

Reference No: 07.14.214.005
07.14.214.007
07.14.209.006
07.14.209.008

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23 July 2019

To
Director
Alexander College Larnaca
Alexander College Pafos

SUBJECT: Preliminary review regarding the programs of study "MBA Healthcare Leadership and Management" and "MBA Education Leadership and Management" which are going to be offered by the Alexander College, Larnaca and Pafos, via the franchise method, in collaboration with the Canterbury Christ Church University UK

Based on the Law [N. 136 (I) / 2015 to 35 (I) 2019], I have instructions to inform you in regards to the findings of the **preliminary review**, carried out by CYQAA, for the programs of study "**MBA Healthcare Leadership and Management**" and "**MBA Education Leadership and Management**" of the institution Canterbury Christ Church University UK which will be offered via the franchise method by your institution, Alexander College Larnaca and Pafos.

In your letter of reply, you should include, in accordance with the above-mentioned Law, all the information that the Agency has identified as deficient or missing in the preliminary review

It is expected that your response will be structured, and you will reply with specific references to documentation (annexes and pages) in accordance to the Agency's Law.

During the preliminary review we have observed the following:

1. In Appendix 7, where you present the *Partner Proposal Form for New Collaborative Partnerships*, conducted by Canterbury Christ Church University regarding Alexander College, in section 4 (titled *Summary of Academic Collaboration Plans*), reference is only made for an MBA program of study. There is no comment or indication regarding the two abovementioned programs of study you have submitted to CYQAA for reviewing.

On the CCCU website there is a distinction between the MBA, the MBA in Education Leadership & Management, MBA in Healthcare Leadership and Management and the MBA Collaborative Leadership

You need to provide CYQAA with additional documentation indicating the official and specific agreements between Alexander College and CCCU concerning the under review programs of study, "MBA Healthcare Leadership and Management" and "MBA Education Leadership and Management".

2. In both programs, in Table C: Course Distribution per year / per semester you indicate that for term 1 and term 3 there are two electives (one for each term). The notion of elective courses is that students can choose from a list of courses in order to reach the 90 ECTS.

Since you have not submitted a list of electives from which students can choose you need to clarify to the Agency if these courses are rightly identified as elective courses, the necessity of these courses and the required conditions for choosing a specific elective.

Moreover, in both programs, in table C, term 1, you present a compulsory course without any ECTS. It is essential for the Agency that the ECTS for each course and the total score of ECTS are presented correctly.

3. Since these programs of study are in the broad spectrum of a Master in Business Administration program you need to sufficiently justify why none of the teaching / academic staff involved in these programs has a degree in an MBA or a relevant Business Administration and / or Management program of study.

Overall the Agency wants to highlight that recruiting qualified staff is a prerequisite for running successful programs of study. According to the EQF, all Master programs of study are classified in level 7, where research/innovation must be the main learning outcome.

Therefore, in addition to having a PhD in a relevant field of study, sufficient documentation is always needed in regard to synergies between teaching and research as are evidenced in publications in international refereed journals with peer review system on behalf of the academic personnel.

In review with all of the above at least 70% of personnel teaching in master programs must have publications in refereed journals.

4. Members of your teaching staff are employed by your College to teach at both Alexander College Larnaca and Pafos. Furthermore, some members of your staff teach in more than one program of study.

In order for the Agency to assure that the quality of the programs of study is not compromised by any excess in the weekly teaching periods of the academics and to secure that all your teaching personnel is working the maximum number of teaching periods per week provided by the Law, you need to submit the following:

- I. A list indicating the exact members of your teaching staff employed for each program of study for both Alexander College Larnaca and Pafos
- II. The exact teaching periods per week for each academic / teacher per week for each program of study for both Alexander College Larnaca and Pafos
- III. The weekly timetable indicating the exact time each course will be offered /delivered for each program of study and the name of the academic responsible for each course at both Alexander College Larnaca and Pafos.

We would like to highlight that the weekly timetables will be published in our website.

I remain at your disposal for any inquiries.

(Marina Zervou)

On Behalf of the President of
Cyprus Agency of Quality Assurance
and Accreditation
In Higher Education