

Doc. 300.1.2

## Higher Education Institution's Response

Date: Date.

- **Higher Education Institution:**

Name

City Unity College

- **Town: Nicosia**

- **Programme of study  
Name (Duration, ECTS, Cycle)**

**In Greek:**

Ψυχαγωγία στην Ξενοδοχειακή και Τουριστική Βιομηχανία (2 Έτη,  
124 ECTS, Δίπλωμα)

**In English:**

- Hospitality and Tourism Animation Diploma (2 years, 124 ECTS, Diploma)

- **Language(s) of instruction: Greek and English**

- **Programme's status: Currently Operating**

- **Concentrations (if any):**

**In Greek:** Concentrations

**In English:** Concentrations



**The present document has been prepared within the framework of the authority and competencies of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education, according to the provisions of the “Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency on Related Matters Laws” of 2015 to 2021 [L.136(I)/2015 – L.132(I)/2021].**

## A. Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.1.1 or 300.1.1/1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area. The answers' documentation should be brief and accurate and supported by the relevant documentation. Referral to annexes should be made only when necessary.*
- *In particular, under each assessment area and by using the 2<sup>nd</sup> column of each table, the HEI must respond on the following:*
  - *the areas of improvement and recommendations of the EEC*
  - *the conclusions and final remarks noted by the EEC*
- *The institution should respond to the EEC comments, in the designated area next each comment. The comments of the EEC should be copied from the EEC report **without any interference** in the content.*
- *In case of annexes, those should be attached and sent on separate document(s). Each document should be in \*.pdf format and named as annex1, annex2, etc.*

## 1. Study programme and study programme's design and development (ESG 1.1, 1.2, 1.7, 1.8, 1.9)

Areas of improvement and recommendations <b>by EEC</b>	Actions Taken by the Institution	For Official Use ONLY
<p><b>1.2 Design, approval, on-going monitoring and review</b></p> <p>The programme's major issue relates to the programme's <b>intended learning outcomes</b>. The Programme Intended Learning Outcomes (PILOs) do not explicitly relate to Animation studies. They are too broad and could be associated with other tourism or hospitality programmes. Additionally, the programme curriculum places too much emphasis on tourism and hospitality theories at the Bachelor's level, instead of theories supporting Animation practice that would correspond to a Diploma level.</p> <p>All courses in the programme bear the same <b>number of ECTS</b> (with the exception of internship), thus putting the same weighting as if the courses were offered at the level of a Bachelor's degree. The EEC members compared the course content and course learning outcomes of some courses offered for this Diploma. For example, Introduction to the Hospitality and Tourism Business Environment [CHOS-100] compared with the course Introduction to the Hospitality and Tourism Operations [CHOS-100, the same code as the earlier course indicated, Introduction to the Hospitality and Tourism Business Environment] at the Bachelor level, it was found that both courses at completely different study levels offer the same learning outcomes and the same</p>	<p>Following the EEC's comments and suggestions, the Institution has revised the structure of the offered programme. <b>The revised structure is herewith attached.</b></p> <p>Additionally, all the Learning Outcomes (LO's) have been harmonized with the programme's ILO's and have been updated following Bloom's taxonomy as well as the EQF's guidelines. <b>(the revised syllabi are herewith attached).</b></p> <p>Specifically:</p> <p>1) Most elective modules have been removed, as per the EEC's recommendation and the ECTS weight has been modified as per each course's level.</p> <p>2) Animation modules with the exception of Hospitality Animation Theory receive 7 ECTS, 7 hours per week (4 hours' theory, 3 hours' practice).</p> <p>3) Internship has been allocated 5 ECTS and it is extended to two months, as per the EEC's suggestion.</p>	<p>Choose level of compliance:</p>

course content. The same applies to elective courses checked randomly by the EEC members. Additionally, learning outcomes for some courses are mixed with course content, for example, learning outcomes for both Hospitality Animation [CANM-100] and Customer Service Management [CANM-206] are longer than the course content. Learning outcomes do not specify what students will be able to do after completing the course. Geography of Tourism [CTOU-104] - the learning outcomes do not correspond to the course content. Indoor/Outdoor Stage Operations [CANM-102] learning outcomes are not suitably defined. The same applies to Sport and Leisure Management [CANM-200]. Special Interest Tourism is offered [CTOU300] as an elective in both the Bachelor's and Diploma programme with the same learning outcomes. Hospitality Facilities Planning & Development [CHOS-308] is a mandatory course in the Bachelor's programme on the 5th Semester, Year 3, but offered as an elective in the Diploma programme.

The **ILOs** for the courses are set without considering the specifics of the Animation programme. Another major issue relates to the documents from the agency, on-site presentation and the materials that partially differ in its content.

**Internship** has the same delivery pattern as any other course and bears the lowest number of ECTS (perhaps this was copied from the syllabus of other courses). The EEC members share the view that the nature of a 2 years' diploma in

<p>Animation, where practical training is of paramount importance, the internship period should therefore be extended together with an enhanced number of ECTS. The limited slots of elective courses available are currently satisfied by a big pool of courses from other programmes mainly at the Bachelor's level. This is a major concern as it does not correspond to the programme intended learning outcomes on the diploma level, as this further implies that the students of the 2 years diploma have to fulfil the learning requirements of courses intended for a 4 years' Bachelors' degree.</p>		
<p><b>1.3 Public information</b></p> <p>Public information is limited, for example the number of courses per semester is presented but not the <b>content and the requirements of every course</b>, a necessary information to the prospective students.</p> <p>Internal regulations of the College are presented online, on the College's website. While the registration requirements are available, there is no link to the <b>application form</b>.</p> <p>The <b>QA policy</b> should be presented on the College's website in order to illustrate the College's adherence to the required quality and regulatory frameworks</p>	<p>The Institution points out that an application form is available on our website (link; <a href="https://cityu.ac.cy/request-information/">https://cityu.ac.cy/request-information/</a>)</p> <p>Interested applicants can apply either using the above application form and/or chat with us, email us, call or visit us. Additionally, an application form is available at each and every programme of studies on our website.</p> <p>The Institution has uploaded the QA Policy, in compliance with the EEC's comments.</p> <p>Furthermore, it is pointed out the content of each course offered is available in our Prospectus which is annually updated as per the CYQAA and Ministry of Education requirement and is available on the website (see link: <a href="https://cityu.ac.cy/3d-flip-book/prospectus-2023-2024/">https://cityu.ac.cy/3d-flip-book/prospectus-2023-2024/</a>)</p>	<p>Choose level of compliance:</p>



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## 2 Student – centred learning, teaching and assessment (ESG 1.3)

Areas of improvement and recommendations <b>by EEC</b>	Actions Taken by the Institution	For Official Use ONLY
<p><b>2.1 Process of teaching and learning and student-centred teaching methodology</b></p> <p>The student <b>workload</b> focuses extensively on theory that corresponds to the Bachelor's level. All courses bear the same 6 ECTS, including electives and excluding Internship.</p>	<p>This suggestion has been addressed through revising the programme's structure; see the revised structure attached.</p>	<p>Choose level of compliance:</p>
<p><b>2.2 Practical training</b></p> <p>The EEC members were informed at the on-site visit about their <b>collaborative initiatives</b> with a private animation company, however no further evidence of this initiative can be found in any documentation provided to the review team.</p> <p>The programme has only one short period of compulsory <b>internship</b> for all students.</p> <p>The EEC members did not meet with <b>past or present students</b> of the Hospitality and Tourism Animation Diploma and therefore cannot provide information on the subject. The panel acknowledges that there are no students currently enrolled on the diploma programme.</p> <p>The practical component of the programme should be enhanced by inviting <b>guest speakers</b> from the</p>	<p>The institution has a strong and a long-lasting partnership with the largest entertainment company in Cyprus called "One Stop Entertainment", which is an international Entertainment Agency that has been established and operates in Cyprus since 2000.</p> <p>The college has established partnerships with selected 4-star and 5-star hotels located in resort cities throughout Cyprus, such as Aktea Beach Hotel, Christabelle Hotel, Aquamare Beach Hotel &amp; SPA, Sunrise Hotel Group (has 7 hotels), Adams Beach Hotel. These strategic alliances facilitate comprehensive training opportunities for students enrolled in the program, aligning with our commitment to academic excellence and practical skill development.</p> <p>The internship period in the revised programme, has been extended to two months and it is compulsory for all students.</p> <p>Currently, we are actively engaging guest speakers from esteemed 4 and 5-star hotels, such as Sunrise Hotel</p>	<p>Choose level of compliance:</p>



<p>hospitality and tourism animation industry</p>	<p>typically hoteliers or department representatives, who deliver lectures on working within their departments and the opportunities available for our students. Additionally, we regularly host guest speakers from One Stop Entertainment company, offering insights into career prospects within the animation industry.</p>	
<p><b>2.3 Student assessment</b></p> <p>According to the college reaccreditation application, <b>students are assessed in a similar manner</b> throughout all courses. However, during the site visit, the EEC members were presented with different course outlines that depict variations in assessments.</p>	<p>As explained to the EEC’s members, each lecturer decides and applies the assessment methods appropriate for his/her course.</p> <p>The assessment involves theoretical exams (usually True/False, Multiple Choice and short answer questions; Essay questions) combined with practical assessments. For the courses CANM-102 Indoor/Outdoor Stage Operations Management &amp; Theory, CANM-104 Children Activities Management &amp; Theory, CANM-212 Theatre - Imitation - Pantomime and Drama Management &amp; Theory, CANM-214 Dance - movement and body language Management &amp; Theory, and CANM-200 Sports &amp; Leisure Management &amp; Theory would likely involve a combination of hands-on demonstrations, scenario-based exercises, project implementation, and real-world simulations. Students might be tasked with organizing and executing stage productions, developing and leading children's activities, choreographing theatrical performances, interpreting body language through dance, and coordinating sports and leisure events. Evaluation would encompass not only technical proficiency but also creativity, problem-solving skills, teamwork, and effective communication in diverse hospitality and tourism</p>	<p>Choose level of compliance:</p>



	animation	settings.	
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### 3 Teaching staff (ESG 1.5)

Areas of improvement and recommendations <b>by EEC</b>	Actions Taken by the Institution	For Official Use ONLY
<p><b>3.2 Teaching staff number and status</b></p> <p>There is scope to hire a member of staff for Sport Animation educated in the field of <b>kinesiology</b>.</p> <p>The faculty has a breadth of industry and corporate experience, but with <b>limited experience in the field of Animation</b>.</p>	<p>This suggestion has been taken into consideration and the Institution has advertised the position; <b>see attached the CV</b> received from Dr Kouali who is now cooperating with us.</p>	<p>Choose level of compliance:</p>
<p><b>3.3 Synergies of teaching and research</b></p> <p>While the EEC members recognize the research achievements of staff teaching in the programme, there appears to be little relevance to the subject of animation.</p>	<p>We understand the importance of making research more relevant to hospitality and tourism animation. Currently, our staff work on an academic book about Hospitality and Tourism Animation. Our team is currently actively engaged in the collaborative writing of an academic book about Hospitality and Tourism Animation, that will be used in our lessons. We will encourage our faculty to focus on research that is directed to animation in hospitality and tourism.</p>	<p>Choose level of compliance:</p>

#### 4 Student admission, progression, recognition and certification (ESG 1.4)

Areas of improvement and recommendations <b>by EEC</b>	Actions Taken by the Institution	For Official Use ONLY
<p><b>4.1 Student admission, processes and criteria</b></p> <p>.... however, during the site visit, the need and awareness of an inclusion culture could be enhanced.</p>	<p>The Institution is adopting an inclusion culture and this is contained in our Students' handbook (available on the CYQAA Cloud).</p>	<p>Choose level of compliance:</p>
<p><b>4.2 Student progression</b></p> <p>However, the EEC members were not provided with exact updated figures of <b>student retention</b>.</p>	<p>As per our official Registrar's Office records (biannually checked by the Ministry of Education) the students registered in this programme since its first accreditation were 120 and have successfully completed the programme.</p>	<p>Choose level of compliance:</p>

## 5 Learning resources and student support (ESG 1.6)

Areas of improvement and recommendations <b>by EEC</b>	Actions Taken by the Institution	For Official Use ONLY
<p><b>5.2 Physical resources</b></p> <p>The physical learning environment relating to <b>stage performances</b> should be suitably enlarged to meet standards. More resources (equipment) should be provided</p> <p>There appears to be a <b>lack of study areas in the library with limited opening hours for students</b></p>	<p>We are committed to expanding and improving our resources to meet the required standards effectively. We currently have an adequate space for rehearsals, performances, and practical demonstrations of theatrical and pantomime techniques - an amphitheater classroom that has all the equipment needed, such as: microphones, speakers, projectors, and screens, lighting, sound systems. This classroom has the capacity of 157 students. For our practical sessions related to sports and physical activities we have equipment, such as: as balls, mats, cones, and other sports gear. We acknowledge the importance of providing adequate equipment and facilities to support modules in the programme. To address this concern, we will prioritize the acquisition of additional resources and equipment tailored to the diverse needs of our students, ensuring a comprehensive learning experience.</p> <p>It is clarified in this respect that at the library there exists a dedicated study area fully equipped with PCs and printer and that the library opening hours are extended during midterm and final exams periods.</p>	<p>Choose level of compliance:</p>

#### 5.4. Student support

International students could highly benefit from being introduced to **fundamental Greek language and culture** from the start of their studies.

The Institution in compliance with this suggestion is introducing as from the Spring 2024 semester not-credit-bearing workshops for any students interested to enhance their Greek language and culture knowledge; these will be offered additional to the two Greek language courses contained in the programme of study.

Choose level of compliance:



**6 Additional for doctoral programmes NOT APPLICABLE**  
(ALL ESG)

Areas of improvement and recommendations <b>by EEC</b>	Actions Taken by the Institution	For Official Use ONLY
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**7. Eligibility (Joint programme) NOT APPLICABLE**  
 (ALL ESG)

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## B. Conclusions and final remarks

Conclusions and final remarks by EEC	Actions Taken by the Institution	For Official Use ONLY
<p><b>Conditions</b> refer to:</p> <p>The Internal quality assurance team should reconsider the implementation of standards for design, ongoing monitoring and review of the programme intended learning outcomes.</p> <p>This diploma programme fails to comply to the necessary standards for design, ongoing monitoring and review. Through all the courses, learning outcomes must be precisely defined and harmonised with the newly created <b>programme ILOs</b>.</p> <p>The limited slots of <b>elective courses</b> available are currently satisfied by a big pool of courses from other programmes mainly at the Bachelor's level. This is a major concern as it does not correspond to the programme intended learning outcomes on the diploma level, as this further implies that the students of the 2 years' diploma are expected to fulfil the learning requirements of courses intended for a 4 years' Bachelors' degree.</p> <p><b>Internship</b> has the same delivery pattern as any other course and bears the lowest number of ECTS (perhaps this was copied from the syllabus of other courses). The EEC members share the view that the nature of a 2-year diploma in Animation, where practical training is of paramount importance, the</p>	<p>All these conditions and recommendations / conclusions and final remarks, have been addressed by the College and are now in place</p> <p>Relevant explanations and supporting documents are provided in the previous sections.</p>	<p>Choose level of compliance:</p>

internship period must therefore be extended together with an enhanced number of ECTS.

**Recommendations:**

The faculty has a breadth of industry and corporate experience, but with **limited experience** in the field of Animation.

Programme **Intended Learning Outcomes** must better reflect the characteristics of Diploma in Animation.

Implementation of comprehensive and integrated Programme Intended Learning Outcomes, with appropriate linkages from programme level to course level, down to assessment regimes. •

**Public information** is limited, for example the number of courses per semester is presented, but not the content and the requirements of every course. This is necessary information for prospective students.

Enhance the documentation and practice of **non-discriminatory policy**.

The formal establishment of an **External Advisory Committee** consisting of industry members.



The formal establishment of an **Alumni Association** to foster alumni engagement in the students' learning journey.

Invite relevant industry practitioners as **guest speakers** on a regular basis for the programme.

Encourage students to engage with the **Erasmus+ opportunity**.

Introduce non-credit bearing **workshops on basic conversational Greek language and culture**.

**Extend opening hours of the library and study areas.**

Overall, the EEC members are convinced that the guidelines above will help the College to improve the quality of the offered programme in the long term.



### C. Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
Charis Kyriakou	Quality Assurance Officer (Chair of the Internal Quality Committee)	
Constantinos Charlambous	Academic Director	
Ioannis Violaris	Academic Programmes' Director	
Eleni Kalli	Director of Administration	
Chrysostomi Maria Kyrillou	Business Department Head	
Galina Berjoskina	Acting Hospitality Department Head	

**Date:** 6.3.2024

