

To the Accreditation Council of the  
Eurasian Centre for Accreditation  
and Quality Assurance  
of Education and Health Care  
December 28, 2024

**REPORT  
OF THE EXTERNAL EXPERT COMMISSION  
ON THE RESULTS OF THE EVALUATION OF THE EDUCATIONAL  
PROGRAMME  
7M10127 EMBA "HOSPITAL MANAGEMENT"  
OF ASTANA MEDICAL UNIVERSITY  
ON COMPLIANCE WITH THE STANDARDS FOR ACCREDITATION OF  
EDUCATIONAL PROGRAMMES OF MASTER'S DEGREE SPECIALTIES IN  
HEALTHCARE**

**Period of external expert evaluation: December 12-13, 2024**

**Astana, 2024**

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## LIST OF SYMBOLS AND ABBREVIATIONS

Abbreviation	Designation
AIS	automated information system
AMP	administrative and managerial personnel
BD	basic disciplines
IDC	intra-departmental control
HEI	higher educational institution
WFME	World Federation of Medical Education
SAC	state attestation commission
SCES RK	state compulsory education standard of the Republic of Kazakhstan
SEC	state examination commission
JD	job description
UNT	unified national testing
ECAQA	Eurasian Centre for Accreditation and Quality Assurance in Education and Health Care
FSC	final state certification
FSE	final state exam
IWPT	individual teacher work plan
IMS	integrated management system
ISO	International Organization for Standardization
IEP	individual educational plan
RS	research school
EC	elective component
CIS	Corporate Information System
CCES MES RK	Committee for Control in the Sphere of Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan
TBL	team-based learning
CTA	comprehensive testing of applicants
CED	catalog of elective disciplines
MPO	medical and preventive organization;
MPI	medical and preventive institutions
IAC	international academic cooperation
MOH RK	Ministry of Health of the Republic of Kazakhstan
IDM	Inter-departmental meeting
MSHE RK	Ministry of Science and Higher Education of the Republic of Kazakhstan
ISTC	international scientific and technical cooperation
IEA	international educational activities
MES RK	Ministry of Education and Science of the Republic of Kazakhstan
IEC	international educational cooperation
IS ISO	international ISO standard
NJSC University	"AMU", Non-profit joint-stock company "Astana Medical University"

## 1. Composition of the External Expert Commission

In accordance with the order of the ECAQA No. 37 dated November 28, 2024, the External Expert Commission (hereinafter referred to as the EEC) was formed to conduct an external evaluation of the educational programme of the master's degree in the specialty "7M10127 EMBA "Hospital Management" of the NJSC "Astana Medical University" in the period December 12-13, 2024, in the following composition:

<b>№</b>	<b>Status in the EEC</b>	<b>Full name</b>	<b>Academic degree/title, position, place of work/place of study, year, specialty</b>
1	Chairman	Serikova-Yesengeldina Dinara Serikovna	PhD, Senior Lecturer, Head of the Department of Public Health, NJSC "Semey Medical University"
2	International Expert	Isaeva Natalia Viktorovna	Doctor of Medical Sciences, Professor of the Department of Epidemiology with a course in Hygiene and Epidemiology, FCPE. Vice-Rector for Continuous Professional Development, Perm State Medical University named after Academician Ye.A. Wagner
3	Academic Expert	Yeshmanova Ainur Kairkenovna	Candidate of Medical Sciences, Associate Professor, Geriatrician of the highest category, Professor of the Department of General Medical Practice, NJSC "Kazakh National Medical University named after S.D. Asfendiyarov"
4	Academic Expert	Maukaeva Saule Boranbaevna	Candidate of Medical Sciences, doctor of the highest category, associate professor of the Department of Infectious Diseases, Dermatovenereology and Immunology of the NJSC "Semey Medical University"
5	Employer Expert	Aushakhmetova Zabira Tezekbaevna	Candidate of Medical Sciences, Head of the Testing Laboratory of the MSE "Astana su arnasy", Independent expert of the Public Association "Federation of Laboratory Medicine", Expert-auditor for product certification
6	Master's Student Expert	Arkhatova Gaukhar	2nd year master's student in the specialty "Innovation Management" of the Eurasian University named after L.N. Gumilyov

The work of the EEC was carried out in accordance with the Regulation on the EEC.

The EEC report includes a description of the results and the conclusion of the external evaluation of the educational programme of the master's degree 7M10127 EMBA "Hospital Management" for compliance with the Standards for accreditation of educational programmes of master's specialties in healthcare and conclusions (hereinafter referred to as the Standards for Accreditation), recommendations of the EEC for further improvement of approaches and conditions for the

implementation of the above-mentioned educational programme and recommendations for the ECAQA Accreditation Council for accreditation.

## 2. General part of the final report

### 2.1 Presentation of the educational programme of the master's degree in the specialty 7M10127 EMBA "Hospital Management"

Name of the organization, legal form of ownership, BIN	Non-profit Joint Stock Company "Astana Medical University"
Management body	Ministry of Health of the Republic of Kazakhstan
Full name of the head	Vice-Rector Koikov Vitaly Viktorovich
Date of the university foundation	1964
Location and contact details	Republic of Kazakhstan, 010000, Astana, Beibitshilik St., 49A 03/19/2019, No. KZ93LAA00014823 06/30/2023
State license for educational activities in master's programs (date, number)	19.03.2019, No. KZ93LAA00014823
Inclusion in the Register of educational programmes of higher and postgraduate education of the National Centre for Higher Education Development of the Ministry of Higher Education and Higher Education of the Republic of Kazakhstan	30.06.2023
Year of the beginning of the implementation of the accredited educational programme (EP)	2023
Duration of study	1 year
Total number of graduates since the beginning of the EP	-
Number of master's students in the EP since the beginning of the current academic year	3
Full-time teachers/part-time workers involved in the implementation of the EP, incl. % of sedateness	Total number of teachers - 21, including full-time - 20, part-time - 1.  Number of sedateness - <u>85%</u>
Website Instagram Facebook with active pages	<a href="https://amu.edu.kz/">https://amu.edu.kz/</a> <a href="https://www.instagram.com/amu_mua_official/">https://www.instagram.com/amu_mua_official/</a> <a href="https://www.facebook.com/MeduniverAstana/">https://www.facebook.com/MeduniverAstana/</a>

The history of JSC "Astana Medical University" (hereinafter - JSC "AMU") is a 60-year-long path of development and improvement. The University was founded in October 1964 as the Tselinograd State Medical Institute by the decision of the Central Committee of the Communist Party and the Council of Ministers of the Kazakh SSR.

Over the years of the Medical University's existence, its organizational form has undergone multiple changes, and the management system has been reformed in accordance with the requirements of the time. The main stages of the University's development:

1. Tselinograd State Medical Institute (1964-1997).
2. Kazakh State Medical Academy (1997-2008).

3. Joint-Stock Company "Kazakh Medical Academy", with 100% state participation in the authorized capital (13.05.2008-2009).

4. NJSC "Astana Medical University" (06.01.2009-01.07.2010) as part of JSC "National Medical Holding" (hereinafter - NMH).

5. NJSC "Astana Medical University" since 01.07.2010 is under the subordinate control of the Ministry of Health of the Republic of Kazakhstan.

Detailed information is available on the website of the university <https://amu.edu.kz/ru/about-university/>

Since February 22, 2019, based on the Resolution of the Government of the Republic of Kazakhstan "On the issues of establishing a non-profit joint-stock company "Astana Medical University" No. 648 dated October 16, 2018, the joint-stock company "Astana Medical University" was reorganized into a non-profit joint-stock company "Astana Medical University".

Currently, the University has a state license from the Committee for Control in Education and Science of the Ministry of Education and Science of the Republic of Kazakhstan dated March 19, 2019, No. KZ93LAA00014823, code 7M101 in the direction of training "Healthcare" for the right to carry out educational activities in postgraduate professional education, according to which it has the right to issue state-approved education documents. The University has a multi-level education system. According to the organizational structure of NJSC "AMU", the main structural divisions of the University are institutes, schools, departments, departments, divisions, centres, which include staff in the following categories: teaching staff, administrative and managerial personnel, educational and support personnel, service personnel.

NJSC "AMU" was the first among the medical universities in Kazakhstan to begin multi-level training of medical and scientific-pedagogical personnel (system of continuous higher education) in the following areas: bachelor's degree - internship - residency; bachelor's degree - master's degree - PhD doctorate.

This year the university was turned 60 years old, by this milestone Astana Medical University has many recognized achievements and in the future strives to recognize the results of its activities at the highest levels.

In the international rating QS Stars Rating System NJSC "AMU" for the first time in the Republic of Kazakhstan received a high rating - 4 "stars". This year, along with the overall rating of 4 stars, the university received ratings in individual categories: teaching - 5 stars, employment - 5 stars, research - 4 stars, global interaction - 3 stars, amenities - 3 stars, social impact - 3 stars, a special criterion - the strength of the educational programme "Medicine" - 4 stars, inclusiveness - 3 stars.

In the prestigious world ranking of environmental sustainability of universities UI Green Metric World University Ranking-2024, which measures the commitment of universities to improving environmental infrastructure, as well as promoting sustainable development and environmental protection, in 2024 NJSC "AMU" entered the TOP-1000 best universities in the world and the TOP-12 Kazakhstani universities, and also became the first among medical universities in Kazakhstan to achieve these results. The UI Green Metric rating evaluates universities according to a number of key criteria for sustainable development: efficient use of resources, reduction of carbon emissions, waste management, implementation of green technologies and practices, as well as the development of environmentally friendly infrastructure. Presence in this ranking demonstrates the university's commitment to the principles of environmental sustainability and responsible use of natural resources.

The research school coordinating and implementing the educational programme of the master's degree 7M10127 EMBA "Hospital Management" is headed by PhD Raisova K.A.

## **2.2 Information on previous accreditation**

Until now, the accreditation of the educational programme 7M10127 – EMBA "Hospital Management" of the NJSC "Astana Medical University" has not been carried out.

## **2.3 Brief characteristics of the results of the analysis of the self-assessment report of the educational programme 7M10127 EMBA "Hospital Management" of the NJSC "Astana**



## **Medical University" for compliance with the Standards for accreditation of educational programmes of master's degree specialties in healthcare and conclusions on the completeness**

The self-assessment report of the educational programme of the master's degree 7M10127 EMBA "Hospital Management" (hereinafter referred to as the report) is presented on 75 pages of the main text, annexes on <https://drive.google.com/drive/folders/1Tv9803ZOanIwImytOym8xrS-22mrTv46>.

The report is characterized by completeness of answers to all 9 main Standards for accreditation and criteria, structured taking into account the recommendations of the Guidelines for conducting self-assessment of the educational programme provided to the educational organization by the accreditation centre - ECAQA, as well as internal unity of information. Attached to the report is a cover letter signed by Acting Rector Koikov Vitaly Viktorovich, who confirms the reliability of the quantitative information and data included in the self-assessment report.

The report contains a list of 27 members of the internal self-assessment commission indicating the responsibility of each employee. Self-assessment of the educational programme 7M10127 - EMBA "Hospital Management" was carried out on the basis of the order of the rector of the university No. 838-n / k dated September 12, 2024 "On the self-assessment of the educational programme of the master's degree 7M10127 EMBA Hospital Management". All standards provide the actual practice of the university in training master's students in the specialty "7M10127 EMBA Hospital Management" taking into account the start of student admission in 2023, substantiated data, examples of the implementation of the educational programme objectives, national and international events, methodological support, confirming compliance with the requirements of accreditation standards. The description in the self-assessment report is quite complete and updated in terms of the number of master's students, teachers, administration, information on selection and admission, training results, knowledge and skills assessment results, educational resources and practical training environment, practice bases, contractual obligations with partners (universities, associations), financial information, plans for the development and improvement of master's training and the timeliness of the dissertation research.

The report is presented to the ECAQA in a completed form, written in literate language, the wording for each standard is clear and understandable and described in accordance with the criteria of the standards, the tables contain references in the text and are numbered continuously. The experts plan to validate the report data, compare the information from the report with the information that will be obtained during the visit to the educational organization, i.e. verify the quantitative and qualitative indicators.

### **3. Description of the external expert evaluation**

The external expert work within the framework of the evaluation of the educational programme "7M10127 EMBA Hospital Management" was organized in accordance with the Guidelines for the external evaluation of educational organizations and educational programmes of the ECAQA and according to the program agreed with the acting rector of the NJSC "Astana Medical University" V.V. Koikov. Dates of the visit to the organization: December 12-13, 2024.

The external evaluation is aimed at validating the self-assessment report data and verifying the indicators indicating the degree of compliance with the criteria of standards for accreditation.

The sequence of the visit over 2 days is presented in detail in the Visit Program (hereinafter referred to as the program), which is located in the documentation of the accreditation centre. The program is evidence of the implementation of all planned activities within the external expert evaluation.

To obtain objective information, the EEC members used the following methods and their results:

- interviews with management and administrative staff - 25 people;
- interviews with graduate students - 5 people;
- study of the website <https://amu.edu.kz>;
- interviews with 14 employees, 12 teachers, 3 scientific supervisors;

- questionnaires of teachers and graduate students - 25 and 5, respectively;
- observation of the training of graduate students: visits to training bases;
- review of resources in the context of fulfilling standards for accreditation: a training and research base was visited, including public health and management;
- study of 103 educational and methodological documents both before the visit to the organization and during the visit to the departments (the list of documents studied is in **Annex 2**).

The staff of the accredited organization ensured the presence of all persons specified in the visit program and in the lists of interview sites and interviews (Table 1).

**Table 1 - Information on the number and category of participants in meetings, interviews, and conversations with members of the EEC**

<b>№</b>	<b>Position</b>	<b>Quantity</b>
1	Rector	1
2	Vice-Rector	2
3	Financial Director, Managing Director	2
4	Deputy Chairman of the Academic Council, Chairman of the Quality Assurance Committee (QAC) of the Master's and Doctoral Programmes	2
5	Head of HR, Head of the Centre for Transfer of Educational Technologies	2
6	Dean of the Research School, Head of the Centre for Planning and Development of Academic Affairs, Leading Methodologist of the Centre for Planning and Development of Academic Affairs, Head of the Registrar's Office, Chief Specialist of the Educational Process Quality Audit Group	5
7	Teachers	12
8	Master's students	4
9	Employers of graduates of accredited educational programmes	2
10	Representatives of practical healthcare	2
11	Master's graduates	5

On the last day of the visit to the organization, a meeting of the EEC members was held on the results of the external evaluation. A final discussion of the results of the external evaluation of the educational programme, examination of documents, interview results, and questionnaires was held. The EEC members began drafting the final report of the EEC. Generalizations of the external evaluation results were made. The experts individually filled out the "Quality Profile and Criteria for External Evaluation of the Educational programme "7M10127 EMBA Hospital Management"" for compliance with the ECAQA Standards for Accreditation. The EEC members did not make any comments. Recommendations for improving the educational programme were discussed with the EEC members. A final open vote was held on the recommendations for the ECAQA Accreditation Council for the accreditation period.

Comfortable conditions were created for the work of the EEC; access to all necessary information and material resources was organized. The commission notes the high level of the university's corporate culture, the high degree of openness of the team in providing information to members

*While conducting a survey of graduate students, 100% rated the work of the External Expert Commission for accreditation of this organization as positive. 100% believe that it is necessary to conduct accreditation of an educational organization or educational programmes.*

*According to 66% of teachers, the commission examines all the main processes of programme implementation, which is useful for developing recommendations for improving the key areas of activity of the accredited educational organization, 16% partially agree, 8% partially disagree, 8% find it difficult to answer.*



At the end of the visit, the chairman of the EEC announced recommendations for the management and employees of the educational organization based on the results of the external evaluation as part of the specialized accreditation.

#### **4. Analysis of compliance with Standards for accreditation based on the results of external evaluation of the educational programme of the master's degree 7M10127 EMBA "Hospital Management"**

##### **Standard 1: MISSION AND OUTCOMES**

###### **1.1 Statement of the mission, goals and end results of training**

The mission of the educational programme "7M10127 EMBA Hospital Management" includes the training of competitive managers who possess certain innovative approaches using leadership qualities and meet the modern requirements of the business environment. The mission reflects the specifics of training personnel under this program and is formulated in accordance with the strategic directions of the University.

The mission of the EP is developed on the basis of the mission of the organization and the main regulatory documents (Law of the Republic of Kazakhstan dated July 27, 2007 No. 319-III "On Education" <https://adilet.zan.kz/rus/docs/Z070000319>; Code of the Republic of Kazakhstan dated July 7, 2020 No. 360-VI 3PK "On Public Health and the Healthcare System" <https://adilet.zan.kz/rus/docs/K2000000360>; State Program for the Development of Healthcare of the Republic of Kazakhstan for 2020-2025; State Program for the Development of Education and Science of the Republic of Kazakhstan for 2020-2025). The mission is presented in an accessible form for graduate students and employers (<https://amu.edu.kz/ru/about-university/>).

The final learning outcomes are defined in accordance with the learning outcomes reflected in the State Compulsory Educational Standard of the Republic of Kazakhstan (SCES RK) and are spelled out in the educational programme.

During the implementation of the program activities, namely, based on the results of the interview with the first head of the organization, members of the academic council, interviews with teachers, compliance with the criteria of **Standard 1.1**, was established, since the final learning outcomes contain both theoretical knowledge and the formation of business thinking (through the discipline "Business Research"), communication skills (through the discipline "Effective Communication Technologies"), the development of leadership skills (through the discipline "Leadership and Management in Healthcare: from National to Global Perspectives"). The educational programme formulates the goals of developing practical skills through industrial practice.

The University applies ethical approaches in training graduate students. The experts familiarized themselves with the code of ethics for students and teachers (approved on March 14, 2024). During the interview with 4 master's students, the experts were convinced that they know about this document and apply it in their studies and communication with teachers and colleagues.

###### **1.2 Participation in the formulation of the mission and final learning outcomes**

The educational programmes implemented at the University are a set of regulatory documents developed on the basis of the state compulsory educational Standard of the Republic of Kazakhstan and standard programs of disciplines approved by the Ministry of Health of the Republic of Kazakhstan. All interested parties are involved in the process of developing and discussing the mission of the EP. For this purpose, the University has collegial bodies, which include potential employers, students of all levels, as well as representatives of the University faculty as members. All participants in the educational process know the mission of the educational programme "7M10127 EMBA Hospital Management", took part in the formation of proposals for formulating the mission (p. 1.2). For example, teachers, graduate students participated with proposals - competencies and final learning outcomes of the EP, practical skills of a graduate, a catalogue of elective disciplines. A wide range of stakeholders makes it possible to more reliably assess the activities of the University and improve the process of continuous improvement in formulating the mission and goals.

The mission was approved at a meeting of the department, the QAC of the EP Master's and Doctoral Studies (Minutes No. 6 dated 31.05.23).

The experts found that the mission of the educational programme was communicated to applicants for a Master's degree, Master's students, and employers through the website, social networks, and information letters to medical organizations.

From interviews with Master's students, it was established that before classes, teachers inform about the mission, plans for the university's work, and tell them where to get the necessary information about the educational programme, teachers, and training bases.

During their visits to the university's divisions, the experts noted the strengths of the accredited educational programme, including: Status of a non-profit joint-stock company; Implementation of corporate governance principles (Board of Directors, Management Board); Formation of a corporate culture (Charter, System of Declared Values and Norms, Code of Corporate Culture and Ethics, Strategic Management, Corporate Awards System); Delegation of authority; Use of various management tools; Participation of employers of practical healthcare in the development of educational programmes.

The university has departments that are directly related to the educational programme of the master's degree "7M10127 EMBA Hospital Management", which can be noted as the best practice in education, namely, the research school. This conclusion was made, since this department carries out admission and recruitment to the master's program, the formation of a state order for the EP, the selection and admission procedure, paid training, career guidance work, feedback with applicants and job seekers, work with departments, assistance in the employment of graduates.

*During a conversation with master's students and employers, experts received answers to the following questions: "Do you participate in the formulation of the mission and goals of the organization, the educational programme?", "What is the personal contribution of master's students to the improvement of the educational programme?" To these questions, the master's students answered that they are members of the university's advisory bodies, suggested adhering to the principles of student-centeredness, and the employers responded as follows: according to their recommendation, the programs were focused on developing practical skills.*

### **1.3 Institutional autonomy and academic freedom**

To verify **Standard 1.3** a meeting was held with the rector of the university Koikov V.V., vice-rector, MBA of the Higher School of Public Health Saidangazin D.D., vice-rector, MD, professor, immunologist-allergist Gazalieva M.A. During the conversation, the experts asked the following questions: Strategies for the development of postgraduate education at AMU; Justification for the development of new educational programmes in the master's programme; Evaluation of educational programmes. During the answers, the rector and vice-rectors confirmed that AMU is constantly expanding the list of specialized master's programmes, taking into account the needs of practical health care, educational programmes are constantly evaluated at all levels. The projectors confirmed that all stakeholders participate in developing the mission and final results of the EP; the discussion begins at the department meeting level. The University has developed its own Syllabus form. In addition to the EP, Syllabuses, and WC, there is a catalogue of elective disciplines (CED), which contains a description of the elective disciplines available for graduate students to choose from.

The University has autonomy in developing educational programmes, including the Master's program in the specialty "7M10127 EMBA Hospital Management". The program was developed by employees of public health and management, reviewed and approved at a department meeting.

The program development process is regulated by the University standard "Educational programmes: development and updating" (approved on 13.08.24).

The elective components were developed taking into account the opinions of graduate students and representatives of practical healthcare. For example, the elective on the topic "Corporate Management and Administration" 4 credits, was developed due to the need to improve graduate students' management skills.

While choosing a base for practical training, the choice was made in favour of bases with experience in the business environment of LLP "Alanda Clinic" (contract with the base from 10/17/18), MSE on the REM "City Polyclinic No. 6" (contract with the base from 12/25/19). Master's students are provided with all the necessary resources for preparing a dissertation (library, access to international databases - see more in Section 6.) There is the necessary Academic staff of 21 people in order to maintain the ratio - teacher: master's student, as 1:6.

#### **1.4 Program Title and Description**

The results of the documentation study demonstrate that the mission of the organization and the mission of the educational programme "7M10127 EMBA Hospital Management" and the educational process are built in accordance with the State Compulsory Educational Standard and current LSI in postgraduate education and healthcare.

The experts studied 103 documents, including those directly related to the accredited master's programme (see Annex 3 to this report).

To implement the educational programme in the specialty "7M10127 EMBA Hospital Management", the organization's documents contain teaching and methodological complexes, which define the goal, take into account the integration of practical and theoretical components, and independent work. Compliance with the State Compulsory Educational Standard and standard requirements has been established.

Information on teaching methods in the master's program is provided, including the possibility of creating an individual training program if necessary. This is regulated by the Regulation "On training in the Master's program" PL-AMU-121-23, which is available to each student through the official website of the university <https://amu.edu.kz/upload/iblock/e35/e35cbf90ba682b2ef2e7e16b121b430f.pdf>.

The document "Academic Policy" (minutes No. 17 dated "21" August 2024) describes the assessment policy, conditions for extending studies in the Master's program (for example, in case of long absences for a valid reason of the student), requirements for the design of the dissertation. RI AMU 18-24 protocol No. 20 dated "19" August 2024 on the completion of the final work.

The support system for the Master's student is described in the "Academic Policy" (minutes No. 17 dated "21" August 2024).

The policy for detecting plagiarism is included in the "Regulations on the use of an automated system for detecting plagiarism and checking texts for borrowing" (Protocol No. 23 approved on August 22, 2023). The principles of academic honesty are described in the document Code of Academic Honesty (Protocol No. 18 approved on August 23, 2024).

The conditions for selection and admission of a master's student are contained in the document: Process Map "Management of the process of selection and admission of students to the master's programme" KP-AMU-EP-28-23 (approved on 12.07.23), as well as the procedure for admission to the master's programme are in the "Rules for Admission to the Master's Programme of NJSC "Astana Medical University" PR-AMU-04-24 (approved on 9.08.24)

The procedure for filing complaints and applications from master's students is included in the document Academic Policy (approved by the decision of the Board of NJSC "Astana Medical University", minutes No. 17 dated "21" August 2024).

The experts are familiar with the approved Policy for Ensuring the Quality of Education (minutes No. 27 dated December 2024).

The procedure for informing master's students about their rights and obligations is reflected in the Regulation on Master's Degree Studies (minutes No. 16 dated June 29, 2023) and in the document Academic Policy of the University. The AP was approved by the decision of the Board of NJSC Astana Medical University, minutes No. 17 dated August 21, 2024.

During a visit to the university and an interview with the Dean of the Research School Raisova K.A., the commission was convinced that there is a documentation system that is transparent and accessible to all teachers and employees, and includes such documents as annual operational plans, annual reports, department regulations, agreements with teachers and master's students and educational

and methodological documentation (work program, working curricula, syllabuses, journals), assessment tools (checklists, statements), certificates, and verifications. A review of the website showed that the documents required for master's degree students are posted on its pages. The conditions for the selection and admission of a master's degree student are contained in the document: Process Map "Management of the process of selection and admission of students to the master's degree program" KP-AMU-EP-28-23 (approved on 12.07.23), as well as the procedure for admission to the master's degree program are in the Rules for Admission to the Master's Degree of NJSC "Astana Medical University" PR-AMU-04-24 (approved on 09.08.24), the code of academic integrity K-AMU-01-24 Approved by the decision of the Board of NJSC "Astana Medical University" No. 18 dated "23" August 2024 and there is information on updating the educational programme.

The developed regulatory and legal acts of the AMU guarantee high-quality support of the EP, all documentation for the support of the Academic staff implementing the master's degree programme, as well as the student, is approved and is carried out in accordance with the Regulations, work instructions and standards of NJSC "AMU" (documents are available online on the university platform in the "Employee" or "Student" sections <https://amu.edu.kz/ru/sotrudnikam/polozheniya/>).

The experts reviewed the strategic plan for the development of the University for a Period of 5 years (2022-2026), which includes 5 areas, including the direction for the development of postgraduate education: "Training competitive and professionally competent healthcare specialists in popular specialties and specializations." According to experts, this confirms the implementation of the Standard accreditation and demonstrates the goals, objectives and prospects of the university.

*While conducting a survey of 5 master's degree students (on the resource <https://webanketa.com/>), out of 22 questions, a number were devoted to the quality of the educational process and the educational programme. It was found that 100% of master's degree students would recommend studying at the university to their acquaintances, friends, and relatives. And 100% of respondents believe that the heads of the educational programme and teachers are aware of the problems of students related to training. To the question "Do you think the university allows you to acquire the necessary knowledge and skills in your chosen specialty?", 100% of master's degree students answered positively*

*The 25 teachers surveyed (question 25 of the survey) also answered that 88% of the teaching staff are satisfied with the organization of work and the workplace at the university, and 4% partially agree with this statement, 4% - no answer. The experts determined that the university has a healthy microclimate, since the head is quite accessible to both master's degree students and employees, responds promptly to applications and suggestions. In the questionnaire, 92% of teachers are satisfied with the microclimate at the university, and 4% are partially satisfied. According to 88% of respondents, they have the opportunity to realize themselves as professionals in their specialty. Teaching experience of up to 5 years is 12% of teachers, up to 10 years - 8%, over 10 years - 80%.*

**Conclusions of the EEC by criteria.** Comply with the 5 basic standards: fully - 5, partially - 0, do not comply - 0.

## **Standard 2: EDUCATIONAL PROGRAMME**

### **2.1 Methods of training and teaching**

For the effective implementation of the master's degree program in the specialty "7M10127 EMBA Hospital Management" at the Department of Public Health and Management, the following teaching methods are used: Essay; AI - assessment interview; MCQs (test questions with multiple choice Multiple Choice Questions); MSF— Multi-Source Feedback; OR - Oral report (presentations, reports); SCL - small group learning; SAQ - Short Answer Questions; OE - Oral examination.

The choice of these teaching methods is due to the fact that they allow master's degree students to develop the skills of working with primary sources, mastering the skills of independent oral presentations, substantiating and defending their own point of view. Master's degree students are taught the skills of conducting a discussion and the ability to listen to a partner.



The university organizes training for master's degree students on practical bases, where they form and develop such practical skills as (applied teaching and assessment methods: PBL, TBL, interactive teaching methods, etc.); communication skills (applied teaching and assessment methods: Kolb's model, etc.); research skills (applied teaching and assessment methods: analysis from the standpoint of evidence-based medicine, Project-based learning); general education (development of language competencies) - all technologies, KAHOOT distance learning technology; economic and organizational-managerial (methods of teaching and assessment used: analysis through brainstorming, e-learning, updating of IWS with a focus on the future specialty).

Master's students collect prospective and retrospective information to complete the dissertation.

The experts did not attend practical classes, as the classes were completed and the master's students were in practice.

The organization ensures compliance with ethical aspects in the implementation of the educational programme, as the experts studied the code of corporate ethics and culture (dated September 28, 2012) and during the interview, the master's students responded that they were informed about the content of this document.

In a conversation with master's students, the experts saw that the university promotes the development of practical competencies of master's students, including research. At the same time, master's students deepen their theoretical knowledge and develop communication skills.

The training of master's students in the specialty "7M10127 EMBA Hospital Management" (specialized direction) is aimed at meeting the needs of practical healthcare, as the analysis of the shortage of specialists revealed a shortage of specialists of the corresponding profile. Therefore, the university provides a lot of opportunities and conditions for qualified training of specialists in this field. Thus, during a conversation with the Dean of the Research School Raisova K.A., experts received the following information: training of masters in this specialty is in demand, since the order came from employers, and teachers confirmed that the training of master's students is carried out in accordance with the rules and regulations. Master's students in this specialty can work in the field of management of medical organizations.

*Of the 5 surveyed master's students, 100% of students answered that teachers use active and interactive teaching methods in classes quite often. While visiting the university, experts identified problems in the implementation of new teaching methods.*

## **2.2 Development of academic skills**

The experts received evidence that the educational programme develops academic skills in master's students, including independent thinking, analytical skills, critical thinking, and decision-making skills. During the interview with the master's degree students, the experts came to the conclusion that the master's degree students reason competently, are capable of critical perception of information and have the communication skills necessary for a scientist-teacher-healthcare specialist. For example, the experts asked the following questions: What university resources do you use when writing articles? The master's degree students answered: The University provides all the resources, including access to international databases.

The experts familiarized themselves with the individual work plan of the master's degree student (IWPM) for the accredited programme. The individual work plan is drawn up for the entire period of study, which includes the following sections: educational programme of the master's degree; plan for the implementation of the master's project (topic, supervisor, relevance, goal, objectives, experimental research work, materials and methods of research, novelty of the study, expected results, practical significance, research base, calendar deadlines for completing the work); general plan for working on the master's project (theoretical work, experimental work, presentation of results). The IWPM structure was developed by the research school and approved by the Decision of the Board of NJSC "AMU" dated June 29, 2023, No. 16.

*Teachers provide master's students with methodological and didactic materials, additional literature to prepare for classes, with which 100% of master's students are fully satisfied.*

## **2.3 Program content, scope**

There are documents containing requirements for the content of educational programmes. The person responsible for the EP is responsible for the selection and implementation of innovations in the educational process.

Each topic of the master's program includes basic and advanced theories and models, such as a competence-oriented approach, which is a unified system for defining goals, selecting content, organizing the process of training a specialist based on the allocation of special, general and key competencies that guarantee a high level of effectiveness of the specialist's professional activity. The EP contains a list of general and special competencies, the achievement of which is ensured through the study of disciplines, industrial practice, and research work.

The content of the work programs and the catalogue of elective disciplines reflect the needs of the healthcare system, such as a competency-oriented approach, which is a unified system for defining goals, selecting content, organizing the process of training a specialist based on the allocation of special, general and key competencies that guarantee a high level of effectiveness of the professional activity of a specialist, as well as the specifics of research and development and scientific achievements of teachers. These include publications in cited publications of the near and far abroad, journals recommended by the Committee for Control in the sphere of Education and Science, and presentations at international conferences.

While developing the master's program, the developers relied on professional literature, including the personal experience of the academic supervisors.

*The interviewed teachers responded that they were 100% completely satisfied with the level of previous training of master's students.*

The experts established a clear continuity between the final outcomes of the previous training of master's students (prerequisites) and training in the master's program, as well as subsequent programs of continuous professional development.

The university has developed 17 additional education programmes, including for the specialty "7M10127 EMBA Hospital Management". Master's students are informed about this.

*88% of the respondent teachers believe that university students have a high level of knowledge and practical skills after completing the training program, 8% partially agree with this, 4% - no answer.*

Healthcare organizations act as practice bases, which facilitate the collection of the necessary material while conducting research work. Among them, the following can be highlighted: LLP "Alanda Clinic", MSE on the REM "City Polyclinic No. 6".

The terms of industrial practice are determined by the State Compulsory Educational Standard of the Republic of Kazakhstan, an individual work plan, determined by the curriculum. The content of industrial practice is determined by the topic of the master's project.

*To the question of the questionnaire "Assess the organization of clinical (practical) training", "Is there sufficient time for practical training (patient supervision, etc.)" 100% of master's students answered excellent. At the same time, 100% of master's students' claim that after the end of classes, the teacher provides feedback (listens to your opinion, conducts a mini-questionnaire, works on mistakes).*

#### **2.4 Research and grants**

The analysis of educational activities showed that the scientific basis and all scientific achievements in the relevant disciplines are taken into account, additions are made to the bibliography of the teaching and methodological complex and syllabuses, and teachers use them in the classroom.

The educational programme includes management methodology (elective "Management Methodology and Implementation of Business Processes in Medical Organizations", 4 credits) in order to improve the implementation of business processes. When talking to master's students, the experts learned that they use scientific data in their training and know the basics of evidence-based medicine. The teachers said that they teach master's students methods of critically evaluating literature, articles and scientific data, and the use of scientific developments.



The department implements a scientific and technical program (STP), the results of which can become the basis for the research practice of master's students. STP Erasmus+ "Creating Academic Potential in Global Health in the Regions of Eastern Europe and Central Asia (BACE)"

*When surveying master's students, it was found that the university has access to the participation of students in research work and 100% of people are completely satisfied with this. Master's students should be engaged in R&D and in response to the questionnaire, 100% wrote that they are already engaged in R&D.*

## **2.5 Structure and duration of the program**

The academic year in the Master's program consists of academic periods - 2 semesters, 15 weeks each, a period of midterm assessment/final control, practical training, final assessment and vacations. The duration of the program is 1800 hours. The academic year begins in September and ends in June. The duration of training in the EP "7M10127 EMBA Hospital Management" is 1 year with the mastering of disciplines with a total volume of 60 credits. At the same time, during one semester, the student masters at least 30 academic credits (one academic credit corresponds to 30 academic hours). Training in the Master's program is carried out only in full-time form.

Theoretical training includes both basic disciplines and specialized disciplines. In turn, basic and specialized disciplines contain a compulsory component and optional components. The university component of the discipline (strategic management, business research, leadership and management in healthcare: from national to global perspectives) makes up 7.2% of the total volume of the EP, 13.2% for the elective component, taking into account the specifics of the specialty. A cycle of core disciplines, each of which includes 3 disciplines of the university component and 12 disciplines of the elective component, which is spelled out in the EP and in the WC. Elective components are developed by departments and are based on the demand of the labour market, the needs of students and modern scientific achievements. The EP contains disciplines of the elective component, allowing future master's students to choose the focus of their specialization and gain knowledge of modern concepts and theories in the field of management of a medical organization, business environment, personnel management, production processes on an organizational scale.

The program describes approaches to formative (current) and summative (final) assessment of the master's student. Feedback from master's students is carried out regularly and includes the following questions: effectiveness of teaching, use of innovative teaching methods, satisfaction with the educational process, provision of feedback; how relevant are the topics taught. A survey of master's students has not yet been conducted in this specialty.

Upon completion of training, the master's student is awarded a diploma and the qualification of Master of Health in the educational programme 7M10127 EMBA "Hospital Management", which corresponds to level 7 of the European Qualifications Framework, the requirements for completing the program.

The procedure for extension and interruption of training is described in the Academic Policy. This was not used during the reporting period.

For the successful implementation of the educational programme in the specialty 7M10127 EMBA "Hospital Management", the organization has resources for organizing the assessment of practical skills of master's students ((All information on the assessment policy, assessment methods, including assessment criteria, exam passing criteria, weight and criteria for student progress, appeal procedure, number of permitted retakes and conditions for retaking the exam is contained in the "Academic Policy").

Practical training of master's students is carried out in the conditions of such medical organizations as the laboratory in the National Laboratory of Astana (NLA), with which a memorandum was signed. This ensures that master's students acquire skills in various aspects (research, management, and teaching) of the chosen field of health care.

## **2.6 The process of developing an educational programme**

The management of the educational process, reflected in the self-assessment report (Standard 2) and general approaches to management were confirmed during a visit to the office registrar's

department, departments. At the same time, verification of Standard 2 showed that the accredited educational programme is being implemented according to the approved plan.

The experts familiarized themselves with the work of the departments and councils involved in the development of the educational programme of the Master's degree "7M10127 EMBA Hospital Management", including the program implementers. A total of 5 meetings were held and during the cross-interview it was established that all interested parties took part in the development of this educational programme, whose opinions were fully taken into account (both employers and students).

The process of developing an educational programme includes an assessment of the need for specialists (for example, the need for graduates of the program "7M10127 EMBA Hospital Management" is available from the employment department), and the cost of training is 1,700,000 tenge

The master's program was developed at the Department of Public Health and Management and approved at a meeting of the Academic Council <https://drive.google.com/drive/folders/1tbN0GEjjKXyCkyjWyfO1k4QhdlbiPCmD>. The master's program was reviewed by Rakhypbekov T.K., MD, Professor, and Chairman of the Board of Directors of NJSC "WKMU named after M. Ospanov". The reviewer noted that the EP fully complies with training standards and is written at a high level. The content of the EP reveals the essence of current management and administrative problems. Thus, the expert analysed the hierarchy and sequence of development and approval of the master's program.

The following recommendations were made during the development of the master's program: employers gave recommendations in terms of focusing the program on the development of practical skills, new approaches to training based on best practices, which the department took into account when finalizing the master's program.

However, there are difficulties in completing foreign internships, since they are not provided for in the training of the master's student.

*At the same time, to the question "Do representatives of master's students participate in the development of educational programmes?", the experts received the following answer: students are members of advisory bodies. The surveyed master's students are fully satisfied with the schedule of classes (100%).*

**Conclusions of the EEC by criteria.** Comply with 21 Standards (including 19 basic, 2 improvement standards): fully - 21.

### **Standard 3: ASSESSMENT OF MASTER'S STUDENTS**

#### **3.1 Assessment methods**

NJSC "AMU" has defined the main principles, methods and policy for assessing master's students, which are set out in the following internal regulatory documents: "Academic Policy of AMU" (minutes No. 17 dated 21.08.2024), "Regulations on the current monitoring of academic performance, midterm and final certification of master's students of NJSC "AMU". The documents specify the principles and methods used to assess master's students, including criteria for admission to exams, the number of exams, and the number of permitted retakes. The choice of certain methods for assessing master's students is based on the specifics of the disciplines and depending on the competence/learning outcomes that the discipline forms. The methods and forms of assessment of the final learning outcomes are determined by the educational programme and updated in accordance with the university standard "Model for assessing educational programmes", approved by the decision of the Board of Directors dated 12.01.2024.

In order for the results of the assessment of master's students to be available to external experts, they are posted in the automated Platonus system, which is accessible to teachers, students, employees of the Research School, the Registrar's Office, etc.

Teachers enter grades of midterm and end-of-course assessments into the electronic journal in accordance with the instructions "On maintaining an electronic journal of academic performance" RI-

AMU-59-22. The final grades of each academic period are displayed in the examination and summary statements generated in the AIS "Platonus". The summary statements are sent to the Research School by the office registrar to record credits for all students. Paper copies signed by the head of the Registrar's Office are stored in the Research School, and electronic statements are in the AIS "Platonus", which is accessible to the employees of the Registrar's Office.

The objectivity and transparency of grades and the process of assigning grades is ensured through the AIS "Platonus".

The study of control and measuring tools (tests, situational tasks, checklists) showed that the university has implemented an appropriate assessment policy that allows for a comprehensive assessment of the academic achievements of master's students. During the interview, master's students talked about the forms of assessment, what the daily assessment during the practical lesson consists of, that they are satisfied with everything. They also receive regular feedback from teachers.

The system of appealing the assessment results is reflected in the document "Academic Policy" and during the period of work of the educational organization there have been no precedents of appeal.

*To verify the Standard 3 data, the experts asked the head of the postgraduate education department questions: how is the academic performance of master's students monitored, are current grades assigned daily? and checked the documents and methods for assessing master's students. To implement the procedures for monitoring academic performance and midterm assessment of students, departments create control and measuring tools (CMT). CMT allows assessing the degree of achievement of the learning outcomes planned in the EP and the level of competence development. While developing assessment methods and formats, such criteria as validity, reliability, acceptability and effectiveness are taken into account. They are formed on the basis of key assessment principles: validity, reliability, objectivity.*

The end-of-course assessment (exam) is conducted after completion of the discipline during the examination session (midterm assessment) in accordance with the working curriculum and academic calendar. The learning outcomes of master's students are assessed in practical classes by assigning grades in the AIS "Platonus". CMT are available for all disciplines provided in the EMCD. CMT are reviewed by internal experts. The heads of departments responded that additions and updates to the CMT are planned to be made annually when updating the syllabuses.

### **3.2 Assessment System**

The assessment of academic skills corresponds to the master's level, since such teaching methods as usefulness are applied, which include validity, reliability, acceptability and effectiveness. The developed assessment criteria are valid (the objects of assessment correspond to the set objectives of the academic discipline); developing (they allow recording what students can do and how they can improve their results); fair (all students have equal opportunities to succeed); reliable (uniform agreed criteria or standards are used); effective (achievable, but do not take much time from teachers and students); timely (feedback is constantly maintained).

The assessment methods and results avoid conflicts of interest, as they are based on the following important principles: - planned: analysis and assessment are not carried out spontaneously, but in compliance with a certain plan (according to the calendar-thematic plan of disciplines); systematicity and systematization: analysis and assessment must correspond to the structural components of the content of the material being studied and be constant (rating system); objectivity, which is ensured by a 100-point assessment (there are criteria for each assessment); openness and transparency: students know their grades, which stimulates them to increase activity; taking into account the individual capabilities of each student: knowledge, skills, and abilities of each are tested; unity of requirements: taking into account national standards for the content of education in accordance with the qualification characteristics of the educational programme.

The assessment system for master's students includes the principles of anti-plagiarism and academic honesty (academic policy of NJSC "AMU" P-AMU-17-24), which includes the Rights and obligations of participants in the educational process within the framework of academic honesty, as well as the responsibility of participants in the educational process. To ensure transparency and

fairness in assessing students' knowledge, the university has a structural unit "Educational Process Quality Audit Group". It is responsible for organizing independent examinations, centralizing end-of-course assessment in all disciplines in accordance with the established exam schedule

Experts inspected the resources for organizing the assessment of knowledge and practical skills, namely, the AIS "Platonus".

The interviewed representatives of employers also pointed out the compliance of graduates' training with the modern development of medical practice and science, since, according to them, the university is a "forge of personnel" for practical health care. Employers believe that they would like to see the strongest skills in graduates of the master's program, who are able to comprehensively solve problems in the field of biological safety and control, ensure the conditions for biological safety of the population and individual components of the environment.

At the same time, there are difficulties in developing control and measuring tools, including solving applied problems.

### **3.3 Feedback from graduate students**

Experts received information that each graduate student provides feedback through individual and detailed written feedback after formative and summative assessments. Feedback questionnaires for graduate students have been developed, and surveys are conducted regularly after completing each discipline. Monitoring the achievement of final results by students allows at all levels: department, QC, AC, SC, vice-rector for academic activities, to analyse the survey results, identify strengths and weaknesses, and take appropriate measures to improve the educational process.

### **3.4 Ensuring the quality of the assessment system**

The organization assesses the reliability and validity of assessment methods using developed and approved assessment criteria. During the visit to the university, the management was asked the question: "Are external examiners involved in order to increase the fairness, quality and transparency of the assessment process?" And the answer was received that external examiners are involved in the final state certification.

While interviewing 25 teachers regarding assessment methods, the experts received convincing information that the transparency of grading is observed. Master's students also shared their opinions on the timeliness of providing tests, conducting consultations before exams, the clarity of the entire assessment procedure and its fairness. For example, master's students said that teachers are always available for consultations, even outside the approved schedule.

*Conclusions of the EEC by criteria* correspond to 10 basic standards: fully - 10, partially - 0, do not correspond - 0.



## **Standard 4: MASTER'S STUDENTS**

### **4.1 Admission and selection policy**

The organization has a policy for the admission of master's students, which is called "Rules for Admission to the Master's Programme" <https://amu.edu.kz/upload/iblock/cc6/cc6b818f460b686171afa18888430eb2.pdf> and includes: requirements for admission to master's programs, the procedure for admission to master's programs, the procedure for conducting entrance examinations, enrolment in master's programmes. The rules are posted on the university website.

The dean of the Research School - Raisova K.A., the head of the Admissions Committee Zhilkibaeva K.T., the technical secretary of the Admissions Committee for the EP Master's and Doctoral Studies Amerseyitova F.T. spoke about the policy for the admission of master's students. The selection and admission policies fully comply with the current legislation and the University Charter. The admission rules have been approved by the University Board. In 2024, the first admission to the specialized master's programme in the specialty "7M10127 EMBA Hospital Management" was carried out.

Thus, the experts validated the data according to standard 4. In general, all the criteria are met, at the same time; some shortcomings in terms of career guidance work on recruiting students for this programme were identified. The experts reviewed the documentation for the admission of master's students. The submitted documents were drawn up at the proper level.

Regarding the practice of academic counselling, personal support for master's students and the development of not only professional skills, the experts interviewed the dean of the research school Raisov K.A., who replied that students can contact the head of the research school, the supervising vice-rector and the blog of the Chairman of the Board - Rector on all issues of interest. Each student within the framework of the EP, together with the academic supervisor, draws up an individual work plan, determines the list of elective disciplines. The choice of topic is made taking into account the relevance of the issues within the framework of the research areas.

The experts interviewed teachers regarding the practice of academic counselling, personal support for master's students and the development of not only professional skills. The University has a helpline, which operates continuously and is one of the important types of socially significant services. Master's students are included in such advisory bodies as the Scientific Council, the Academic Council, the QAC, at whose meetings they participate in monitoring and evaluating educational programmes by studying and analysing their content, as well as analysing reports on the results of a survey among students and graduates of the master's program, employers.

### **4.2 Recruitment of Master's students**

The University has implemented a policy and process for the admission of Master's students based on their previous achievements, principles of equality and objectivity. The policy and criteria for admission to the University's Master's programmes are regulated in accordance with: The Law of the Republic of Kazakhstan "On Education"; The Law of the Republic of Kazakhstan "On Science"; The Order of the Ministry of Education and Science of the Republic of Kazakhstan dated October 31, 2018 No. 600 "On Approval of the Standard Rules for Admission to Educational Organizations Implementing Educational programmes of Higher and Postgraduate Education" (hereinafter referred to as the Standard Rules for Admission); The current legislation of the Republic of Kazakhstan and local acts of the University. The University has defined and implemented the "Rules for Admission to the Master's Programme"

In 2024, three Master's students were admitted to the specialty "7M10127 EMBA Hospital Management".

The procedure for admitting master's students with disabilities to the master's programme "7M10127 EMBA Hospital Management" is carried out in accordance with the Law of the Republic of Kazakhstan dated July 27, 2007 No. 319-III "On Education" observing the principle of accessibility of education at all levels for the population, taking into account the intellectual development, psychophysiological and individual characteristics of each person, the practice of admitting master's

students with disabilities is described in accordance with the current laws and regulatory documents of the Republic of Kazakhstan. Internal LSI regulates inclusive education Regulation on inclusive education 08/31/2023. During the reporting period, master's students with special needs were not admitted.

#### **4.3 Support and counselling for master's students**

For all questions of interest, students can contact the head of the IS, the supervising vice-rector and the blog of the Chairman of the Board - Rector. Each student within the framework of the EP, together with the academic supervisor, draws up an individual work plan, determines the list of elective disciplines. The topic is selected taking into account the relevance of the issues within the research areas of the department.

All the necessary information, including: class schedule, academic calendar, point-rating system, announcements, regulatory documents, reference book - master's student guide is posted on the University website (<https://amu.edu.kz/ru/poslevuzovskoe-obrazovanie/magistratura/magistratura-dlya-obuchayushchikhsya/raspisanie-zanyatiy/>). This ensures equal access of students to the necessary information, regardless of nationality, religion, country of residence, socio-economic status.

At the University, in order to serve all categories of students, teachers and employees of the University in order to optimize and automate processes in the field of providing services on the principle of "one office", minimize corruption risks, transfer paper services to electronic format, the Service Centre "e-University" was created.

The University has a helpline, which operates continuously and is one of the important types of socially significant services.

Other types of support for master's students include the following: a service for organizing advisory, psychological, social, legal, financial, and medical support for students (instructions for students on career planning and development dated October 31, 2022, regulations on the centre for social and educational work dated July 17, 2024).

While talking with master's students, experts received evidence that they are provided with academic, financial (including assistance with publications and participation in conferences) and psychological support through the research school.

#### **4.4 Representation of master's students**

Master's students are included in the work of advisory bodies to participate in the development, management, and evaluation of educational programmes, as well as other issues related to master's students.

#### **4.5 Requirements for graduates**

Requirements for master's students regarding the program completion (projects, dissertations, internships, portfolios, transcripts, etc.) are described in the document "On training in the master's programme of NJSC "AMU" PL-AMU-121-23". The execution of an individual work plan for a master's student is carried out in accordance with SCES-2-22.

The experts were shown evidence of the development of research and critical analysis skills in master's students during the interview.

#### **4.6 Progress indicators and reasons for lagging**

Requirements for the progress of a master's student are described in the individual work plan of each master's student and approved by the dean of the research school. The form of current, midterm and end-of-course assessments is established by the department depending on the specifics of the discipline, which is subsequently approved by the Scientific Council. Current and midterm assessments can be carried out in the form of colloquiums, test surveys, written tests, oral surveys, assessment of students' participation in debates, round tables, business games, solving situational problems, etc.

In the event of academic debt and/or failure to complete a dissertation within the specified time frame, the university has developed an "Academic Policy" document to anticipate such situations and help a master's student overcome them.



The academic performance of master's students is recorded by the department - public health and management.

**Conclusions of the EEC by criteria.** Compliant with out of 12 basic standards: fully - 12, partially - 0, do not comply - 0

**Recommendations for improvement:** none

## **Standard 5: ACADEMIC STAFF**

### **5.1 Selection Policy**

Total number of employees is 21, including 20 full-time teachers, 1 part-time. The experts are familiar with the university's personnel policy for the selection of Academic staff, approved by the Board's decision No 21 dated 08.08.2023. <https://amu.edu.kz/upload/iblock/980/980e7a056096531d0d29bbfed5b69ce7.pdf>. by order of NJSC "AMU" No. 660-n / k dated 04.07.2024 "On approval of qualification requirements" for the positions of research associates and Academic staff of departments and research institutes (Annex 1, 2 <https://drive.google.com/drive/folders/1KYx9Pru8dSStv0MiNlc3COzKh9-WYMAZ>). To ensure the quality of training in the master's degree programme, requirements for personnel are defined in accordance with PL-AMU-121-23 dated 23.06.23 (Section 6.6), as well as requirements for scientific supervisors (section 6.7) ([https://drive.google.com/drive/folders/1Tjc\\_5y7agIPRbfMOkYx\\_rprxMm-ESLrL](https://drive.google.com/drive/folders/1Tjc_5y7agIPRbfMOkYx_rprxMm-ESLrL)). The procedure for holding the competition is strictly regulated by the internal Rules for the competitive replacement of positions of faculty and research workers of NJSC "AMU", which are available for review PR-AMU-20-18 ([https://drive.google.com/file/d/1zbaFSNLktYRAwD2cCCHv-CK-HM1mryy9/view?usp=drive\\_link](https://drive.google.com/file/d/1zbaFSNLktYRAwD2cCCHv-CK-HM1mryy9/view?usp=drive_link)).

External experts received the opinion of teachers on the personnel policy, which includes procedures for the hiring, registration, dismissal of faculty and employees. Interview with the head of the Department of Public Health and Management Turgambaeva A.K. included such questions as how personnel are selected to teach in the specialized master's program, allowed experts to learn about the requirements for the teaching staff: an academic degree, academic title, as well as published scientific papers. Problems in human resource management and development were also identified.

*While questioning teachers, it was found that the majority (92%) completely agree with the organization of work and the workplace at the university, but 4% partially agree, 4% partially disagree. At the university, teachers have the opportunity to do research and publish the results of R&D - 84% completely agree, 12% partially agree, 4% - no answer. Satisfied with the work of the HR service (personnel) - 72% completely agree, 16% partially agree, 8% - completely dissatisfied, 4% - doubt the answer. Satisfied with the salary - 60% agree, 12% disagree, 12% - no answer, 16% - rather yes than no.*

### **5.2 Commitments and staff development**

During the meeting with the head of the HR department and during interviews with teachers, the experts received information about approaches to developing the pedagogical competence of teachers, motivation to work with master's students, and implementation of scientific supervision, which includes additional payment for supervising master's students.

The experts received answers about the program for advanced training of teachers, which is held annually. Conducting training and advanced training of the teaching staff at the University is carried out in accordance with the Program for the Development of the Faculty of NJSC "AMU" and the annual plan for advanced training of the faculty of the University. All teaching staff undergo advanced training in the pedagogical area ("Power BI: data analysis and visualization", Preparation and review of scientific articles, etc.) and in their specialty (Methodology of scientific research within the framework of the mandatory component "Research Teacher/Scientist"). These activities are funded by the university. However, there are some problems - not all Academic staff has undergone training in the relevant area.

Experts have found that teachers initiate research topics for master's students; stimulate the need for additional training and independent work with literature, medical accounting and reporting documentation, and the strategic plan of a medical organization.

The HR department ensures proper monitoring of teachers' activities through questionnaires. Feedback on issues of satisfaction with the educational process, professional and personal development is conducted twice a year. The responsible department is the HR department.

The indicators of teacher satisfaction are improving dynamically.

*The university provides opportunities for career growth and development of teacher competencies - 88% of surveyed teachers answered that they completely agree, 12% - partially agree with this. The university implements social support programs for teachers - 52% answered that "yes, such programs exist", 4% - "I have already used this", 4% of respondents answered that there are no such programs, and 36% of respondents do not know about this, 4% - are unsure with the answer.*

### **5.3 Number and qualifications of teaching and management staff**

Training of master's students in the specialty "7M10127 EMBA Hospital Management" specialized direction" is conducted by 9 candidates of medical sciences and professors, including the national coordinator of the roadmap for the development of the nephrology service of the Republic of Kazakhstan for 2019 - 2020, an independent accredited expert. The team also includes 4 PhDs, associate professors and 2 master's students. The ratio of "Master's student to teacher" is - 1:6.

Master's students have scientific supervisors (mentors) who help with the dissertation work.

### **5.4 Administrative support**

The measures providing administrative support for master's students and teachers are described and published, which include trips to conferences, financial assistance for publishing articles in international databases, and payment instalments for master's students.

**Conclusions of the EEC by criteria.** Of the 7 basic standards, 6 are fully compliant, 1 is partially compliant, and 0 are not compliant.

#### **Recommendations for improvement:**

- 1) Advanced training for teachers teaching at the master's level, taking into account the profile.

## **Standard 6: EDUCATIONAL RESOURCES AND LEARNING ENVIRONMENT**

### **6.1 Learning environment**

A review of the resources showed that they correspond to the goals and objectives of educational activities, for example, the practical bases visited were: public health and management, which have a conference room, classrooms for students, and the employees of the educational organization ensure collegial and ethical relationships with the staff, the management of the practical base to achieve the final results of the master's degree students. The employees, who simultaneously act as teachers and curators (mentors), ensure high-quality training in compliance with ethics and deontology. Before starting the relevant discipline of the educational programme, the master's degree student receives a syllabus from the teacher and knows what skills he should acquire and develop during the training. All conditions for acquiring skills, access to the accounting and reporting documentation of the organization have been created at the practical base.

During a visit to the practice bases, experts examined the resources, their compliance with the training programs, and accessibility for teachers and master's degree students, how modern this equipment is and meets the needs of students and practical health care. The experts obtained evidence of Standard 6 implementation, as well as validation of the self-assessment report data.

There is a library with a collection. The volume of the book collection for the EP "7M10127 Hospital Management" is 7193, of which textbooks and educational literature - 6379 copies, scientific literature - 864 copies, including in the Kazakh language - 1254 copies, in Russian 5066 copies and in English - 534 copies.

In order to validate the implementation of the self-assessment report data and obtain evidence of the quality of the programs, an interview was conducted with master's students in the specialty

"7M10127 EMBA Hospital Management profile direction". The experts asked questions about satisfaction with training, satisfaction with teaching methods and qualifications of teachers, social and moral support for master's students who need it, availability of resources of international databases of professional literature. In general, master's students are satisfied with training, assessment methods, and purposefully entered the university, as they believe that the university has good resources, image and international connections, at the same time, master's students would like classes to be more practical with demonstration and honing of skills in the workplace, international events.

Master's students demonstrated their commitment to the university, were active in answering questions from external experts, demonstrated their judgment on the organization of training, assessment of their skills, advisory support, research, and financing.

The experts studied the documents of master's students (IWPM, results of the assessment of master's students).

An interview with 12 teachers, including 12 full-time teachers, showed that there are both successes and problems in education management, depending on the specific base (time for documentation, independent work).

*Students have free access to patients at clinical sites and all the conditions for improving their practical skills - 80% of teachers fully agree with this, 12% - partially agree, 8% - were unsure about the answer.*

*An interview with 12 teachers, including 9 full-time teachers, showed that there are both successes and problems in education management, depending on a specific base (admission of master's students to equipment, time for maintaining medical records, independent work).*

## **6.2 Information technology**

In order to support the mission of the educational programme, the library provides users with access to its own (electronic library, repository) and subscription databases (hereinafter DB), under a national license to international databases of full-text resources:

A policy has been implemented that is aimed at the effective use and evaluation of information, communication and distance technologies in the training of master's students. It is regulated by the rules of "Organization of the educational process on distance learning technologies in NJSC "AMU" PR-AMU-35-22". Portals with authorized access are functioning: an information system designed for planning and automation of the educational process in higher educational institutions with a medical profile, according to the standards of credit technology of education. "Platonus" ([pl.amu.kz](http://pl.amu.kz)), electronic library ([bibl.amu.kz](http://bibl.amu.kz)), Erasmus+ ([erasmus.amu.kz](http://erasmus.amu.kz)), distance learning platform ([dl.amu.kz](http://dl.amu.kz)), Lecturio - online platform for medical education (<https://astanamed.lecturio.com/>), as well as Massive Open Online Courses of NJSC "Astana Medical University" (<https://mook.amu.kz/>), electronic library catalogue (<https://elib.kz/>).

The Department of IT infrastructure and administration of information systems is functioning.

The territory of the university is provided with the Internet and WI-FI.

The university has 1633 computers, 493 laptops, 14 multimedia departments, 18 multimedia equipment in lecture halls, 60 interactive panels, and interactive boards. The library has 79 computers with Internet access.

For distance learning, there is a developed distance learning system (DLS). For research, dissertation writing, independent learning and access to the necessary information for master's students, access to international databases is organized, including Web of Science (Clarivate Analytics), Science Direct (Elsevier), Scopus (Elsevier), Springer, Cochrane Library, Wiley Online library, Wiley Researcher Academy, Jaypee digital, "Aknurpress", "IPRSmart", LECTURIO, "Student Consultant", "Doctor's Consultant", RMEB and other databases. Also, during the year, test access to online journals of Cambridge University Press was provided; to the database of the international publishing house Primal Pictures, Access Medicine, The BMJ Group, ACS Publications, etc.

**Conclusions of the EEC by criteria.** Comply with 4 basic standards: fully - 4, partially - 0, do not comply - 0

*Recommendations for improvement: none*

## **Standard 7: MONITORING AND EVALUATION OF THE EDUCATIONAL PROGRAMME**

### **7.1 Mechanisms for monitoring and evaluating the program**

There is a program for monitoring educational activities, including an assessment of the effectiveness of each educational programme. For example, "7M10127 EMBA Hospital Management; Profile direction" is aimed at interdisciplinary connections and a competency-oriented approach using technologies, taking into account the final learning outcomes. The mechanisms for assessing the master's programme at NJSC "AMU" include the following: monitoring the availability of resources for the educational process (clinical sites, educational literature, classrooms, equipment, teaching staff: teachers, clinical mentors, curators); monitoring the compliance of curricula with the requirements of state educational standards; monitoring feedback from stakeholders on the quality of the content of the educational programme; monitoring student performance.

The university has developed a procedure for approving and periodically reviewing the content of educational programmes at all levels, including master's programmes.

The assessment of the content of the educational programme is supported by the following stages: compliance with the procedure for developing the educational programme; review of the educational programme by competent persons; timely revision of the educational programme, taking into account suggestions and comments formulated by employers and other stakeholders; broad discussion of the educational programme; adoption of recommendations for approval; compliance with the procedure for approving the educational programme.

The assessment of the content of the educational programme of the master's degree, teaching methods, assessment is carried out on the basis of feedback from graduate students, department staff and other stakeholders, as well as within the framework of the work of the QC of the master's and doctoral programs. Educational programmes undergo the procedure of annual assessment of the quality of implementation at a meeting of the department, with the participation of the faculty of the department, students and employers.

Analysis of feedback from graduate students, carried out at the end of the academic year, allows us to assess the quality of the training provided, to identify the positive and negative aspects of the implemented master's programs, for subsequent decision-making regarding its improvement. The quality of the content of educational programmes is assessed based on the analysis of curricula, a catalogue of elective disciplines, a schedule, teaching and methodological complexes, internal regulatory documents governing the implementation of educational programmes, a survey of students and employers.

Timely and systematic adjustments to the master's degree programs help maintain their relevance. Systematic revision and supplementation of the lists of specialized, elective and practice-oriented disciplines, modules and practices developed at the university also maintains the relevant content of the educational programmes of the master's degree. The basis of the implemented courses is the learning outcomes according to the current State Educational Standard.

The content of the control and measuring tools (tests, checklists) is also subject to examination for compliance with the requirements for the content of educational programmes and the State Educational Standard. The scientific supervisors monitor the semi-annual and annual reports of the master's student and monitor the implementation of scientific work, according to the planned individual plan of the master's student. The final certification and defence of master's dissertations is carried out by the State Attestation Commission, which includes the chairman, members of the commission, including independent experts from other universities and the secretary.

The program is consistent with the mission of the university, and is aimed at satisfying the interests of consumers and meeting the needs of employers. The schedule of classes according to the educational programme, WCs is drawn up by the Research School and agreed with the heads of departments in order to avoid overlaps among teachers. Supervisors have the opportunity to participate



in the organization of the specialty curriculum during direct discussion and approval of work programs and the list of elective disciplines at department and Academic Council meetings.

Master's students can orally or in writing contact the supervisor or supervising vice-rector on issues of the quality of the educational programme on the implementation of the curriculum. The results of the feedback from students influence the organization and implementation of the educational programme (choice of elective disciplines, Academic staff, educational facilities, etc.).

### **7.2 Feedback from teachers and master's students**

The University collects, analyses and provides teachers and master's students with feedback on the quality of the implementation of the educational programme. This process is carried out by various structural divisions, departments and departments also conduct monitoring by conducting a survey in order to identify the level of satisfaction with the educational programme of the university community members.

Feedback is collected regularly after each discipline.

### **7.3 Activities of Master's students and graduates**

In 2024, 4 Master's students successfully completed their studies; in January, 3 Master's students who began their studies in January 2024 are scheduled to complete their studies. During interviews with Master's graduates, experts learned that, in general, Master's programs are implemented at the university at the proper level; many Master's graduates plan to continue their studies in doctoral studies.

The results of the analysis of the activities of Master's students (academic performance, dissertation defence) are provided by the Department of Public Health and Management, the Research School, and the Master's and Doctoral Coordination Centre, which are responsible for the admission of Master's students, the development of the educational programme, and the counselling of Master's students.

Interviews with 5 employers were conducted online and included questions such as: knowledge of the university mission, participation in developing the mission and proposals for the strategic plan, participation in the work of advisory bodies, satisfaction with the basic knowledge and skills of master's students, participation in training master's students through mentoring, providing the department and master's students with the necessary resources for practical training and the development of clinical thinking, problems of interaction with departments and universities in general, 100% employment of master's graduates.

**Conclusions of the EEC by criteria.** Comply with out of 8 basic standards: fully - 8, partially - 0, do not comply - 0

## **Standard 8: MANAGEMENT AND ADMINISTRATION**

### **8.1 Management (supervising vice-rector's office)**

According to the Organizational structure of NJSC "AMU" <https://amu.edu.kz/upload/images/struktura-012024.jpg> General management, monitoring and control of the implementation of master's programs is carried out by the Research School, which is supervised by the Member of the Board, Vice-Rector for Research and Strategic Development. He is accountable to the Chairman of the Board - Rector. During our visit to the university, we had an interview with the Vice-Rector of the MBA of the Higher School of Public Health Saidangazin D.D., Dean of the Research School Raisova K.A. The public health and management is responsible for the accredited educational programme. All education management processes in the master's programme of EP 7M10127 EMBA "Hospital Management". Profile direction" are regulated and described in the "Academic Policy".

### **8.2 Program Manager (Dean's Office / Department)**

The Department of Master's and Doctoral Studies is a subdivision that is part of the organizational structure of the university (approved on March 29, 2024). The Department of Master's and Doctoral Studies reports to the Vice-Rector for Scientific and Clinical Affairs and closely interacts

with all structural divisions. The functions in relation to the Master's program are: planning enrolment in the Master's program for the new academic year; enrolling Master's students for training; consulting Master's students on issues of the educational process (meetings, individual consultations, etc.); organizing self-government at the Master's level; sending a Master's student for training under academic mobility; providing the Educational Department with information on the contingent of Master's students; drafting Orders on the process of training Master's students; organizing internships for Master's students; organizing midterm and final certification of Master's students; conducting audits and inspections of Master's departments for attendance of classes by Master's students. The effectiveness of the Dean's office is assessed based on the indicators of scientific activity of the teaching staff and students.

*In response to the survey question "Do the organization's management listen to your opinion regarding issues related to the educational process, research, and clinical work?", 91.67% of teachers answered that they do so systematically, and 8.33% answered "sometimes."*

### **8.3 Academic Leadership (Department)**

The Master's degree program in the specialty 7M10127 EMBA "Hospital Management; Profile direction" is implemented in the departments of public health and management. The graduating department is the Department of Public Health and Management with a staff of 21 people, with a degree completion rate of 85%. Feedback about the department is positive, both from students and from employers and graduates of other educational programmes.

### **8.4 Program Management**

The academic leaders (program managers) are employees of the graduating department of public health and management. The staff members have the appropriate qualifications: 6 candidates of medical sciences, professors, 3 candidates of medical sciences, associate professors, 7 PhD and 2 master's degree students. In their work, they are guided by the "Academic Policy" and job descriptions approved by the faculty. The main function of this unit is to develop the educational programme and implement it, assess the compliance of the tools for assessing the achievements of master's degree students in the specialized field with the established learning objectives and analyse the degree to which students achieve the final learning outcomes.

### **8.5 Budget for training and resource allocation**

The main sources of formation of financial resources for the educational process at the university are: funds from the republican budget; funds from the provision of educational and other paid services; other receipts.

Every year, a commission headed by the Chairman of the Board - Rector visits departments in order to determine the availability of material and technical equipment, classrooms, and working conditions. The management and use of resources is administered by the Chairman of the Board - Rector of the University. The distribution of financial resources is carried out in accordance with approved plans developed on the basis of a thorough analysis of the areas of activity and structural divisions, as well as on the basis of limits, norms and standards, based on the need and availability of material resources in these areas.

In order to ensure transparency of the budget formation process, the university operates on the principle of centralized distribution of financial resources and the formation of material assets.

In this regard, departments annually make applications for the purchase of equipment and consumables, taking into account the need to update the material and technical base for inclusion in the development plan for the upcoming financial year.

Over the past 5 years, the University has been continuously allocating funds to replenish the fund of educational literature, and computer equipment and medical equipment are purchased annually.

The cost of training one master's student on a contractual basis is approved by the University annually in the context of the EP in agreement with the Ministry of Health of the Republic of Kazakhstan within the average cost of training, by groups of specialties determined by the relevant Government resolution for the academic year.



For the 2023-2024 academic year, the cost of tuition in the specialized master's program was 1,700,000 tenge. The terms of payment and the amount are specified in the bilateral agreement.

### **8.6 Administration**

The head of "7M10127 EMBA Hospital Management", specialized direction of NJSC "AMU" is the head of the Department of Public Health and Management.

Data on the professional training and professional experience of the administrative staff are posted in the relevant sections of the University website, reflecting the organizational structure of NJSC "AMU".

The rights, obligations and functional list of the supreme bodies of the University are regulated by the Charter of the NJSC "AMU". The boundaries of responsibility and management in relation to the design of the educational programme and its various components are determined within the framework of the following documents: Regulations on the Master's program, regulations on structural divisions.

Monitoring of the accredited program is carried out according to the Procedure for assessing satisfaction by surveying students after each completed discipline, and then the faculty members responsible for the program analyse the results of the questionnaires.

During the visit to the practical base, the head of the department provided all the information about conducting classes at this base. The experts got acquainted with the classrooms, conference room, laboratories.

### **8.7 Requirements and legal documentation**

Much attention in the NJSC "AMU" is paid to guaranteeing the transparency of all educational processes in the Master's programs, including "7M10127 EMBA Hospital Management", a specialized direction. All information concerning the processes of the Master's programme is compiled in the "Academic Policy". All information is available on the university website <https://amu.edu.kz/>

### **8.8 Review and approval process**

A documented process for planning, discussing and updating the educational programme in the specialty "7M10127 EMBA Hospital Management", specialized direction" has been introduced (meetings No. 7, dated 06.02.2022), responsibility for which lies with the head of the EP - the head of the department of public health and management, everything is recorded in the minutes.

The educational programme is updated as regulatory documents (SCES) change, as well as as proposals are received from both students and employers.

Documentation of joint activities with other educational organizations is carried out through the conclusion of memorandums and cooperation agreements. A total of 20 agreements with republican institutions and 114 agreements with foreign organizations and associations have been concluded. In particular, the master's programme in the specialty 7M10127 EMBA "Hospital Management" is implemented in cooperation with the following republican organizations: RSE on the REM "National Centre of Expertise" of the CSEC of the Ministry of Health of the Republic of Kazakhstan; Kazakh National Medical University named after S. Zh. Asfendiyarov; NJSC "Medical University of Semey"; JSC "National Holding QazBioPharm"; foreign organizations: Tashkent Medical Academy, Tashkent, Uzbekistan; Centre for Development of Professional Qualifications of Medical Workers, Tashkent, Republic of Uzbekistan; Azerbaijan Medical University, Baku, Azerbaijan; Perm State Medical University; South Leutin State University jointly with Global Health Focus, BGC, Taguig City, Republic of the Philippines; International Higher School of Medicine, Bishkek, Kyrgyzstan.

Admission of master's students to the NJSC "Astana Medical University" is carried out on the basis of the "Rules for Admission to the Master's Programme" <https://amu.edu.kz/upload/iblock/4bb/4bbba898e45999c1018e338e61d50301.pdf>. Enrolment of an applicant to the master's program for free education is carried out after successful completion of the comprehensive testing (CT), receiving a certificate equal to 150 points.

### **8.9 Financing**

The University has financial stability, which is ensured by the state order for the training of masters in the specialty "7M10127 EMBA Hospital Management" and training on a fee-based basis (the cost of training is 1,700,000 tenge per year).

The cost of training per 1 student for the relevant academic year, which includes all types of expenses under the program, is determined by the Ministry of Health of the Republic of Kazakhstan and is allocated in accordance with the Agreements for the provision of services for training specialists with higher and postgraduate medical and pharmaceutical education.

There are 3 master's students studying on a fee-paying basis. The sources of funding are medical and scientific activities: paid medical and educational services, implementation of scientific and technical programs of the Ministry of Health of the Republic of Kazakhstan and the Ministry of Health and Higher Education.

The salary fund of master's degree teachers is 8,411,278,510 tenge per year. The average salary of a teacher is 504,273.29 tenge. The salary of teachers is growing dynamically.

The costs of purchasing equipment and replenishing the library fund in 2024 amounted to - medical equipment 265,523,000 tenge, visual aids 67,617,000 tenge, and educational literature 347,012,000 tenge.

### **8.10 Financial management and integrity**

The management of the financial and economic policy and activities of NJSC "AMU" is the responsibility of the first head of the university - the rector. Financial issues are under the jurisdiction of the director of the financial work department and the chief accountant of the university, whose job responsibilities and powers are established by the job description and the Regulation on the financial work department.

The implementation of master's programs is supported by the salary fund of master's teachers, provision of students with educational resources (educational and scientific literature, access to the Internet and international information databases of literature, information and communication technologies). The university operates on the principle of centralized distribution of financial resources and formation of material assets. Distribution of financial resources is carried out in accordance with the approved form of the financial and economic activity plan for the current year.

The report on the financial and economic activities of the University for the Year and long-term work plans for the next year is heard at the Academic Council of the University.

### **8.11 Programme Information**

Full information about the educational programme is available at the Department of Public Health and Management and is posted on the University website to be accessible to interested parties. There is various communication channels, including the website, social networks (Facebook, Instagram), leaflets and brochures have been developed, which contain reference information.

Information for admission to the Master's programme is posted in four languages in the Admissions Committee section of the website.

*Conclusions of the EEC by criteria.* Compliance out of 19 basic standards: fully - 19, partially - 0, do not comply - 0

### **Standard 9: CONTINUOUS RENEWAL**

The University initiates regular review procedures in the form of internal audits and external expertise (accreditation, audits). Internal evaluation is carried out by the Educational Process Quality Audit Group (EPQA) as part of self-assessment; the quality assurance policy is regulated by the Education Quality Assurance Policy (minutes No. 27 of December 2024). The responsible unit is the Quality Assurance Committee (QAC).

Monitoring and periodic assessment of educational programmes are carried out in accordance with the University Standard "Educational programme Assessment Model" SU-AMU-82-23, which was approved by the Board decision, minutes No. 3 of January 12, 2024 <https://amu.edu.kz/upload/iblock/55c/55c320715fe3d1d07d346831a2d42a07.pdf>.

Based on the results of the self-assessment of the educational programme of the Master's degree "7M10127 EMBA Hospital Management", areas for improvement were identified - attracting more applicants to study, expanding the research base for conducting research in the field of healthcare management.

The following opportunities for improving the educational programme were identified: joint educational programmes, internships within the framework of memorandums and projects of the AMU Erasmus, academic mobility of both faculty and students in BB, visits of leading scientists and specialists in the field of BB.

The organizational structure of the university was updated in 2024.

Based on the results of external and internal evaluations, a program of corrective measures is developed. The head of the Department of Public Health and Management is responsible for its implementation. The results of such studies are publications.

Risk assessment in the educational process is carried out by a risk manager, whose tasks include identifying and managing risks and minimizing risks in the educational process, the risk manager reports directly to the rector.

Risk assessment in the educational process is carried out through identification, monitoring and analysis of risks, as well as planning and implementation of preventive actions. A risk register and a risk management map of the University are formed, which include risks for all processes of the University's activities, the tasks of which include identifying and managing risks and minimizing risks, including risks in the educational process. With regard to the master's programme, the risks of the content of the EP, the management of the EP, the process of implementing the EP, in accordance with Section 6 of SU-AMU-82-23, approved on 12.01.24, as well as the risks of a decrease in the number of applicants for master's programs, late payment for tuition, the presence of high-quality teaching staff, the availability of automated systems for providing educational technology, digital educational resources, etc. are determined. Risk management work is carried out by improving the quality of teaching, qualifications of the faculty, introducing new interactive technologies to raise the University's rating in a competitive environment, introducing information and innovative digital technologies and educational projects, providing students with high-quality learning conditions, providing educational and laboratory, material and technical base, equipment, library funds, etc.

In relation to the Master's programme, the risks of the content of the EP, the management of the EP, the process of implementing the EP are determined in accordance with Section 6 of SU-AMU-82-23, approved 12.01.24.

The University conducts benchmarking and includes such leading universities, both near and far abroad, as well as universities of the Republic of Kazakhstan. As a result of benchmarking, innovative methods of managing the educational process, managing the educational programme of the Master's program, teaching methods, methods of assessing graduate students and research work have been introduced into the educational process. The University allocates resources for continuous improvement, which is documented in the University's strategic development plan for 2022-2026 and in the financial plan (budget) for 2024.

***Conclusions of the EEC by criteria.*** Of the 4 basic standards, 3 are fully compliant, 1 is partially compliant, and 0 are not compliant.

***Recommendations for improvement:***

- 1) To introduce foreign internships, academic mobility, and visits.
- 2) To develop joint educational programmes
- 3) To introduce individual calculation of KPI for the faculty

**CONCLUSION:**

During the external evaluation of the educational programme, it was found that out of **90 standards** (including 88 basic standards and 2 improvement standards), 88 Standards for accreditation demonstrate full compliance, including 86 basic Standards and 2 improvement Standards. 2 basic

Standards and 0 improvement standards are partially met. No non-compliance with standards was found.

**5. Recommendations for improvement of the educational programme "7M10127 EMBA Hospital Management":**

1. To improve the qualifications of teachers teaching at the master's level taking into account the profile
2. To introduce foreign internships, academic mobility, visits.
3. To develop joint educational programmes
4. To introduce individual calculation of KPI for teachers.

**6. Recommendation to the ECAQA Accreditation Council**

The EEC members established the compliance of the educational programme of the master's degree "7M10127 EMBA Hospital Management" with the ECAQA Standards for accreditation and came to a unanimous opinion to recommend that the ECAQA Accreditation Council to accredit this programme for a period of 5 years.

	Full name	Signature
Chairman of the EEC	Serikova-Yesengeldina Dinara Serikovna	
International Expert (online)	Isaeva Natalia Viktorovna	
Academic Expert	Yeshmanova Ainur Kairkenovna	
Academic Expert	Maukaeva Saule Boranbaevna	
Employer Expert	Aushakhmetova Zabira Tezekbaevna	
Student Expert	Arkhatova Gaukhar	

**Профиль качества и критерии внешней оценки по стандартам аккредитации  
образовательной программы магистратуры по специальности  
7М10127 EMBA Госпитальный менеджмент**

стандарт	Критерии оценки	БС/СУ*	Всего стандартов	Оценка		
				Полностью соответствует	Частично соответствует	Не соответствует
1	<b>МИССИЯ И КОНЕЧНЫЕ РЕЗУЛЬТАТЫ</b>	5/0	5	5/0		
2	<b>ОБРАЗОВАТЕЛЬНЫЕ ПРОГРАММЫ</b>	19/2	21	19/2		
3	<b>ОЦЕНКА МАГИСТРАНТОВ</b>	10/0	10	10/0		
4	<b>МАГИСТРАНТЫ</b>	12/0	12	12/0		
5	<b>АКАДЕМИЧЕСКИЙ ШТАТ</b>	7/0	7	6/0	1/0	
6	<b>ОБРАЗОВАТЕЛЬНЫЕ РЕСУРСЫ, СРЕДА ОБУЧЕНИЯ, ДОСТИЖЕНИЯ</b>	4/0	4	4/0		
7	<b>МОНИТОРИНГ И ОЦЕНКА ОБРАЗОВАТЕЛЬНОЙ ПРОГРАММЫ</b>	8/0	8	8/0		
8	<b>УПРАВЛЕНИЕ И АДМИНИСТРИРОВАНИЕ</b>	19/0	19	19/0		
9	<b>НЕПРЕРЫВНОЕ УЛУЧШЕНИЕ</b>	4/0	4	3/0	1/0	
	<b>Итого</b>	<b>88/2</b>	<b>90</b>	<b>86/2</b>	<b>2/0</b>	

**Список документов, изученных членами ВЭК в рамках проведения внешней оценки образовательной программы магистратуры**

<b>№</b>	<b>Наименования документов</b>	<b>Количество</b>
1.	Договора о совместной деятельности с ТОО клиникой Аланда, ГКП на ПХВ «Городская поликлиника №6»	2
2.	Выписка из протокола кафедры об утверждении ОП	1
3.	Протокол КОК	2
4.	Протокол УС	1
5.	ОП «7М10127 ЕМВА Госпитальный менеджмент»	1
6.	Рецензии на ОП «7М10127 ЕМВА Госпитальный менеджмент»	1
7.	Силлабус «7М10127 ЕМВА Госпитальный менеджмент»	1
8.	Академическая мобильность	1
9.	Академическая политика	1
10.	Кодекс академической честности	1
11.	Standard планирования учебного процесса в НАО МУА	1
12.	Standard «ОП, разработка и обновление»	1
13.	Standard о проведении промежуточной и итоговой аттестации в НАО МУА	1
14.	Рабочая инструкция по ведению электронного журнала	1
15.	Отчет по самооценке	1
16.	Сертификаты магистрантов	1
17.	Положение об обучении в магистратуре	1
18.	Консультанты по магистрантам	1
19.	Состав КОК	1
20.	Научный потенциал	1
21.	Показатели научной деятельности	1
22.	Положение о кадровом резерве	1
23.	О рейтинге ППС	1
24.	Конкурс замещения вакансий	1
25.	Кадровая политика	1
26.	Положение о плагиате	1
27.	Положений об использовании автоматизированной системы для обнаружения плагиата и проверки текстов на заимствование	1
28.	Управление процессом отбора и приема обучающихся в магистратуру	1
29.	Правилах приема в магистратуру НАО «Медицинский университет Астана	1
30.	Политика по обеспечению качества образования	1
31.	Миссия НАО МУА	1
32.	Индивидуальный план работы магистранта	1
33.	Модель оценки образовательных программ	1
34.	Инструкция «По ведению электронного журнала успеваемости»	1
35.	Организации учебного процесса по дистанционным образовательным технологиям в НАО МУА	1
36.	Устав НАО МУА	1