul-Qualitätssicherungsgesetz*; HS-QSG, Federal Law Gazette I no. 74/2011) provide the legal basis for accreditation of FH degree programmes.

The Fachhochschule Studies Act lays down the objectives and guiding principles of FH degree programmes (section 3 FHStG) and the prerequisites for accreditation (section 8). The Act on Quality Assurance in Higher Education specifies the assessment areas for accreditation of FH degree programmes. In accordance with section 23 para 5 HS-QSG, the AQ Austria Board issued a regulation defining the assessment areas as well as the method of procedure (Accreditation Regulation for FH Programmes 2012). The assessment areas are as follows:

- Section 12 Degree programme and degree programme management
- Section 13 Staff
- Section 14 Quality assurance
- Section 15 Funding and infrastructure
- Section 16 Applied research & development
- Section 17 National and international co-operation

The accreditation procedure includes a site visit of the evaluators' panel at the applicant institution.

The evaluators' panel has to draw up a report consisting of findings and assessments regarding the individual assessment areas. The applicant institution can comment on the report of the evaluators' panel within a reasonable period of time.

The report and the comment will be discussed by the AQ Austria Board. The Board will make a decision by means of an administrative decision (*Bescheid*). Before entering into force, the Board's decisions need to be approved by the Federal Minister for Science and Research.

After the procedure has been completed, the evaluation report and the Board's decision, including the reasons for the decision, are to be published on the websites of AQ Austria and the applicant institution.

2 Information on the applicant institution at a glance

Information on the applicant institution	
Applicant institution	Management Center Innsbruck
Designated as university of applied sciences (<i>Fachhochschule; FH</i>)	-
Number of degree programmes	23
Number of students	Active students winter term (2012/13): 2369
Information on the application for accreditation	
Name of degree programme	„European Master in Health Economics & Management“ (Joint Programme), StgKz A0741
Abbreviated name of the programme	Eu-HEM
Type of degree programme	FH master degree programme
No. of student places per academic year	10
Form of organisation	Full time
Academic degree	Master of Arts in Business (MA)
Location	Innsbruck

3 Evaluators' panel

Name	Institution	Role
Prof. Dr. Wolfgang Greiner	University of Bielefeld	Evaluator with scientific credentials and head of the evaluators' panel
Mag. Joy Ladurner , MSc	Gesundheit Österreich GmbH	Evaluator working in the relevant discipline
Ieva Baltina	University of Latvia and European Students' Union QA Pool	Student member of the evaluators' panel

4 Preliminary Remarks

The reviewer panel would like to thank the MCI Management Center Innsbruck for the open discussions and friendly atmosphere during our visit in Innsbruck. We would also like to thank the representatives of the partner universities in this programme for their willingness to come to Innsbruck personally and discuss all relevant aspects of the planned programme.

It was obvious that the consortium starts with great enthusiasm in this international co-operation and that a lot of time and energy has already been invested in this project. It was certainly not easy to combine such different programmes and legal backgrounds. Moreover the four universities represent a good mixture of research and applied management skills. The three partner universities of MCI have a long-lasting tradition in health economics courses with a high reputation not only on their regarding national level.

Therefore the prerequisites for a feasible international master programme are almost optimal and it was very interesting for the reviewer panel to learn about the history of and the actual plans to start with this programme which is unique in Europe for health economics to our knowledge.

5 Assessment area section 12 Degree programme and degree programme management

Degree programme and degree programme management

- (1) *Overview of the degree programme*
- (2) *Demand and acceptance*
- (3) *Vocational fields of activity and qualification profile*
- (4) *Curriculum*
- ~~(5) *Placements for bachelor and diploma degree programmes*~~
- (6) *Placements for master degree programmes*
- (7) ~~*Bachelor theses, Master thesis*~~
- (8) *Semester abroad*
- (9) *Examination regulations*
- (10) *Didactic concept*
- (11) *Admission requirements*
- (12) *Admission regulations*

5.1 Findings on the assessment area „Degree programme and degree programme management“

1) Overview of the degree programme

The study programme will be conducted at four universities (consortium partners) in Europe (Erasmus University Rotterdam, Oslo, Bologna and MCI Innsbruck) with the obligation for the students to spend at least one semester (out of four) at a different university within the consortium. In Innsbruck Eu-HEM students will study most of the courses together with

students of the master programme "International Health and Social Management" which decreases the costs to run the Eu-HEM programme. All courses are taught in English language.

After completion of the programme, the students are awarded the master degree "European Master in Health Economics and Management", which is equivalent the Master of Arts in Business (MA) in Innsbruck (other degrees at the three partner universities).

2) Demand and acceptance

The Management Company "3s Unternehmensberatung GmbH" was commissioned by MCI to conduct an analysis of the demand and acceptance for the Eu-HEM-programme. The labour market analysis concludes that the employment opportunities for graduates will be generally favourable. The majority of the interviewees consulted for the needs analysis predicted a growing demand for health economists and health managers in the future. They furthermore believe that future graduates of Eu-HEM will have excellent opportunities in the Austrian, European and international labour markets. The acceptance analysis resulted in an estimated applicant potential of a minimum to 35 to 40 applicants per year for Eu-HEM at MCI Innsbruck for the next five years. It is expected that the partner universities will attract even more applicants to the programme.

During the on-site visit three experts from the professional field were questioned about the Eu-HEM programme and stated their opinions regarding future employment opportunities of graduates.

3) Vocational fields of activity and qualification profile

Vocational fields of activity for graduates of the programme mentioned in the application are managerial staff, research, or consulting functions in many sectors including the pharmaceutical and medical devices industries, consultancy firms, insurers and insurance funds, large health care providers, government, international organisations, NGOs, and non-profit organisations. Students of Eu-HEM also receive a solid foundation for entering a PhD programme or further research. Their studies equip them with an interdisciplinary and international approach, bridging both theory and practice, resulting in national and international job opportunities.

The qualification profile of Eu-HEM students comprises three phases: The first standardized semester give students a broad foundation in various subjects related to health economics, law, management and research. In the second and third term further technical and methodological skills can be obtained in six specialisations. Finally, research is undertaken and documented in a master thesis in the fourth semester.

4) Curriculum

Specialisation is started after the first semester in six tracks (Management of health care institutions, Economic Evaluation in Health Care, Health Economics, Decision Making in Health Care, Global health and Health Care Financing and Management). These specialisations will be offered in the second and third semester and are subject to an ongoing revision. In the first semester compulsory courses transmitting basics of health economics, European and international law, management, governance and public administration as well as research methods are taught. The content of these courses in the first semester has been harmonised

to a great extent by the four partner universities, further harmonisation is an ongoing process which however is limited by the national regulations in the four participating countries. The content of the courses described in the application and discussed during the on-site visit in Innsbruck represents current issues in health economics and management. The proposed literature for the modules is state of the art. The fourth semester is dedicated to the master thesis.

~~5) Placements for bachelor and diploma degree programmes~~

6) Placements for master degree programmes

Placements are neither a required nor an intended part of the programme, they are rather planned to be implemented as part of master thesis development. The MCI's career centre supports students to find intern placements in various countries.

7) ~~Bachelor theses~~/Master thesis

The last, fourth semester of studies is dedicated to the development of a Master thesis of 30 ECTS workload. The topic has to be related to any topic in line of the chosen track (specialisation). The thesis has to show students' ability to perform individual research. Each chosen track has a Track Examination committee in both corresponding track institutions. The thesis is supervised by two people holding at least a PhD degree. A considerable effort is made to cooperate with companies in thesis development. It is optional for students to cooperate with companies and to thereby increase the practical and applied value of the thesis. Academic thesis supervisors are responsible for overseeing the academic content of and work related to the development of the thesis. The thesis is assessed based on a catalogue of transparent predefined criteria, the defence of the thesis and also the results of an oral examination about other subjects relevant to the curriculum. There are two deadlines for submitting the thesis, first allows revision and resubmitting at the next deadline. The Master thesis examination regulations are uniform/equal for all consortium partners.

8) Semester abroad

At least one semester abroad is a core of the joint degree programme. Students spend one or two semesters abroad at partner institutions in line with their chosen study track. Partners have worked on aligning semesters to avoid lecture- and exam period overlap at any case. According to reports of pilot students at the on-site visit, there is a slight overlap when semester papers have to be handed in at one institution and the next semester starts at the other consortium partner. All partners provide incoming student support for students of the joint programme. There is one responsible person for managing exchange questions specially related to the Eu-HEM programme at MCI. It is a common challenge of the consortium partners and of individual institutions to build trust when cooperating with authorities regarding incoming students (from 3rd countries) to ease the processes of many practicalities they face (visa, etc.). Students interviewed during the on-site visit reported that they were satisfied with their studies and that they considered studying abroad a very valuable experience. Partners try to create fixed and well organised time frames to prepare for all exchanges.

9) Examination regulations

There are examination regulations created by the Academic Council of MCI. Exams are evaluated in ECTS. Two types of exams are possible - course based and/or final exam. The modus of examination is described/defined in the course descriptions and students are informed in advance. Due to national and institutional legal characteristics, it is not possible to create harmonised exam regulations for all consortium partners, but that is also not an aim. The exam questions and tasks of all 1st semester exams among partners have been compared and analysed.

10) Didactic concept

At MCI the students have integrated lectures – this includes a mix of lectures, seminars, group work, etc. Students interviewed during the on-site visit admit that the international learning environment creates additional opportunity for developing soft skills, opens up the learning environment and enlarges perspective and diversity of opinions. As a result of co-operation amongst the consortium partners the method of creating common course books (collection information of all reading materials for the course) has been adopted in first semester. In addition, during studies, students have to participate in real-life-simulation that is experience-based and may involve conducting research projects, visits of conferences, meetings with professionals, etc.. Didactics involve personal approach and mentoring possibilities for students.

E-learning platforms are provided, but only to a limited extent, so far there is no defined e-learning strategy for Eu-HEM.

11) Admission requirements

The Eu-HEM programme addresses a large potential target group from a variety of backgrounds. Applicants have to demonstrate completion of a relevant bachelor degree programme or an equivalent degree programme, furthermore the master programme is also suited as a consecutive programme for relevant bachelor programmes at the consortium partners. Basic knowledge in economics and statistics are required, if necessary an introductory course (5 ECTS) is offered. The language of instruction is English. The final decision on admissions is taken by the Joint Admission Board (JAB), which consists of representatives of all consortium partners.

12) Admission regulations

The number of study places for Eu-HEM at MCI Innsbruck is limited to 10, but is planned to be increased by another 5 places, given corresponding demand. Each consortium partner offers up to 15 study places per academic year. At the on-site visit representatives of the consortium partners reported high demand for the study places. The admission procedure is divided in three stages:

- screening and shortlisting of the candidates based on scores in GMAT- or GRE-Test as well as their English Test (TOEFEL, IELTS, CAE)
- ranking of the shortlisted candidates based on major of bachelor studies, curriculum, motivation, interview and coherency
- Discussion and final decision on the admission of applicants by the Joint Admission Board

Currently stages one and two are undertaken by each consortium partner separately; in the future it is planned to centralise these procedures at the University of Oslo. The JAB meets face-to-face to discuss and finalise the third stage.

5.2 Assessment of the area „Degree programme and degree programme management“

1) Overview of the degree programme

The programme is well organised and demonstrates intense commitment of the consortium partners. The co-ordination is time-consuming and due to the quite different national legal requirements challenging. But the consortium was successful to create this programme over the last years and has started it successfully with a small number of pilot students already. A summer school which is offered each year for all Eu-HEM students has been established. A winter school is planned with employers. European locations are expected to strengthen the coherence both of the students and the teachers.

The degree “European Master of Science in Health Economics and Management” is competitive and is used together with the traditional degrees (like MA in Innsbruck or MSc in Rotterdam).

2) Demand and acceptance

Findings of the analysis of the Management Consultancy “3s Unternehmensberatung GmbH” are transparent and plausible, the further information received from the professional representatives during the on-site visit was helpful and confirmed the impression, that Eu-HEM-graduates will find favourable employment opportunities in Austria and also abroad (other countries, international organisations). It is positive that contacts to potential employers are frequently already established during the studies and in the context of writing the master-thesis. Career-related support is offered by MCI as well as the partner universities. It is plausible that demand for the places offered at MCI (10-15) exists; experience from the partner universities shows that applications outnumber available places by far. The aim is to become an Erasmus Mundus programme; in this case even more applicants are expected.

3) Vocational fields of activity and qualification profile

The vocational fields of activity described in the application appear plausible. The qualification profile is elaborated in a transparent and comprehensive way. Based on reports of the representatives of the consortium partners during the on-site visit, the specialisations (tracks) were defined in order to address future fields of work and are well received both by the students and the employers of graduates. They will be subject of continuous discussion and evaluation, also involving employers.

4) Curriculum

The content of the first semester is fairly harmonised for the four universities, although the courses are not completely identical (e.g. examinations). Further harmonisation is not recommended, but the universities should evaluate whether a similar level of understanding

in health economics is reached (e.g. by introducing identical knowledge tests at the beginning of the second semester to quantify the current training demand especially for students who changed the university). The process of specialisation starts quite early in the first semester when the students have to choose a track for the following semesters. Currently it is not possible to mix subjects of different tracks or to change tracks, which, to a certain extent, limits the flexibility of the individual student. The description of the modules is quite heterogeneous in terms of detail and could be harmonised to a larger extent (e.g. the number of recommended literature and the description of skills which are intended to be achieved). The choice within the modules could be enlarged with more elective courses.

~~5) Placements for bachelor and diploma degree programmes~~

6) Placements for master degree programmes

In the view of the evaluators' panel this point needs no assessment.

~~7) Bachelor theses, Master thesis~~

Development of the Master thesis is organised in line with the programme's aims and objectives. Only concerns are regarding the time line for the thesis revision and resubmission, which is possible only at the first deadline and leaves the students only 4 week period in between for assessment process, revision and second handing in.

8) Semester abroad

The Semester abroad is in line with the programme's aims and objectives and brings students intended outcomes. Some details – practicalities, semester overlap – have to be resolved.

9) Examination regulations

Examination regulations are in line with the programme's aims and objectives and prepare students for real life situations.

10) Didactic concept

Different didactic methods assure graduate's preparedness for real life situations and future employability. Further development of e-learning platform for 1st semester would be good, but is not required for a successful implementation of programme.

11) Admission requirements and Admission regulations

The admission requirements and the admission regulations are presented in a transparent way and appear to give all applicants equal chances. It would be useful to elaborate the scoring system in more detail (e.g. in an Annex). It is positive, that the first two stages of the admission procedure (screening and shortlisting, ranking of candidates) will be centralised at the University of Oslo as soon as the joint degree is established. It seems ambitious, that the JAB will discuss all shortlisted applications (60 places + waiting list candidates) and that all applicants will be invited for interviews. It may be challenging for the JAB to conduct all interviews. Balancing the number of applications among the consortium partners (equal distribution) according to their scores may equally be challenging.

12) Admission regulations

See above, point 11

6 Assessment area section 13 Staff

Staff

- (1) *Teaching and research staff*
- (2) *Head of the degree programme*

6.1 Findings on the assessment area „Staff“

1) Teaching and research staff

MCI, Management Center Innsbruck, is experienced in conducting economics- i.e. management-related Master programmes. The recruitment process is transparent and comprehensible. Approximately 40 % of the staff is working part-time which, compared to other universities of applied sciences in Austria, is a rather small share.

2) Head of the degree programme

Programme director is Prof. Dr. Siegfried Walch, who is operating on a full-time basis in the study programme.

6.2 Assessment of the area „Staff“

1) Teaching and research staff

The persons who will teach in the programme in Innsbruck have extensive experience due to teaching at already existing study programmes in health economics. Especially for part-time lecturers it is recommended to continue with the quite strict criteria for their scientific and didactical skills. Applicants from health care companies (the professional field) who are willing to participate in lecturing for Eu-HEM are welcome if they meet these criteria. The high proportion of full-time lecturers stabilises the programme for the future and should be maintained.

2) Head of the degree programme

According to the documents presented and based on our personal impression at the on-site visit, Prof. Walch meets the qualification criteria to fulfil the position as head of the master degree programme. He has been involved in the development of the programme from the beginning and shows a very strong commitment for this project.

7 Assessment area section 14 Quality assurance

Quality Assurance

- (1) *Development team*
- (2) *Students*
- (3) *Measures taken to promote the permeability of the education system from the bottom as well as vocational flexibility are to be outlined*

7.1 Findings on the assessment area "Quality assurance"

1) Development team and governing structure for the joint degree programme

The group of people commissioned by the course-providing body to develop the master programme Eu-HEM is denominated "advisory board" and consists of representatives of the following groups:

- members with an academic qualification through habilitation or equivalent qualification
- members with a study programme relevant professional experience
- members with other qualifications relevant for the development of the programme

Names of all the members as well as their functions are presented in a transparent manner. CVs and publication lists of all board members are provided in the annex of the application document, furthermore teaching activities are listed. It is stated that no personal overlaps exist between members of the advisory board and the course-providing body.

The Eu-HEM programme is governed by a management board (Eu-HEM board), where decision-making on essential issues is concentrated. The Board consists of Eu-HEM programme-directors at all core universities and convenes twice a year. The Board appoints one of its members as director and elects the members of the Joint Admission Board (JAB), see section 5.1, point (11), Admission requirements.

A number of measures are in place or will be installed to ensure a systematic regular assessment of the quality of the joint degree programme:

- standardised course evaluation and student feedback
- contact to employers to collect feedback on quality and performance of graduates
- development of harmonised evaluation forms
- establishment of an Eu-HEM Alumni network to, amongst other things, collect ideas to develop further the programme
- furthermore, if required, qualitative methods of evaluation can be conducted by the head of the programme
- a number of measures are taken for course evaluation and related to the qualification of lecturers

Consortium members all have quality assurance systems in place.

Reflections of results and quality assurance are regular topics of meetings of the board conducted during the summer school and will also be part of the winter-school-associated meetings. The topic of quality assurance is also discussed at additional meetings taking place

in person or via Skype. Results of quality evaluations of individual partners are circled within the consortium to promote learning from each other.

It is discussed to make evaluation results publicly available through the institutions' individual websites.

2) Students

Students are involved in processes of quality assurance and enhancement. Group representatives are selected. Pilot students have been brought together to discuss study programme and possible changes in it.

3) Measures taken to promote the permeability of the education system from the bottom as well as vocational flexibility are to be outlined

The joint degree programme is not only intended for graduates of the MCI bachelor programme "Non-profit-, Social- and Healthcare Management". Individual advisory services, conducted by all consortium partners, are used as measure to promote interchange ability and to enable graduates with different educational backgrounds to access the master programme. After completion of the master programme graduates are entitled to enrol in a subject-relevant PhD-programme. Vocational flexibility is promoted by a wide range of measures, which are listed in detail in the application document.

7.2 Assessment of the area "Quality assurance"

Various evaluation efforts are undertaken by the individual consortium partners, several joint measures have already been established (e.g. regular reflections during summer-school-meetings, circling of quality evaluation results within the consortium), further activities are planned (focus group with pilot students, promotion of transparency of evaluation results (publication on the web), follow-up of alumni and employer-evaluations, regular reflections during winter-school-meetings). Complete standardisation is not possible due to local regulations.

At the on-site visit all representatives of the consortium partners demonstrated a very high commitment to the continuous evaluation and improvement of the quality of the joint programme

8 Assessment area section 15 Funding and Infrastructure

Funding and Infrastructure

(1) *Funding*

(2) *Facilities and equipment*

8.1 Findings on the assessment area „Funding and infrastructure“

1) Funding

MCI Innsbruck presented calculations in their application document and provided further details related to these during the on-site visit. Funding by the Federal government and the regional government of Tyrol has been confirmed. Funding by the Federal Government is allocated for a limited time period in accordance with rolling planning (5 years), thereafter negotiations are resumed. The current calculations are based on the assumption, that funding will continue. The prospects for sustainable funding are very good. Due to the low number of places (10-20), the extra infrastructure- and running costs are fairly low.

Eu-HEM students pay a contribution to the international consortium partners of €3 000 per student per semester. This applies to all Eu-HEM-students at all consortium partners (gradually harmonised).

The contribution fee is entirely to be used for expenses related directly to the joint programme. In Austria this contribution includes a tuition fee of €363.36 plus the membership fee of €17.5 for the Austrian Student Union (ÖH). The contribution to the consortium is listed in the calculations (see table 13.4.2) as income originating from tuition fees. Based on past experience, it is assumed that further income will be generated through projects or event organisation (e.g. summer school).

Austrian students, who cannot afford to pay the contribution fee, can apply for a grant at the Austrian grants agency. For all other students it is planned to, under certain circumstances, allow for a reduction of up to 50% of the total fee. This should be in force by 2014/2015.

In future all contribution fees are transferred to the University of Oslo; the partner universities send their invoices for expenses to the University of Oslo.

The future aim of the consortium partners for the joint programme is to become part of the Erasmus Mundus programme; this would result in the award of considerable scholarships.

Currently the master programme is not yet cost covering. However consortium partners expect it to become cost-covering as soon as larger numbers of students are reached.

2) Facilities and equipment

The application document gives transparent and detailed information about the facilities and infrastructure of MCI. These are very generous and up to modern standards. With regard to the library MCI has a long-term and extensive cooperation agreement with Leopold Franzens University Innsbruck. During the study-visit the evaluator panel was given a tour of the infrastructure and facilities. The campus is comprised by four locations in the centre of Innsbruck with a total floor space of about 15 000 square metres, all of which are modern and student-friendly, offering generous teaching and studying spaces, up to date technical infrastructure and an extensive library providing all the relevant literature and online-resources. Various recreational areas are ideal for both leisure breaks as well as for studying purposes (group work, etc.). All facilities are wheelchair-accessible.

Rooms and technical facilities required by the 10-15 students of the Eu-HEM-programme do not result in any relevant changes to the current infrastructure.

Beginning in 2015 the new MCI campus will be constructed on the Fenner grounds in Innsbruck, where all MCI degree programmes will be integrated in one location. Funding is provided by the regional authority as well as the Innsbruck municipal authority, completion of the campus is planned for 2018.

8.2 Assessment of the area „Funding and infrastructure“

1) Funding

Funding documents and further details provided during the on-site visit seem plausible. The share of public funding is close to 80%.

It is believed that the contribution fee of €3 000 will present a barrier to entry for many students.

2) Facilities and equipment

The information provided in the application document could be confirmed by the evaluator panel during their tour of the facilities. These are very light and modern, offering students a fantastic teaching and studying environment close to the city centre and easily accessible by public transport. The cooperation with the University of Innsbruck for the library use works well and results in mutual benefits.

The only discrepancy noticed was that whilst the application document states that the floor space of the new campus will be approx. 17 000 square metres, the floor space mentioned at the on-site visit was 26 000 square metres.

9 Assessment area section 16 Applied research and development

Applied research and development

(1) R&D with respect to the FH institution

(2) R&D with respect to the degree programme

9.1 Findings on the assessment area "Applied research and development"

1) R&D with respect to the FH institution

In the application a description on research and development was presented which is mainly based on a development plan submitted to the FH council in 2004. A number of presentations and publications are reported in addition.

2) R&D with respect to the degree programme

It is planned to integrate the existing and future research activities in the teaching process, e.g. direct student involvement in the research projects as part of the courses.

9.2 Assessment of the area "Applied research and development"

1) R&D with respect to the FH institution

Research is currently not of high priority for MCI, as this institution had to establish its lecturing activities in the first years of existence. The presented research projects, publications and presentations reflect this, as a clear research agenda or high quality publications could not be identified. It is recommended to update the R&D plan, as the research preferences might have changed over the time and research should have a higher priority compared to the first years of MCI.

2) R&D with respect to the degree programme

The weakness in research of MCI described in the previous section is balanced by the high and long-standing level of research in the other three partner institutions in Italy, Norway and The Netherlands. It is also quite probable that the contact with Austrian companies will provide options to co-operate in more empirical projects in which the students could participate as intended.

10 Assessment area section 17 National and international co-operation

National and international co-operation

(1) Linking the degree programme with the strategic institutional goals and implementation measures to establish national and international co-operation projects (separation of the areas of teaching and research & development)

(2) Naming existing co-operation projects relevant to the degree programme

10.1 Findings on the assessment area "National and international co-operation"

- 1) Linking the degree programme with the strategic institutional goals and implementation measures to establish national and international co-operation projects (separation of the areas of teaching and research & development)

This master degree programme is part of the internationalisation strategy of MCI, as it complements and optimises the already existing network of international partner institutions. The consortium partners are all universities with a high reputation, especially in the field of health economics.

2) Naming existing co-operation projects relevant to the degree programme

There are several examples of existing co-operation projects, namely a summer school and a winter school of the consortium with the Universities of Oslo, Rotterdam and Bologna, and academic international projects like a partnership for Improvement of Quality of Healthcare Management Education and Services in Tanzania.

10.2 Assessment of the area "National and international co-operation"

1) Linking the degree programme with the strategic institutional goals and implementation measures to establish national and international co-operation projects (separation of the areas of teaching and research & development)

The international consortium with the Universities of Oslo, Rotterdam and Bologna is a perfect basis for an international master degree programme such as Eu-HEM.

2) Naming existing co-operation projects relevant to the degree programme

The co-operation has already started with promising joint summer schools and planning for a winter school and a number of pilot students who are already on exchange stays within the consortium. The role of so-called "Mobility partners" (like a medical school in Moscow) is still vague and should be elaborated in the next months in more detail.

11 Summary of results

The evaluators' panel recommends to accredit the study programme mainly due to the following reasons:

- international degree (consortium partners, subjects covered, semester abroad, lecturers, students etc.)
- cooperation of highly recognised institutions
- great commitment of partner universities
- close cooperation of research and practice
- excellent employment opportunities
- large catchment area
- competitive degree




The "European Master in Health Economics and Management" has very good chances to reach the goals of the consortium partners and provide a unique chance for students to participate in health economics courses at different universities in four countries. We recommend the accreditation of the programme and would like to summarise our recommendations for some details of the programme as follows:

- Although we support the option to specialise quite early in the programme, we think that the students could be given even more flexibility, as long as they study at least at two universities of the consortium.
- In the mid-term a harmonised degree as "European Master of Science in Health Economics" should be established.

- More elective courses within the study tracks could be provided.
- A joint platform for e-learning should be considered to support the harmonisation of the teaching in the first semester.
- Given the large investment in the development and maintenance of the programme, it should be considered to increase the number of students in the future.
- To avoid an income-related selection of the students, a grant system for talented students with a low-income background should be established in the next months.
- Categorisation of contribution to the consortium (currently categorised as tuition fee) should be clarified.
- The scoring system used for the admission process could be made transparent (e.g. elaboration in an Annex).

A key success factor of the programme is the provision of support for the transitions of students between the partner universities i.e. the different countries. It is recommended to evaluate the related processes in order to ensure maximum continuity of the study process.

12 Confirmation by the evaluators' panel

Name	Prof. Dr. Wolfgang Greiner
Evaluator pursuant to section 5 para 2 Accreditation Regulation for FH Programmes::	Evaluator with scientific credentials in a discipline relevant to the degree programme
Accreditation procedure:	"European Master in Health Economics & Management", FH master degree programme, (Joint Programme), StgKz A0741, Innsbruck, MCI
Date of the on-site visit:	October 31 st , 2013
Date, place	Bielefeld, November 21 st , 2013
Signature	
Name	Mag. Joy Ladurner , MSc
Evaluator pursuant to section 5 para 2 Accreditation Regulation for FH Programmes::	Evaluator working in the relevant discipline
Accreditation procedure:	"European Master in Health Economics & Management", FH master degree programme, (Joint Programme), StgKz A0741, Innsbruck, MCI
Date of the on-site visit:	October 31 st , 2013
Date, place	Vienna, November 21 st , 2013
Signature	
Name	Ieva Baltina
Evaluator pursuant to section 5 para 2 Accreditation Regulation for FH Programmes::	Student evaluator
Accreditation procedure:	"European Master in Health Economics & Management", FH master degree programme, (Joint Programme), StgKz A0741, Innsbruck, MCI
Date of the on-site visit:	October 31 st , 2013
Date, place	Riga, November 21 st , 2013
Signature	



13 Appendices

- Agenda incl. names of the conversational partners
- Documents viewed during the on-site visit:
 - Zusatzdokument zum Finanzplan MCI 0741 bei VOB 20131031

Agenda

Site visit Management Center Innsbruck – MCI

Application for accreditation of a joint degree master programme: „European Master in Health Economics and Management – Eu-HEM“, A0741, Innsbruck, organisational form: full time

30. - 31. October 2013

MCI, Universitätsstraße 15, 4th floor, Room 401, 6020 Innsbruck

Review Team:

Name	Institution	Role
Prof. Dr. Wolfgang Greiner	University Bielefeld Faculty of Health Sciences Gesundheitsökonomie / Gesundheitsmanagement	member with academic qualifications head of the review team
Mag. ^a Joy Ladurner , MSc	Gesundheit Österreich GmbH Gesundheitsökonomie / Gesundheit und Gesellschaft	member who works in the relevant field
Ieva Baltiņa	Student Union of Latvia European Students` Union QA Pool	student representing the degree programme

AQ Austria:

Name	Function
Mag. ^a Harriet Leischko	coordinator AQ Austria
Mag. ^a Barbara Birke	observer AQ Austria

External Observer:

Name	Function
Niek Pronk	Policy advisor, NVAO - Nederlands-Vlaamse Accreditatieorganisatie



30 October 2013

18.15 – 20.30 Preparatory internal meeting Review Team/ AQ Austria Agents at a room provided by MCI Innsbruck, Universitätsstraße 15

20.35 Dinner at Hotel „Grauer Bär“

Preparatory Meeting Site visit		
18.15 – 20.30	Preparatory meeting: short input concerning austrian higher education, questions, responsibilities during on site visit, assingment of tasks concerning the report	Review Team/ AQ Austria Agents

31 October 2013

8.30	Meeting at hotel (Reception)	Review Team/ AQ Austria Agents
8.15	Transfer to MCI	
from 8.45	Site visit MCI - location: Universitätsstraße 15	
08.45 – 09.00	Welcome of review team at room 401/402, 4th floor, Universitätsstraße 15	<p>University governance, Development team Franz Pegger, director of the academic council</p> <p>Anita Zehrer, deputy director of the academic council</p> <p>Vladan Antonovic, member of the academic council and faculty</p> <p>Siegfried Walch, head of development team and head of MCI Department Nonprofit, Social & Health Care Management</p>
09.00 – 11.00	<p>Topics:</p> <ul style="list-style-type: none"> • Programme and management of programme • Staff 	<p>University governance, Development team Franz Pegger / Vladan Antonovic / Siegfried Walch Designated head of programme/members</p>

	<ul style="list-style-type: none"> • Applied Search and Development • International Cooperation (when indicated: focus on Joint Programme conception etc.) 	<p>development team Antoinette de Bont, Erasmus University Rotterdam Daniele Fabbri, University of Bologna Terje Hagen, University of Oslo Ola Anders Magnusson, University of Oslo Hans Severens, Erasmus University Rotterdam Siegfried Walch, Management Center Innsbruck</p>
11.00 – 11.15	Short break/reflexion/coordination	Review Team/ AQ Austria Agents
11.15 - 11.45	<p>Topics:</p> <ul style="list-style-type: none"> • Financing and infrastructure • Staff 	<p>Executice and ressources Brigitte Auer, head Quality Management, Personnel Development & Recruiting Tommy Mayr, head Infrastructure & Organisation Elisabeth Rhomberg, head Accounting, Finance & Personnel Administration</p>
11.45 – 11.55	Short break/reflexion/coordination	Review Team/ AQ Austria Agents
11.55 - 12.30	<p>Topics:</p> <ul style="list-style-type: none"> • Quality Assurance • Management of programme & Development • Staff • Applied Research and Development • International Cooperation (when indicated: focus on Joint Programme conception etc.) 	<p>University governance, Development team Franz Pegger / Vladan Antonovic / Siegfried Walch Brigitte Auer, head Quality Management, Personnel Development & Recruiting Sabrina Kainer, student's support services Ola Anders Magnusson, student's support services University of Oslo Susanne Lichtmannegger, head International Relations</p>

12.30 – 13.30	Lunch break and internal discussion	Review Team/ AQ Austria Agents
13.30 - 14.00	<p>Topics:</p> <ul style="list-style-type: none"> • Programme & Management of programme • Studying conditions at MCI in similar programmes 	<p>Students, representatives of students (nominated by the student's union, 2-4 persons)</p> <p>Thomas Auer head of the MCI student union</p> <p>Clemens Negele, deputy head of the MCI student union</p> <p>Badra Aden Ruxandra Birle Stefan Leitgeb Sabrina Tabai</p> <p>Students master programme „International Health & Social Management with Multiple Degree tracks in Health Economics & Management</p>
14.00 – 14.10	Short break/reflexion/coordination	Review Team/ AQ Austria Agents
14.10- 14.40	<p>Topics:</p> <ul style="list-style-type: none"> • Cooperations, relevance for the labour market, acceptance of alumni 	<p>Representatives of professional practice and/or providers of placements (2-4 persons)</p> <p>Severin Fürhapter, representative MED-EL, Innsbruck</p> <p>Armin Fidler, International Bank for Reconstruction and Development, Washington, via Skype</p> <p>Nick Fahy, Head of Unit for Health Information, Nick Fahy Consulting, via Skype</p>
14.40 – 14.50	Short break/reflexion/coordination	Review Team/ AQ Austria Agents
14.50 – 15.20	<p>Inspection of the facilities and the infrastructure</p> <ul style="list-style-type: none"> • Infrastructure and facilities 	Tommy Mayr , head Infrastructure & Organisation



		Susanne Kirchmair , Library Services
15.20 – 16.00	Break, Preparation of final meeting	Review Team/ AQ Austria Agents
16.00 – 16.30	<ul style="list-style-type: none">• Clarification of open issues• Final meeting	University governance, Development team Franz Pegger , director of the academic council Vladan Antonovic , member of the academic council and faculty Siegfried Walch , head of development team and head of MCI Department Nonprofit, Social & Health Care Management
16.30 – 17.00	Internal discussion, preparation of the report	Review Team/ AQ Austria Agents
17.00	Transfer to hotel/railway station/airport, departure	Review Team/ AQ Austria Agents

Participants applicant institution, in alphabetical order:

name	role
Badra Aden	Student EU-HEM
Dr. Vladan Antonovic	Member of the academic council and department Nonprofit, Social & Health Care Management
Mag. Brigitte Auer	Head Quality Management, Personnel Development & Recruiting
Thomas Auer	Head of students' union
Ruxanda Birle	Student EU-HEM
Prof. Antoinette de Bont	EU-HEM development team, Erasmus University Rotterdam
Dr. Armin Fidler	EU-HEM development team, Chief Health Policy Adviser, International Bank for Reconstruction and Development
Prof. Daniele Fabbri	EU-HEM development team, University of Bologna
Nick Fahy	EU-HEM development team, representative of professional practice, Nick Fahy Consulting
Dr. Severin Fürhapter	representative of professional practice, MED-EL
Prof. Terje Hagen	EU-HEM development team, University of Oslo
Mag. Susanne Kirchmair, MSc.	Library Services
Sabrina Kainer	EU-HEM student's coordination and support services MCI
Stefan Leitgeb	Student EU-HEM
Dr. Susanne Lichtmannegger	Head International Relations
Ola Anders Magnusson	EU-HEM development team, University of Oslo
Mag. Tommy Mayr	Head Infrastructure & Organisation
Prof. Dr. Franz Pegger	Director of the academic council
Mag. Elisabeth Rhomberg	Head Accounting, Finance & Personnel Administration
Prof. Hans Severens	EU-HEM development team, Erasmus University Rotterdam
Prof. Siegfried Walch	EU-HEM Head Development team MCI and Department Nonprofit, Social & Health Care Management
Sabrina Tabai	Student EU-HEM
FH-Prof. MMag. Dr. Anita Zehrer	Deputy Director of the academic council

- Zusatzdokument zum Finanzplan MCI 0741 bei VOB 2013103, see next pages

1. Kalkulation

1.1 Studienplätze	Berichtszeitraum 01.10. bis 30.09.	2014/15	2015/16	2016/17	2017/18	2018/19
Im 1. Jahrgang	10	10	10	10	10	10
Im 2. Jahrgang		10	10	10	10	10
Im 3. Jahrgang						
Im 4. Jahrgang						
Summe 1.1 (Studienplätze je Berichtszeitraum)	10	20	20	20	20	20

1.2 Anzahl der Angebotene Semesterwochenstunden - ASWS	Berichtszeitraum 01.10. bis 30.09.	2014/15	2015/16	2016/17	2017/18	2018/19
Im 1. Jahrgang	58	58	58	58	58	58
Im 2. Jahrgang		22	22	22	22	22
Im 3. Jahrgang						
Im 4. Jahrgang						
Summe 1.2 (ASWS je Berichtszeitraum)	58	80	80	80	80	80

1.3 Abdeckung des Lehrangebotes	Berichtszeitraum 01.10. bis 30.09.	2014/15	2015/16	2016/17	2017/18	2018/19
Leitung	VZ-A	1	1	1	1	1
Hauptber. TÄtige Lehre u. Forsch.	ASWS ¹	8	8	8	8	8
Nebenber. TÄtige Lehre u. Forsch.	VZ-A	1	1	1	1	1
Summe 1.3 (Abd. Lehrangebot)		10	10	10	10	10

Lehrangebot

1.4 Verwaltungspersonal - Verwaltungsaufwand	Berichtszeitraum 01.10. bis 30.09.	2014/15	2015/16	2016/17	2017/18	2018/19
Personalbedarf Verwaltung des Studiengangs (direkt dem Studiengang zurechenbar)	Anzahl ²	1	1	1	1	1
Personalbedarf Verwaltung und verwaltungsmäßig (inkl. die des Erhaltens) (nicht direkt dem Studiengang zurechenbar - Umlage)	Anzahl	1	1	1	1	1
Summe 1.4 (Verwaltungspersonal - Verwaltungsaufwand)		2	2	2	2	2

1.5 Einzelkosten pro Jahr - Personal Lehre und Forschung / Verwaltung	Bruttoentgelt	Personaleinkosten ³	Jahreskosten
1.5.1 Hauptberuflich TÄtige Lehre, Forschung/Verw.			
Leiter des Lehrkörpers	84.000	21.000	105.000 ⁴
Hauptberuflich TÄtige Lehre und Forschung	63.000	19.530	82.530
1.5.2 Nebenberuflich TÄtige Lehre und Forschung			
Nebenberuflich Lehrende	115	31	146
1.5.3 Verwaltung			
Personalkosten Verwaltung des Studiengangs (direkt dem Studiengang zurechenbar)	35.000	10.850	45.850
Personalbedarf Verwaltung und verwaltungsmäßig (inkl. die des Erhaltens) (nicht direkt dem Studiengang zurechenbar - Umlage)	35.000	10.850	45.850
Anzahl der LVS pro Studienjahr für Hauptberuflich Lehrende	480		
Kosten je LVS pro Studienjahr für Hauptberuflich Lehrende	171,94		

146,05 und 100 = Stelle

¹ ASWS = Angebotene Semesterwochenstunden; ² LVS = Lehrveranstaltungsstunden; ³ Gemäß Bestimmungen des ASVG und EStG (Lohnsteuer)

2.1 Personalkosten		Berichtszeitraum 01.10. bis 30.09.	2014/15	2015/16	2016/17	2017/18	2018/19
2.1.1	Personalkosten						
2.1.1.1	Personalkosten Lehre und Forschung		135.030	292.155	296.538	300.986	305.501
2.1.1.1.1	Hauptberuflich Tätige Lehre und Forschung		39.434	63.195	64.443	65.105	66.082
2.1.1.1.2	Nebenberuflich Tätige Lehre und Forschung		45.850	47.236	47.944	48.664	49.393
2.1.1.2	Personalkosten Verwaltung des Studiengangs [direkt dem Studiengang zurechenbar]						
2.1.1.3	Personalkosten Verwaltung und verwaltungsmäßig (inkl. die des Erhalters) [nicht direkt dem Studiengang zurechenbar - Umlage]		31.404	63.751	64.707	65.678	66.663
Summe 2.1 (Personalkosten)			251.718	466.337	473.332	480.432	487.638

2014/15
 $18 \times 146 \times 15 = 39.420$

15 = Einkommen

2015/16

$28 \times 146 \times 15 = 3.022,5\%$
 $= 63.195$

2014/15 $0,15 \times 105.000 = 15.750$
 $1 \times 82.530 = 82.530$
135.030

2014/15
 $1 \times 45.850 = 45.850$
 Folgejahre
 mit Inflation!

2.2 Sonstige Kosten		Berichtszeitraum 01.10. bis 30.09.	2014/15	2015/16	2016/17	2017/18	2018/19
2.2.1	Infrastrukturkosten						
2.2.1.1	Bei Eigeninvestition						
2.2.1.1.1	Abschreibung für Abnutzung						
2.2.1.1.1.1	direkt dem Studiengang zurechenbar		0	0	0	0	0
2.2.1.1.1.2	nicht direkt dem Studiengang zurechenbar - Umlage		8.452	17.158	17.415	17.677	17.942
2.2.1.1.2	Zinsaufwand und Finanzierungskosten (ohne Tilgung)						
2.2.1.1.2.1	direkt dem Studiengang zurechenbar						
2.2.1.1.2.2	nicht direkt dem Studiengang zurechenbar - Umlage						
2.2.1.2	Bei Nutzung Fremder Gebäude						
2.2.1.2.1	Miet- bzw. Leasingaufwand (ohne Betriebskosten)						
2.2.1.2.1.1	direkt dem Studiengang zurechenbar		0	0	0	0	0
2.2.1.2.1.2	nicht direkt dem Studiengang zurechenbar - Umlage		23.745	48.203	48.926	49.660	50.405
2.2.1.3	Instandhaltungs- und Sanierungsaufwand für bauliche Anlagen bzw. Gebäude						
2.2.1.3.1	direkt dem Studiengang zurechenbar						
2.2.1.3.2	nicht direkt dem Studiengang zurechenbar - Umlage						
2.2.2	Sonstige laufende Kosten						
2.2.2.1	direkt dem Studiengang zurechenbar		11.273	22.885	23.228	23.576	23.930
2.2.2.2	nicht direkt dem Studiengang zurechenbar - Umlage		23.766	48.244	48.968	49.702	50.448
Summe 2.2 (Sonstige Kosten)			67.236	136.490	138.537	140.615	142.725

2.3 Kalkulatorische Kosten		Berichtszeitraum 01.10. bis 30.09.	2014/15	2015/16	2016/17	2017/18	2018/19
2.3.1	Personalkosten						
2.3.2	Sonstige Kosten						
2.3.2.1	Infrastrukturkosten						

⊕ Overhead mit gemäß Erfahrungsdaten des Kostenträger



ed 2.1.1.1.1.

2015/16 $0,5 \times 105.000$
 $2,8 \times 82.530$

283.584

Inflation

3,0225 % lt Excel

292.155,33

2016/17

Inflation

4,5678 % lt Excel

296.537,55

...