

**Akademia College**  
**Response to Cyprus Agency of Quality Assurance and**  
**Accreditation**  
**in Higher Education**  
**Institutional Evaluation**

## ANNEXES

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## Graduate Satisfaction Survey

As part of our efforts to continuously monitor & improve our students' learning experience, you are kindly requested to complete this short questionnaire. Your valuable input will allow us to keep getting better. Thank you for your help.

This questionnaire is completely anonymous.

**Programme Title:** \_\_\_\_\_

**Rating scale:**

1	2	3	4	5
Very dissatisfied / Strongly disagree	Dissatisfied / Disagree	Neutral	Satisfied / Agree	Very Satisfied / Strongly Agree

**Please circle the number below that indicates how much you satisfy or dissatisfy / agree or disagree with each statement.**

**A) How satisfied were you with the following aspects of your programme?**

1.	Availability of subject-specific introduction	1	2	3	4	5
2.	The provision of subject-specific skills development	1	2	3	4	5

**B) Please indicate to what extent you agree or disagree with the following aspects of your learning experience while studying at the College.**

3.	The content of my programme at least matched my expectations	1	2	3	4	5
4.	The programme adequately developed my subject knowledge	1	2	3	4	5
5.	The programme adequately developed my key skills	1	2	3	4	5
6.	The quality of teaching and / or supervision I experienced was generally high	1	2	3	4	5
7.	I experienced a variety of teaching and learning methods	1	2	3	4	5
8.	Assessment was varied and appropriate	1	2	3	4	5
9.	Teaching rooms were fit for purpose	1	2	3	4	5
10.	Equipment and facilities appropriately supported learning and teaching					
11.	I experienced fair and equitable treatment from all parts of the College	1	2	3	4	5
12.	I received timely and informative feedback on my assessments	1	2	3	4	5
13.	The programme was relevant to my Continuing Professional Development	1	2	3	4	5



14	This programme helped me to improve my skills and find a relevant job	1	2	3	4	5
15	I understood how the Hospitality and Tourism sector works	1	2	3	4	5
16	I am able to organise work and manage time effectively	1	2	3	4	5
17	After finishing the programme, I feel I am prepared enough to go into the workplace	1	2	3	4	5
18	The practical training helped me in preparing for the workplace	1	2	3	4	5

### C) Financial Aspects of the College

19	Financial advice within the College	1	2	3	4	5
20	Clarity of payment options / packages	1	2	3	4	5
21	College financial processes	1	2	3	4	5

**Please use the space below to add any comment:**

**The following demographic is needed for this graduate survey:**

**Sex:**

Male       Female



## Employer Satisfaction Survey

Name of Company: \_\_\_\_\_

Name of the graduate's supervisor: \_\_\_\_\_

Position of the graduate's supervisor: \_\_\_\_\_

Name of the graduate: \_\_\_\_\_

### Rating scale:

1	2	3	4	5
Very dissatisfied / Strongly disagree	Dissatisfied / Disagree	Neutral	Satisfied / Agree	Very Satisfied / Strongly Agree

**Please circle the number below that indicates how much you satisfy or dissatisfy / agree or disagree with each statement.**

Does your company actively recruit graduates?

Yes     No

1.	The graduate we employed is well equipped for the workplace	1	2	3	4	5
2.	The graduate had the right knowledge for the job	1	2	3	4	5
3.	The graduate had the right skills for the job	1	2	3	4	5
4.	It was easy for the graduate to adapt to the work environment	1	2	3	4	5
5.	The graduate has the expectations that we expected	1	2	3	4	5
6.	The graduate understands and undertakes his/her duties	1	2	3	4	5
7.	We believe that he/she has many prospects in this sector	1	2	3	4	5
8.	The graduate can work as a team member and individually	1	2	3	4	5
9.	The communication skills of the graduate are adequate	1	2	3	4	5
10.	The organizational skills of the graduate are adequate	1	2	3	4	5
11.	The graduate knows terms and concepts of the sector	1	2	3	4	5
12.	The graduate can work under the pressure of real-life situations	1	2	3	4	5
13.	We are satisfied with the knowledge and skills of the graduate	1	2	3	4	5

What other skills do you feel should be incorporated into the college curriculum?

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**Please use the space below to add any comment:**

## MODULE EVALUATION QUESTIONNAIRE 20\_\_/\_\_

The College continually seeks to review and improve the quality of its teaching and learning. Staff teaching this module would find it helpful to have your views on the module that you are now completing. The responses that you make will be taken seriously and where appropriate acted upon, and students will be made aware of any actions to be taken as a result of your feedback. The questionnaire is completely confidential and only summary information will be discussed in appropriate committees to review and seek appropriate improvements to the student learning experience.

To make it as straightforward as possible, the majority of questions are fixed choice and involve a simple response.

**Instructions: Please use a ball point pen to complete the questionnaire. Do not use fountain or felt pen as the ink may be visible on the other side of the page.**

**If you make a mistake and cross the wrong box, please block out your answer and then cross the correct box. For example**

### 1. YOUR VIEWS ON THE MODULE

		Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Not Applicable
<b>ACADEMIC</b>						
1.1	How satisfied are you with the <b>teaching and tutor support?</b> (e.g. availability and support offered during office hours, responsive to module related questions, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.2	How satisfied are you with the <b>type of assessment</b> (coursework, exams, presentations, and quizzes)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.3	How satisfied are you with <b>quantity of assessment(s) used to assess the module?</b> (e.g. Is it just right? Are there too many or too few assessments?)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.4	How satisfied are you with the <b>feedback on coursework in helping you to improve?</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>RESOURCES</b>						
1.5	How satisfied are you with the <b>learning resources</b> (e.g. e-learn/ blackboard, books, journal articles, IT facilities)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
1.6	How satisfied are you with the <b>teaching accommodation</b> (location, standard, classrooms, computers and labs)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>OVERALL</b>						
1.7	Considering all the above, how satisfied are you with the module?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Overleaf you will find open questions that invite your constructive and truthful comments about this module.

**2.0 MODULE SPECIFIC QUESTION**

**2.1 MODULE SPECIFIC QUESTION**

**2.2 I FOUND THE BEST FEATURES OF THE MODULE TO BE:**

**2.3 I WOULD LIKE TO SEE THE FOLLOWING CHANGES:**

**THANK YOU FOR YOUR TIME AND CO-OPERATION IN COMPLETING THIS QUESTIONNAIRE**

# Annual Programme Review

This form should be completed by the Programme Coordinator

Programme: \_\_\_\_\_

Academic year: \_\_\_\_\_

Reviewed by: \_\_\_\_\_

Date of review: \_\_\_\_\_

## Areas for Reflection

### **Curriculum design, learning and teaching**

- Does the programme promote the achievement of learning outcomes appropriately?
- Do the courses relate sufficiently well to the overall aims of the programme? Are there any gaps in course provision in relation to programme aims?
- Are the assessment types appropriate?
- Reflect on feedback for the programme. Is feedback being provided to students within 15 working days or in time to be of use in subsequent assessments (whichever is sooner)? Do students have at least one formative feedback or feed-forward event for each course?
- How does the programme support student employability or, for those already in employment, enhance their chances of career progression?
- Is the learning environment inclusive? Are all mainstreamed adjustments in place?
- If placements are used, are they appropriate and working well?

### **Student performance**

- Is the student performance as expected and in line with benchmarks?
- Are there any courses or aspects of the programme where student performance has not been as expected?
- Are there any notable trends/differences across years or by student characteristics?

### **Student voice**

- Has feedback on the programme been gathered through mid-course feedback and course evaluation questionnaires?
- What are the themes arising from student feedback mechanisms?
- How has the feedback loop to all students been closed?



**Learning resources and staffing**

- Are resources/facilities/equipment adequate?
- Are there any staffing issues that need attention?

**Relationship to the wider college strategy?**

- What is the strategic purpose of the programme within the wider portfolio?
- Does programme planning involve reflection on college strategic aims?

Please comment below on what has gone well in the programme during the academic year under review, any significant challenges faced by the programme team, and how those challenges were / will be addressed.

*What has gone well?*

*What significant challenges or major risks has the programme faced?*

*How were the challenges / risks addressed, or how will they be addressed?*



## Student Evaluation of Support Services

As part of our efforts to continuously monitor & evaluate our students' learning experience, you are kindly requested to complete this short questionnaire. Your valuable input will allow us to keep getting better. Thank you for your help.

This questionnaire is completely anonymous.

### Rating scale:

1	2	3	4	5
Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree

**Please circle the number below that indicates how much you agree or disagree with each statement.**

### **A) Service**

1.	Student Support Services provided desired services.	1	2	3	4	5
2.	Student Support Services is what I expected.	1	2	3	4	5
3.	I used one or more of the services.	1	2	3	4	5
4.	The requesting and receiving of services was convenient.	1	2	3	4	5
5.	Overall, Student Support Services is efficient and met my needs.	1	2	3	4	5

### **B) Staff**

6.	The staff was competent and knowledgeable.	1	2	3	4	5
7.	The staff ensured that my questions were answered.	1	2	3	4	5
8.	The staff was able to communicate effectively.	1	2	3	4	5
9.	I was informed about the Student Support Services.	1	2	3	4	5
10	I had sufficient information about the Student Support Services.	1	2	3	4	5

**Please use the space below to add any comment about this course:**

**The following demographics are needed for this evaluation form:**

Sex:     Male         Female

At what Course year are you?         1<sup>st</sup> year     2<sup>nd</sup> year

At what Course level are you?         Undergraduate     Other (exchange students, etc.)

DATE

Dear Prospective Business Partner:

### MEMORANDUM OF UNDERSTANDING

Akademia College is making great improvements towards student success. In doing so, we are asking all community stakeholders to collaborate with us in helping students and professionals reach their highest levels of achievement through various projects and other educational programmes which would enhance the quality of local tourism. We are looking to create business partnerships with local businesses to enable us to reach our goal.

As business partners, there are a number of ways that we can positively influence the success of combining academic knowledge and practical learning. Through our partnership, we may:

- Provide internship opportunities during studies and employment prospects after graduation
- Assist in the success of Erasmus+ programmes
- Take part in workshops and guest speaking initiatives that will impart knowledge of real-life business experience to students and professionals
- Participate in a mentoring/tutoring program
- Jointly collaborate in providing several training and professional programmes

Our participation as business partners will influence students, current and future employees and leaders in the community. Partners will find it a rewarding way to prepare students and professionals for tomorrow. They will learn that the community holds education in high regard and cares about their success and future.

For further information for the above proposed partnership please contact Mrs. Susan Taylor, Director of Administration & Finance, e-mail: [susan@akc.ac.cy](mailto:susan@akc.ac.cy), telephone: 23 010023.

Yours sincerely,

.....

Susan Taylor

Director of Administration & Finance



ACC  
AKADEMIA  
COLLEGE

nissi beach resort

Nissi Beach Resort,  
77 Nissi Avenue, Ayia Napa 5340

21 October 2019

Dear Mr. Hadjikosteas,

Memorandum of Understanding

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Yours sincerely,

.....  
Mr. Costas Charalambous  
Director  
ACC Akademia College



.....  
Mr. Nikos Hadjikosteas  
Hotel Manager  
Nissi Beach Resort

## LEARNING AGREEMENT / 1.LA01 10 19

Information
<p style="text-align: center;">Contact details of the College</p>
Name of organisation: .....
Address: .....
Telephone / Fax: .....
Email: .....
Website: .....
Contact person: .....
Telephone / Fax: .....
Email: .....

Contact details of the Hotel
Name of organisation: .....
Address: .....
Telephone / Fax: .....
Email: .....
Website: .....
Contact person: .....
Tutor: .....
Telephone / Fax: .....
Email: .....

Contact details of the Student	
Name: .....	
Address: .....	
Telephone / Fax: .....	
Email: .....	
Date of birth: .....	
Please tick: <input type="checkbox"/> Male <input type="checkbox"/> Female	

Duration of the Internship	
Start date of the Internship period:	
End date of the Internship period:	
Duration period:	
Other comments:	

Description of the learning outcomes to be achieved during Internship	
Learning Outcomes to be achieved:	
Number of credits to be acquired:	
Description of the learning activities:	

Assessment and documentation	
Person(s) responsible for assessing the student's performance	Name:
	Hotel, role:
Assessment of learning outcomes	Date of assessment:
	Method:
How and when will the assessment be recorded?	
Other comments:	

Signatures		
College	Hotel	Student
Name, role	Name, role	Name
Place, date	Place, date	Place, date

Additional information:



## HOTEL AND STUDENT DECLARATION FORM / 2.HASDF01 10 19

Placement information and responsible statements		
Hotel name: .....		Hotel Phone: .....
District: .....		Director full name: .....
Student full name:.....	ID Number:.....	Job: .....
Lecturer full name: .....		Position of Lecturer: .....
Date of placement: Start Date: ..... End Date: .....		Working days and hours:.....
Weekly schedule:    5-days <input type="checkbox"/> 6-days <input type="checkbox"/> (State with √)		

Formal declaration		
Hotel	Student	
<p>I hereby declare that I undertake the training of the above student for a period of ..... weeks in accordance with the provisions stated in the ACC Akademia College Summer Internship Guide and Logbook.</p>	<p>I declare responsibly that I ..... with ID / Passport number ..... and country of issue ....., I will normally participate in the programme, in the above business and will not be absent from work unnecessarily and unjustifiably. I will comply with both the recommendations of the College Faculty and the Hotel, as well as all the obligations arising from my participation in the programme, in accordance with the provisions stated in the ACC Akademia College Summer Internship Guide and Logbook.</p>	
I am aware of the provisions of the Student Guide and Procedures.		
..... Date	..... Authorised person's name of Hotel	..... Signature and stamp of Hotel
..... Date	..... Student signature	
..... Date	..... Director full name	..... College Signature and Stamp

## OBLIGATIONS OF THE HOTEL AND THE STUDENT

### 1. General Information

The main purpose of the internship is to provide initial and / or continuing training to the student, with the aim of substantially improving their knowledge and skills for productive integration or reintegration into employment and to be able to work in occupations where there is a demand for skilled labor.

The programmes are about acquiring work experience and practical training by placing the student for training purposes in a hotel for the duration of the programme.

For the implementation of the internship, the student will be in the hotel, in accordance with the hotel working hours.

During the internship, audits of the internship will be carried out by the ACC Akademia College.

### 2. Hotel Obligations

- To inform the student, at the start of the internships, of his / her duties and obligations.
- To guide and monitor the student on an ongoing basis in internship.
- Ensure that the student observes the timetable applicable to the business hotel.
- Have the appropriate organisation and appropriate mentor (responsible staff) who will guide and supervise the student's practical training and fulfill the obligations for completing the Student Logbook.
- Ensure that the Student Logbook is properly maintained, which must be checked and signed by the lecturer.
- Inform the College of any problems that may arise during the internship.
- Observe the provisions of the legislation on safety and health in the workplace.
- The hotel is operating in the Republic of Cyprus and is registered with the Social Insurance as an employer.
- Have adequate infrastructure in place, technological equipment and human resources to create the conditions for proper training of the student.

### 3. Obligations of a Student

- To adhere strictly to the internship and to comply with the instructions of the lecturer of the ACC Akademia College.
- Obey the working hours applicable to the hotel.
- Timely inform the hotel in case of absence and provide the necessary supporting documents as soon as possible.
- Complete the Student Logbook daily, always bring it with him/her to the workplace and have it available for inspection by the College lecturer whenever requested.
- Inform ACC Akademia College of any problems that may arise during the internship.

## INTERNSHIP STUDENT EVALUATION FROM THE LECTURER / 3.ISEFTL01 10 19

Evaluation of Student details	
Student full name: .....	Student ID Number: .....
Hotel name: .....	
Internship duration period:	
Start Date: ..... End Date: .....	
Full Name and Position of Lecturer: .....	

Evaluation Criteria	Student Performance (please √ the appropriate box)				
	Excellent	Very Good	Good	Satisfactory	Failure
1. Acquisition of skills in the work done in the hotel					
2. Gain practical technical knowledge in the hotel					
3. Accuracy / quality of work					
4. Performance at work					
5. Interest and initiative					
6. Adaptation to the working environment					
7. Behavior and attitude towards senior and colleagues					
8. Compliance with business hours and other hotel conditions					
Comments: ..... ..... ..... ..... .....					

.....  
Date

.....  
Signature of Lecturer

## INTERNSHIP STUDENT EVALUATION FROM THE HOTEL / 4.ISEFTH01 10 19

Evaluation of Student details
Student full name: .....
Student ID Number: .....
Internship duration period: Start Date: ..... End Date: .....
Full Name of hotel responsible person: .....

Evaluation Criteria	Student Performance (please ✓ the appropriate box)				
	Excellent	Very Good	Good	Satisfactory	Failure
1. Interest in training issues					
2. Participation and initiative					
3. Understanding program content					
4. Behavior and attitude towards instructors and colleagues					
5. Compliance with the timetable and other conditions of the training programme					
Comments: ..... ..... ..... ..... .....					

.....  
Full name of Lecturer

.....  
Signature of Lecturer

.....  
Date

.....  
Name of the Hotel Manager or authorised  
representative of the Hotel

.....  
Hotel Signature and Stamp

## INTERNSHIP EVALUATION FROM THE STUDENT / 5.IEFTS01 10 19

It is completed by the student and is submitted printed or/and electronically within 30 days of the end of the programme. Please note that all data provided will be highly confidential and will only be processed by the ACC Akademia College.

Student full name: .....	Student ID Number: .....
Programme of Study: .....	Semester: .....
Internship duration period: Start Date: ..... End Date: .....	
Hotel name: .....	

### What do you think were the benefits of joining the internship? (circle all that apply)

I have a better understanding of the job market	1
I improved my professional knowledge and skills	2
I have improved my personal knowledge and skills (eg teamwork, communication, creativity, problem solving, time management)	3
I have improved my personal development (eg social contacts, self-knowledge)	4
It helped me in my immediate employment	5
It offered me no benefit	6
Don't know / No opinion	7

### Overall, how satisfied are you with your participation in the internship?

1	2	3	4
Not at all Satisfied	Partially Satisfied	Satisfied	Very Satisfied

How satisfied are you with your participation in the internship for each of the following topics: (Rate on a scale of 1 = Not at All Satisfied, 2 = Partially Satisfied, 3 = Satisfied, 4 = Very Satisfied, 5 = Don't Know / No opinion)

Learning through internship	1	2	3	4	5
Trainer	1	2	3	4	5
Tasks for the job you had been assigned to in-hotel training	1	2	3	4	5
Learning through work experience	1	2	3	4	5
Duration of Internship	1	2	3	4	5

<b>How satisfied are you with your cooperation with the College in your participation in the internship?</b>			
1	2	3	4
Not at all Satisfied	Partially Satisfied	Satisfied	Very Satisfied

<b>How satisfied are you with your cooperation with the Hotel in your participation in the internship?</b>			
1	2	3	4
Not at all Satisfied	Partially Satisfied	Satisfied	Very Satisfied

<b>To what extent did you utilize your knowledge and skills acquired from the College to perform the job duties assigned to you in the internship (where applicable)?</b>				
1	2	3	4	5
Not at all	Average	Enough	Very much	Don't know / No opinion

<b>To what extent do you believe that your involvement in the internship has improved your prospects for employment?</b>				
1	2	3	4	5
Not at all	Average	Enough	Very much	Don't know / No opinion

Comments:

.....

.....

.....

.....

.....

.....  
Date

.....  
Signature of Student

## **ANNEX D Hotel Summer Internship Process**

(The information below is part of the amended Academic Staff Handbook)

The Hotel Administration Programme Coordinator will make the initial contact with several hotels in the nearby area for student placements at least four months prior to the start of the internship period – February to make contact and June start for the internships.

### Phase 1

The Programme Coordinator forwards a minimum of six interested hotels to the Academic Committee for approval.

### Phase 2

The Academic Committee will grant authorization for the Programme Coordinator to obtain formal signed agreements with the final selected hotels. Once this has been done, the Programme Coordinator will schedule a meeting with hospitality lecturers to delegate internship supervisory roles. An internship information session will follow with the first year students and final placements will be issued. The Learning Agreements will be forwarded to the students and to the hotels for review.

### Phase 3

One week before the internship starts there will be an introductory visit made to the hotel by the college internship supervisor and the student to clarify the position, meet the student's assigned hotel supervisor and discuss requirements and responsibilities. The Learning Agreements will be signed by all parties.

### Phase 4

The college internship supervisors will visit each student every month during the internship and will be available to the hotel should any issues arise. They will check and countersign the Student Internship Logbook.

### Phase 5

Evaluations will be made at the end of the internship period by the student, their hotel supervisor and the college internship supervisor. These are submitted to the Programme Coordinators who will discuss the results with the Academic Committee.

## **ANNEX E – ADVISORY BOARD**

### **OBJECTIVES OF THE ADVISORY BOARD**

1. To provide comments on all aspects of the College's work, with the aim of assisting the College in developing the philosophy of continuous quality improvement.
2. To provide new ideas and suggestions which will assist the future development of the College, ensuring that it responds effectively to changes in the business and educational environment in which it operates.
3. To respond to specific requests from the College for evaluative and constructive comments on specific programmes, issues or developments, about which the College would welcome the views of the Advisory Council.

### **SIZE OF THE ADVISORY BOARD & ITS MEMBERSHIP**

The size of the Advisory Board should be determined by the College Director in consultation with the College Council. Our view is that the Advisory board should consist of between 5 and 10 external members, selected by the Director in consultation with the College Council.

The aim will be to invite a small number of men and women holding senior positions in organizations relevant to the College, such as owners or general managers of hotels and other organizations in the tourism sector of industry, local authorities/municipalities, to be members of the Advisory Board. These will be honorary positions. Normally, members will be expected to serve on the Advisory Board for 2 years, subject to extensions agreed by the Director and the College Council.

From time to time, the Director, in consultation with the College Council, may appoint one or more additional members.

### **FUNCTION OF THE ADVISORY BOARD**

Members of the Advisory Board will be expected to attend 2 meetings each year.

The College Council will organize these 2 meetings.

Consequently, the meetings of the Advisory Board will be with the College Council, thus ensuring adequate representation of senior College staff at these meetings.

Minutes will be prepared and distributed by the Secretary of the College Council.





# Student's Union Charter

The College will:

- Provide an inclusive and supportive environment for all the students
- Provide career planning information and opportunities to enhance your future success
- Provide prompt and polite responses to student correspondence
- Offer a range of sport and social clubs to enhance personal and professional development in partnership with the Student's Union
- Give all students the appropriate information and guidelines that are needed

As a Student you should:

- Actively engage with your learning opportunities
- Ensure you are aware of College regulations, policies and procedures
- Treat your classmates, faculty and members of the local community with respect, decency and politeness at all times
- Show respect for College resources and facilities
- Play an active role to maximise your learning experience
- Inform the College about any circumstances, needs or restrictions which might affect your participation in learning, professional practice or work placements
- Regularly check your email, timetable and Moodle LMS

The Student Union will:

- Be the authentic voice of the students
- Ensure all students receive fair treatment
- Inform all students of their rights and responsibilities
- Assist all students with academic and welfare concerns
- Represent student interests and opinions at all levels (local, national & international)
- Support student participation in quality enhancement activities
- Provide a range of social events and activities throughout the year
- Work in partnership with the College to improve the student experience and promote the Student Voice
- Democratically elect students who will represent all students
- Provide advice, information and guidance for all students

## **ANNEX G – ACADEMIC AND RESEARCH SKILLS WORKSHOP**

Following the recommendations of the EEC, the Research Centre of Akademia College has designed a compulsory series of workshops for its students aiming at the development and support of their academic and research skills. Among the objectives of the Research Centre is to strengthen students intellectual, cognitive and analytic skills. The series of workshops will be delivered by four lecturers of the faculty who have different expertise and interests in the classroom.

During the 'Academic and Research Skills Development Workshops', students will acquire the necessary skillset required in academia in terms of reference style, academic writing, essay structure, critical thinking and how to use journals/magazines. As advised from the EEC, a plagiarism and citation workshop has been included highlighting how important is to study effectively and adhere to ethical rules.

Another step that the Research Centre has taken into action is to provide students with a basic understanding on the fundamentals of qualitative, quantitative and mixed methods research and on the importance of ethics. In this way the Research Centre is contributing to students' research skills through specialised workshops tailored to their level. Students will also be engaged in research activities (observations, case studies, surveys) as part of their assignments and during lectures with the support of the faculty, in each semester.

Total duration of the programme is 30 hours. The workshops will start operating in the 1<sup>st</sup> year of the A' semester from February 2020 until April 2020 for 3 hours per week. Every new student who is enrolled during the first or second academic year will attend this programme on an individual basis.

**Please see below for the workshop content:**

<b>Programme Title</b>	Academic and Research Skills Development Workshops
<b>Programme Attendance</b>	Compulsory
<b>Year / Semester</b>	Year 1/2 Semester A/B/C/D
<b>Lecturers</b>	Dr Eirini Daskalaki, Stella Zorpa (PhD Candidate), Dr Marilena Paraskeva & Dr Costas Photiou
<b>Programme Purpose and Objectives</b>	The programme helps students to develop their general academic, study, writing and research skills. It also introduces them to the basics of research, to the underlying principles of qualitative, quantitative and mixed methods approach and to the role of ethics and ethical challenges.
<b>Learning Outcomes</b>	<p>On successful completion of these workshops, students will be able to:</p> <ul style="list-style-type: none"> <li>• Know how to reference texts appropriately</li> <li>• Improve essay writing and structure</li> <li>• Critically analyse texts as an important component of a wide variety of assessment items</li> <li>• Understand research ethics and ethical conduct</li> <li>• Select and utilise appropriate data collection methods for qualitative, quantitative and mixed methods research</li> </ul>
<b>Programme Content</b>	<p>The topics included in this programme cover the following:</p> <p>Week 1: Referencing and avoiding Plagiarism</p> <p>Week 2: Essay and Assignment Writing</p> <p>Week 3: Critical Thinking in your Writing</p> <p>Week 4: Introduction to Research and the Research Process</p> <p>Week 5: Research Ethics and Integrity</p> <p>Weeks 6: Developing a Research Proposal</p> <p>Week 7: Qualitative Research Designs</p> <p>Week 8: Qualitative Research Methods</p> <p>Week 9: Quantitative Research Designs</p> <p>Week 10: Quantitative Research Methods</p>
<b>Teaching Methodology</b>	The programme is delivered over a combination of lectures, workshops, group discussions and in class-activities.

## Bibliography

### **Academic & Writing Skills Handbooks**

Cottrell, S. 2017. Critical thinking skills: Effective analysis, argument and reflection. 3<sup>rd</sup> ed. London: Macmillan Education.

Cottrell, S. 2019. The study skills handbook. 5<sup>th</sup> ed. London: Red Globe Press.

Neville, C. 2016. The complete guide to referencing and avoiding plagiarism. 3<sup>rd</sup> ed. London: McGraw Hill.

Pears, R. and Shields, G., 2019. Cite them right: The essential referencing style. 11<sup>th</sup> ed. London: Red Globe Press.

### **Research Handbooks**

Bell, J. and Waters, S. 2018. Doing your research project: A guide for first-time researchers. 7<sup>th</sup> ed. London: McGraw Hill.

Cohen, L., Manion, L. and Morrison, K. 2018. Research methods in education. 8<sup>th</sup> ed. Abington: Routledge.

Dawson, C. 2019. Introduction to research methods: 5<sup>th</sup> ed. A practical guide for anyone undertaking a research project. London: Robinson.

Denscombe, M. 2017. The good research guide: For small-scale social research projects. Berkshire: McGraw Hill Education.

Durbarry, R. 2017. Research methods for tourism students. Abingdon: Routledge.

Taylor, S.T., Bogdan, R. and DeVault, M.L. 2016. Introduction to qualitative research methods: A guidebook and resource. 4<sup>th</sup> ed. New Jersey: Wiley.

### **Recommended Journals for Tourism & Hospitality**

Journal of Hospitality and Tourism Research (JHTR)

<https://journals.sagepub.com/home/jht>

International Journal of Hospitality Management

<https://www.journals.elsevier.com/international-journal-of-hospitality-management>

International Journal of Hospitality and Tourism Administration

<https://www.tandfonline.com/loi/wjht20>

International Hospitality Review

<https://www.emerald.com/insight/publication/issn/2516-8142/vol/33/iss/1>

International Journal of Culture, Tourism & Hospitality Research

<https://www.emerald.com/insight/publication/issn/1750-6182>

International Journal of Contemporary Hospitality Management

<https://www.emerald.com/insight/publication/issn/0959-6119>

Journal of Hospitality and Tourism Education

<https://www.tandfonline.com/toc/uhat20/current>

### **Recommended Journals for Research Methods**

International Journal of Qualitative Methods

<https://journals.sagepub.com/home/ijq>

Organizational Research Methods

<https://journals.sagepub.com/loi/orm>

Qualitative Research

<https://journals.sagepub.com/home/qri>

Field Methods

<https://journals.sagepub.com/home/fmx>

Journal of Mixed Methods Research

<https://journals.sagepub.com/home/mmr>

The Qualitative Report

<https://nsuworks.nova.edu/tqr/>

Qualitative Inquiry

<https://journals.sagepub.com/home/qix>



## PEER ASSESSMENT/CLASS OBSERVATION FORM

**Name of Lecturer:** \_\_\_\_\_ **Position:** \_\_\_\_\_  
**Course Title:** \_\_\_\_\_ **Topic:** \_\_\_\_\_  
**Students registered:** \_\_\_\_\_ **Students present:** \_\_\_\_\_  
**Date:** \_\_\_\_\_ **Time:** \_\_\_\_\_

*Note: If any of the criteria are not noticed or applicable leave blank.*

	Superior	Good	Average	Below Av.	Unsatisfactory	Comments:
<b>Planning and Preparation</b> <ul style="list-style-type: none"> <li>▪ Ability to plan instruction</li> <li>▪ Clarity of objectives</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Lecturer</b> <ul style="list-style-type: none"> <li>▪ Punctuality</li> <li>▪ Knowledge of subject</li> <li>▪ Attitude toward students</li> <li>▪ Communication with students</li> <li>▪ Enthusiasm displayed</li> <li>▪ Ability to execute lesson plans</li> <li>▪ Questioning techniques</li> <li>▪ Discussion leadership</li> <li>▪ Summaries or conclusions</li> <li>▪ Critical thinking encouragement</li> <li>▪ Appearance (dress-grooming)</li> <li>▪ Voice (tone-clarity)</li> <li>▪ Presence/Personality</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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<b>Students</b> <ul style="list-style-type: none"> <li>▪ Attendance to class</li> <li>▪ Attention paid</li> <li>▪ Attitude toward lecturer</li> <li>▪ Participation in discussion</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Lecture</b> <ul style="list-style-type: none"> <li>▪ Lecture structure</li> <li>▪ Pace in teaching</li> <li>▪ Relevance to course outline</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<b>Media</b> <ul style="list-style-type: none"> <li>▪ Use of modern media</li> <li>▪ Use of board</li> <li>▪ Use of diagrams</li> <li>▪ Handouts</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
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	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

	Superior	Good	Average	Below Av.	Unsatisfactory	Comments:
<b>Class management</b> <ul style="list-style-type: none"> <li>▪ Student respect toward lecturer</li> <li>▪ Control conducive to learning</li> </ul>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	
<b>Atmosphere/Climate</b> <ul style="list-style-type: none"> <li>▪ Democratic proceedings</li> <li>▪ General atmosphere</li> </ul>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/>	
<b>Conference (after lecture)</b> <ul style="list-style-type: none"> <li>▪ Identifies own strengths</li> <li>▪ Identified own needs</li> <li>▪ Accepts suggestions in professional manner</li> </ul>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/>	
<b>General comments (include good practices, negative, positive observations)</b>						
<b>Recommendations:</b>						
<b>Observer 1:</b> .....				<b>Title:</b> .....		
<b>Signature:</b> .....				<b>Date:</b> .....		
<b>Observer 2:</b> .....				<b>Title:</b> .....		
<b>Signature:</b> .....				<b>Date:</b> .....		
<b>Lecturer's/Instructor's response</b>						
<b>Name:</b> .....						
<b>Signature:</b> .....				<b>Date:</b> .....		

## Annex I - Faculty job specifications and paths to promotions

The following job qualifications apply only to **full time faculty staff**. Part time faculty staff can apply to the Academic Committee for increased salary.

Rank	Qualifications
<b>Lecturer</b>	Bachelor and 3 years teaching experience Or 5 years' professional experience Or Masters
<b>Assistant Professor</b>	Masters and 5 years teaching experience Or 3 years teaching experience and 5 years' professional experience Or Doctorate and 2 years teaching experience
<b>Associate Professor</b>	Doctorate and 3 years of teaching experience Or 2 years teaching experience and 2 years professional experience (post-doctoral)
<b>Professor</b>	Doctorate and 8 years of teaching experience (post-doctoral) Or 6 years teaching experience (post-doctoral) and 4 years professional experience (post-doctoral)

### Descriptions:

Teaching experience - Teaching experience in an accredited or reputable tertiary institution.

Professional experience - Professional experience in a relevant field (industrial experience, delivering of seminars and consultancy, research and social contribution).

### **Remuneration**

Remuneration of faculty staff is based on the **Akademia College pay – scales** that include all faculty staff rankings.

### **Promotions**

The Academic Committee is responsible to faculty staff promotions. Faculty can apply for promotion every two years without any restrictions to the number of times they can apply.



## **ANNEX J – RESEARCH SKILLS DEVELOPMENT WORKSHOPS**

Following the recommendation of the EEC, a series of workshops were developed for the faculty to further expand their knowledge and understanding in research, ethics, plagiarism and on ways to keep themselves up date with the current literature and trends in the hospitality and tourism industry. By enriching the skillset of the faculty, students will benefit too and engage in research activities (observations, case studies, surveys) as part of their assignments and during lectures with the support of the faculty, in each semester. The programme will be delivered by those lecturers who have different expertise and experiences in research.

The nature of the programme will enrich the theoretical and practical skillset of our faculty and its professional mindset. The workshops are compulsory for all faculty members (full time and part time) non-PhD holders who will be lecturing in the Hotel Administration 2 years Diploma. For PhD holders the workshops attendance is optional.

The total duration of the programme is 24 hours, 3 hours per week, and it will start operating in January until March 2020 for staff who will teach during A' semester. The workshops will continue operating in September until November 2020 for B' semester (faculty who did not teach during the A' semester), January until March 2021 for C' semester (faculty who did not teach during the A' & B' semester) and September until November 2021 for D' semester (faculty who did not teach during the A' B' & C' semester).

On completion of the programme, faculty will receive a certificate of attendance issued by the college.

**Please see below for the workshop content:**

<b>Programme Title</b>	Research Skills Development Workshops for Faculty
<b>Programme Attendance for Faculty</b>	Compulsory for non-PhD holders (optional for PhD holders)
<b>Year/Semester</b>	1/2 Year Semester A/B/C/D
<b>Lecturers</b>	Dr Eirini Daskalaki & Dr Costas Photiou
<b>Programme Purpose &amp; Objectives</b>	The programme is designed to enable faculty to gain a comprehensive knowledge on issues surrounding plagiarism, on research process, to build research skills, and to develop their capacity on how to apply qualitative, quantitative and mixed methods approach. Faculty will become familiar with the role of ethics, values and standards in research.
<b>Learning Outcomes</b>	By the end of these workshops faculty should be able to: <ul style="list-style-type: none"> <li>• Understand the role of ethics in research and data handling process</li> <li>• Become aware of the importance of plagiarism, copyright, permissions and employ the Harvard-style of referencing</li> <li>• Identify recent literature and trends in tourism and hospitality industry</li> <li>• Become familiar with different research designs and methods in qualitative research</li> <li>• Identify the main types of quantitative research designs and methods</li> <li>• Develop their awareness in mixed methods research</li> </ul>
<b>Programme Content</b>	<ol style="list-style-type: none"> <li>1. The Ethics of Research, Originality &amp; Plagiarism</li> <li>2. Find Information on Research, compile a Literature Review &amp; stay ahead of Current Trends</li> <li>3. Research Methods: Introduction to Quantitative Research Methods</li> <li>4. Research Designs: Descriptive &amp; Experimental</li> <li>5. Research Methods: Surveys &amp; Questionnaires</li> <li>6. Research Designs: Action Research, Case Study &amp; Mixed Methods Research</li> <li>7. Research Methods: Introduction to Qualitative Research Methods</li> <li>8. Research Methods: Observation, Focus Groups &amp; Semi-structured Interviews</li> </ol>
<b>Teaching Methodology</b>	The programme is delivered over a combination of lectures, workshops, group discussions and in class-activities.
<b>Bibliography</b>	<p><b>Research Methods Handbooks</b></p> <p>Bryman, A. 2017. Social research methods. 5<sup>th</sup> ed. Oxford: Oxford University Press.</p> <p>Creswell, J.W. and Creswell, D.J. 2018. Research design: Qualitative, quantitative, and mixed methods approaches. London: Routledge.</p>

Decuir-Gunby, J. and Schutz, P.A. 2017. Developing a mixed-methods proposal: A practical guide for beginning researchers. London: Sage.

Israel, M. 2014. Research ethics and integrity for social scientists. 2<sup>nd</sup> ed. London: Sage.

Kara, H. 2018. Research ethics in the real world. Bristol: Policy Press.

Silverman, D. 2017. Doing qualitative research. London: Routledge.

Yin, R.B. 2018. Case study research and applications. 6<sup>th</sup> ed. London: Sage.

### **Hospitality Research Handbooks**

Altinay, L., Paraskevas, A. and Jang, S. 2016. Planning research in hospitality and tourism. 2<sup>nd</sup> ed. London: Routledge.

Hillman, W. and Radel, K. 2018. Qualitative methods in tourism research. Theory and practice. Bristol: Channel View Publications.

Nunkoo, R. 2018. Handbook of research methods for tourism and hospitality management. Cheltenham: Edward Elgar Publishing.

Thomas, R. 2018. Questioning the Assessment of Research Impact: Illusions, Myths and Marginal Sectors. London: Palgrave.

### **Guide for Harvard Referencing**

Mbeteh, A., and Massimiliano-Pellegrini, M. 2017. The ABC of Harvard Referencing for Undergraduates. London: De VICTORS.

### **Recommended Journals for Tourism & Hospitality**

Journal of Hospitality and Tourism Research (JHTR)

<https://journals.sagepub.com/home/jht>

International Journal of Hospitality Management

<https://www.journals.elsevier.com/international-journal-of-hospitality-management>

International Journal of Hospitality and Tourism Administration

<https://www.tandfonline.com/loi/wjht20>

International Hospitality Review

<https://www.emerald.com/insight/publication/issn/2516-8142/vol/33/iss/1>

International Journal of Culture, Tourism & Hospitality Research

<https://www.emerald.com/insight/publication/issn/1750-6182>

International Journal of Contemporary Hospitality Management

<https://www.emerald.com/insight/publication/issn/0959-6119>

Journal of Hospitality and Tourism Education

<https://www.tandfonline.com/toc/uhat20/current>

### **Recommended Journals for Research Methods**

International Journal of Qualitative Methods

<https://journals.sagepub.com/home/ijq>

Organizational Research Methods

<https://journals.sagepub.com/loi/orm>

Qualitative Research

<https://journals.sagepub.com/home/qri>

Field Methods

<https://journals.sagepub.com/home/fmx>

Journal of Mixed Methods Research

<https://journals.sagepub.com/home/mmr>

The Qualitative Report

<https://nsuworks.nova.edu/tqr/>

Qualitative Inquiry

<https://journals.sagepub.com/home/qix>

## **ANNEX K – RESEARCH CENTRE REVISED VISION & MISSION**

### **Research Centre ACC Akademia College**

The Research Centre of ACC Akademia College was initiated in 2019, distinguished for its professional management, integrity and expertise in order to successfully complete its diverse activities. Primarily as a research incubator it plays a vital role to the further development of academic activities within the College.

#### Vision

To be recognized as an innovative and creative Research Centre in the region and internationally in the fields of hospitality and tourism sectors.

#### Mission

To strengthen research culture through distinctive, collaborative and interdisciplinary research for the benefit of faculty, industry and the wider community.

#### Objectives

- Carry out excellent, applied, collaborative research so as to be considered a point of reference for the hospitality and tourism sectors on a national, regional and international level.
- Participate and present in international conferences, build strong networks and partnerships with like-minded professionals.
- Publish original research articles in international journals on a yearly basis and produce conference proceedings.
- Promote international cooperation in teaching, research and other fields of mutual interest with European and international academic institutions, international organizations and non-profit organizations.
- Develop networks between the research centre and other research centres in the public and private sectors, locally, nationally and internationally.
- Invite prominent scholars for specialised guest lectures and seminars and give the opportunity to the faculty and students to interact with international academics.
- Seek out funding opportunities from European and Cypriot funding agencies for research projects.
- Support the development of new and existing academic programmes and curriculum based on findings of research.
- Consult, advise and provide recommendations to bridge the gap between current and desired situation in the hospitality and tourism sector based on research findings.

The Research Centre of ACC Akademia College is interested in the below research areas:

Hospitality Management & Education

Tourism & Hospitality

Human Resource Management

Training & Development

**ANNEX L - 2 YEAR DEVELOPMENT BUDGET**

**Akademia College**

**Two Year Developmental Budget**

		<b>2019-2020</b>	<b>2020-2021</b>	<b>TOTAL</b>
<b>Expenses</b>	<b>Projects: Resources/ Research Centre</b>	<b>€</b>	<b>€</b>	<b>€</b>
Audio/ Visual Equipment	Resources	5,000	5,000	10,000
IT hardware (Server and additional terminals)	Resources	2,000	3,000	5,000
IT Software (Microsoft, Oracle, SoftOne)	Resources	3,000	4,000	7,000
Utilities	Resources	500	1,000	1,500
On line learning resources (LMS)	Resources	2,000	3,000	5,000
Moodle (LMS) Training	Resources	500	500	1,000
Library software (KOHA)	Resources	1,000	1,000	2,000
Library software (KOHA) training		500	500	1,000
On line library databases (EBSCO, UNWTO, UCY)	Resources	4,000	4,000	8,000
<b>Total Expenses for Additional/ improvement of resources</b>		<b>18,500</b>	<b>22,000</b>	<b>40,500</b>
Conference and Workshop fees	Research Centre	1,200	2,000	3,200
Accommodation and travelling expenses for conferences and similar events	Research Centre	1,600	2,200	3,800
Memberships to professional bodies	Research Centre	1,000	1,000	2,000
Fees for journal publications	Research Centre	400	600	1,000
Travel expenses for data collection and field work	Research Centre	200	400	600
Incentives rewards to Faculty Staff for collaborative/ individual research	Research Centre	800	1,200	2,000
<b>Total Expenses for Research Centre</b>		<b>5,200</b>	<b>7,400</b>	<b>12,600</b>
<b>Total Expenses</b>		<b>23,700</b>	<b>29,400</b>	<b>53,100</b>