



27.04.2022

Reference No: 07.14.079.004

To: Professor Emer. Mary Koutselini

President of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education

**SUBJECT: Preliminary review regarding the programme of study “MBA Business Administration” which is going to be offered by Ledra College, via the franchise method, in collaboration with the University of Sunderland, UK.**

Based on the preliminary review findings regarding the programme of study “MBA Business Administration” which is going to be offered by Ledra College, via the franchise method, in collaboration with the University of Sunderland, UK carried out by CYQAA and in accordance with the Law [N. 136 (I) / 2015 to 35 (I) 2019], we have the following to address to you.

Regarding **observation number 1** “*Under Part A, you appear to have missed the numbers in your paragraphs. While you start with 4.1, you proceed with paragraph 4.3, missing paragraph 4.2, which you mark as a (page9 of your document). Please, make the appropriate correction in your numbering of the paragraphs*” we would like to inform you that the appropriate numbering correction of the paragraphs was made as seen on page 5 of the application.

About **observation number 2** “*Under Part A, in what should have been paragraph 4.2, you refer to your collaborative partnerships and in particular to the Collaborative Provision Agreement between your institution and the University of Sunderland. As evidence of the above partnership, you cite Doc. 4 which you include. You also refer to Annexes (Annex 1 and Annex 2) supporting Doc.4 which you do not include in the order you make reference to. Instead, you submit Doc. 11 (which you name “Annex 2: Quality Annex”) to support the division of responsibility between your institution and the University of Sunderland, as you present it in paragraph 4.5, under Part A. Please, do submit Annex 1 which is missing, as well as Annex 2 once more and in the right order, as part of your documentation for paragraph 4.2*” we would like to inform you that Annex 1 (Programme Schedule) and Annex 2 (Quality Annex) are now attached in support of Doc 4 as seen in pages 83-94.

Regarding **observation number 3** *“Under Part A, in paragraph 4.2, in referring to models of collaborative provision, you cite Doc.5 which you include. You also refer to Annexes (Annex 3 and Annex 4) supporting Doc.5 which you do not include. Please, do submit Annexes 3 and 4 as part of your documentation”*, Annex 3 (Financial Schedule) and Annex 4 (University’s Data Sharing Policy and Education Act Notice) have been attached to support Doc 5 as seen in pages 105-110.

For the **observation number 4** *“Under Part A, in paragraph 4.5 you refer to the higher education qualification issued in the Republic, as conferring the same rights as those applicable in the territory of the member state of origin of the higher education qualification. While you provide a sample of the above mentioned qualification as documentation (Doc. 10), you do not cite it in the body of your application. Please, do submit again page 9 of your application, making reference to Doc. 10 in the corresponding paragraph”*, the higher education qualification issued in the Republic [Doc 10] has been correctly referenced in the appropriate paragraph in page 8 of the application.

Concerning **Observation number 5** *“Under Part B, in paragraph (b), you are asked to provide complete evidence for the academic facilities and services to be offered by the educational institute, as well as those offered by the educational institute whose degree title will be awarded. While you provide information and the relevant website links directing to the University of Sunderland campuses, you do not do so for your campus. Please, do provide description and website link(s) of your premises ”* a section concerning the facilities of Ledra College as well as the links to the website has been added and can be found on pages 11-12 of the application.

In relation to **Observation number 6** *“Under Part B, in paragraph (c), you are asked to provide complete evidence of the criteria for admission, evaluation and graduation implemented by your institution. On Doc. 18 (programme specification), which you provide as evidence of the above, under Programme Title you list all of the MBA concentrations offered by the University of Sunderland. Please, do list, on Doc. 18 under programme title, only the particular programme which is offered by your institution via the franchise method”* , the programme which is offered is the Master of Business Administration (MBA). The [Doc 18] has been updated only with the particular programme which is offered by Ledra College via the franchise method as seen in page 214 of the application.

Regarding **observation number 7** *“Under Part B, in paragraph (d) you provide a nominal list of the teaching staff of your institution (TABLE A). Your list includes the names of five members of the teaching staff, but in the corresponding Appendix 1 (500.1.04) you provide CVs of six members of the teaching staff. Please, make the appropriate correction(s) so that your nominal list of the teaching staff matches the corresponding Appendix 1 of the teaching staff’s CVs”*, the correct number of teaching staff is 5 as seen in TABLE A pages 14-15 which now matches Appendix 1 on pages 270-286.

Finally, in relation to **observation number 8** “Under Part B, in paragraph (d) you provide a nominal list of the teaching staff of your institution (TABLE A). In your list, only two out of five members of the teaching staff appear to be employed full time, and they are at the ranks of Lecturer and Assistant Professor. The Agency would like to highlight that recruiting qualified staff and affording them full-time status is a prerequisite for running successful programmes of study. Please, do submit more information on this matter” we would like to thank you for the constructive feedback that enables us to clarify the topic in question by kindly underlining the following:

1. According to the agreement between Ledra College and the University of Sunderland, the examination papers and their evaluation as well as the teaching material are under the absolute authority of the each Department of UoS.
2. By definition, the teaching personnel (both full time and part time) of Ledra College should strictly follow the syllabi and all relevant instructions issued by the relevant Faculty of UoS. No step can be taken unless authorized by UoS.
3. As the teaching personnel of Ledra College operates under the instructions and auspices of UoS’ Faculty, their status should be seen as that of a tutor that has already been evaluated by the Department of UoS and ranks below the Professors, Associate Professors, Assistant Professors and Lecturers of the University.
4. We are in constant cooperation with the University of Sunderland in order to make sure that the full time teaching staff is going to be increased when deemed necessary and will consist of academics with the appropriate ranks in accordance with the relevant academic regulatory provisions. The plan is to have all teaching staff employed as full time. Having said that, the timeline for increasing the full-time personnel is that by the beginning of Fall Semester 2023 no less than 90% of the teaching staff will be full time and in the appropriate ranks of Assistant Professor, Associate Professors and Professors.

Sincerely,

George Kakouris

Principal