

**Cyprus Agency of Quality Assurance and Accreditation in
Higher Education**

Republic of Cyprus

**External Evaluation Report
Program of Study**

Institution: University of Nicosia

**Program of Study: Bachelor in Business Administration –
Franchise Program**

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INSTRUCTIONS:

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 2016” [N. 136 (I)/2015].

The document is duly completed by the External Evaluation Committee for each program of study. The ANNEX (Doc. Number 300.1) constitutes an integral part of the external evaluation report for the external evaluation accreditation of a program of study.

EXTERNAL EVALUATION COMMITTEE:

NAME	TITLE	UNIVERSITY / INSTITUTION
Pavlos Dimitratos (Chair)	Professor	University of Glasgow
Christos Pitelis (Member)	Professor	Brunel University London
Constantinos Leonidou (Member)	Professor	University of Leeds
Irene Papamichael (Member)	Ms. (Student)	University of Cyprus

INTRODUCTION:

I. The External Evaluation procedure

- Short description of the documents that have been studied, of the on site visit meetings, and of the on site visit to the infrastructures.

The site visit at the University of Nicosia premises took place on September 11, 2017. The Committee met with the Rector (Professor Philippos Pouyioutas), CEO of Global Training College (GTC) (Mr. Odysseas Christodoulou), Acting Program Coordinator (Dr. Svetlana Sapuric), and members of the academic and administration staff. The Committee had a Skype meeting with the Athens-based coordinator (Dr. Apolostolos Christopoulos) and team.

The documents provided and examined included:

1. Application for evaluation – Accreditation (Bachelor in Business Administration – Franchise Program
2. University of Nicosia – University Guide 2017-2018
3. University of Nicosia – Franchised Programs – Quality Assurance Document
4. University of Nicosia – Presentation slides by the Rector
5. University of Nicosia – Bachelor of Business Administration – Franchise Program Presentation slides by Acting Program Coordinator
6. GTC – Presentation slides by CEO of GTC
7. GTC – Budget of BBA Franchise Program
8. Letter dated 24th April 2017 from UNIC to Prof. M. Koutselini with enclosed documents
9. Email dated 12th of September 2017 from Kyriakos Georgiou highlighting the BBA Franchise Legal Opinion.

Furthermore, the committee interviewed members of the faculty teaching staff and University of Nicosia premises in Nicosia.

II. The Internal Evaluation procedure

- Comments concerning the quality and the completeness of the application submitted by the institution of higher education (Doc. Number 200.1), as well as concerning the overall acceptance of and participation in the quality assurance procedures, by the institution in general and by the program of study under evaluation in particular.

The internal evaluation 'Application', which was submitted by the University of Nicosia and examined by the Committee, was considered to be adequate.

FINDINGS:

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES

- **Organization of Teaching Work**
- **Teaching**
- **Teaching personnel**

The BBA program at the University of Nicosia is well-structured and well-designed. It is an established program that can provide positive synergies to the proposed franchise program. Teaching work in Cyprus is overall effectively organised and delivered. The structure of the existing program is successful comprising an effective balance between core and required courses in both business and general knowledge areas. The units of assessment involve more than one aspects in each course. Staff seem to have the know-how to effectively deliver the Program. The teaching staff and infrastructure of the University of Nicosia support the teaching services that are in line with market needs in Cyprus. Staff can effectively deliver the program and course level learning outcomes. They are enthusiastic and committed to achieving the program's objectives.

As to the Greece host, there is some planning already made as to staff who will carry out teaching. The Greek institution will benefit from the transfer of the knowledge made through GTC from the University of Nicosia. However, there does not appear to be strong commitment to the investment in Greece. While this is somewhat understandable given that the proposed program has not begun yet, it still introduces some ambiguity as to the teaching related resources that will be available in Greece for such strategic investment.

2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS

- **Purpose and Objectives and learning outcomes of the Program of Study**
- **Structure and Content of the Program of studies**
- **Quality Assurance of the Program of studies**
- **Management of the Program of Study**
- **International Dimension of the Program of Study**
- **Connection with the labor market and the society**

The purpose, objectives, and learning outcomes at the University of Nicosia are well-presented and justified. The intended learning outcomes are appropriate, easy to comprehend and cascaded from the mission statement of the program and the individual course standards. The structure and content of the program include both compulsory and elective courses. There are also some general knowledge-related elective courses (e.g. 'Music Appreciation', 'Fundamentals of Music', 'Western World Literature and Composition', 'Introduction to Visual Art' etc), which provide a more holistic education background to the students in Cyprus. The quality assurance appears adequate. The management of the Program and Course Coordinators in Cyprus are capable and committed to their roles.

In relation to the Greece host, it is expected that the program structure will be linked to the University of Nicosia. However, there is still no management (academic convener) on site that will currently run the intended program. The student composition is expected to rely greatly on the Greek market. This could be a successful internationalisation move by the University of Nicosia. It may be that the program has to increase its adaptation to the needs of the local markets (e.g. stronger emphasis on small businesses, marketing, entrepreneurship, accounting etc).

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

- Research Teaching Synergies

While the research is comparable and even better to other private institutions in Cyprus, this is an area whereby substantial progress can be made. There are some efforts to currently undertake some research activities and published output, but the quality of publications in academic journals could be improved. Staff should be given more research time, space, and incentives to publish in high-quality journals. There is also not enough evidence of synergy between research and teaching. The committee believes that there is a need for staff to engage more in high calibre research activity, which in turn, can be better integrated into the curriculum.

Note that the aforementioned evaluation is based on the extent to which the University of Nicosia fulfils the aforementioned criteria. The committee reserves judgement on the franchise program as it has not started yet and staff have not been recruited yet. Based on our skype conversation and the inspection of the CVs of the proposed members of staff it is apparent that substantially more is required on this front.

4. ADMINISTRATION SERVICES, STUDENT WELFARE AND SUPPORT OF TEACHING WORK

- **Administrative Mechanisms**
- **Infrastructures / Support**
- **Financial Resources**

In Cyprus, there is overall good and modern infrastructure and processes. The infrastructure linked to this program is suitable in all aspects related to its delivery. Administrative and support staff are committed to the satisfaction of the students.

With regard to the Greek end, there seems to be good infrastructure and administrative support. GTC appears to be a very good facilitator of the administrative know-how involved. However, we will have to see the level of financial resources that will be committed to ensure the long-term viability of the program. The manager (academic convener) seems to be committed but there has to be solid assurance by the University of Nicosia as to the size and sustainability of this investment.

5. DISTANCE LEARNING PROGRAMS

N/A

6. DOCTORAL PROGRAMS OF STUDY

N/A

CONCLUSIONS AND SUGGESTIONS OF THE EXTERNAL EVALUATION COMMITTEE¹

- The present situation of the program, good practices, weaknesses that have been detected during the external evaluation procedure by the external evaluation committee, suggestions for improvement.

We are overall content with the existing program and practices of the University of Nicosia. This BBA program has been running in Cyprus effectively for a good number of years, so there is very good knowledge and appropriate practices accumulated over time. The evaluations below refer to the existing program in Cyprus. The University has also established links to GTC, which appears to be a knowledge service provider that will greatly assist in the delivery of the program in Greece. The University also has a strong brand image in Greece, which will undoubtedly provide synergies to the proposed BBA – franchise program. There is also significant market demand for this program in Greece, hence the market prospects and viability of the program in the medium run appear positive.

We believe nevertheless that there are issues to be addressed before the program commences in Greece. First, there is still some ambiguity as to the term ‘franchise program’ used, since the University of Nicosia and GTC are part of the same company (Edex). It will be wise to fully resolve this issue before the program commences (the legal opinion received by the franchisee and forwarded to us is a step in the right direction). Second, the Committee were concerned that despite this presented as a major strategic investment, investments especially in human resources in the host institution were rather limited. Eventually once the program begins some adaptation of the curriculum and degree of autonomy of the host teaching staff can be advisable. For example, a good proportion of the staff members should be full time. Or, it may be difficult to teach some courses (e.g. Cultural Anthropology or Music Appreciation) that may not fit the needs of the local market; and, difficult to identify appropriate teaching staff. Third, there has to be better coordination and infusion of learning practices between the University of Nicosia and the host institution so as to safeguard suitable teaching delivery of the program. Fourth, as soon as the program kicks off, the host institution has to instill a research culture that will provide incentives and rewards to resident staff to do research.

¹ It is highlighted, at this point, that the External Evaluation Committee is expected to justify its findings and its suggestions on the basis of the Document num.: 300.1. The External Evaluation Committee is not expected to submit a suggestion for the approval or the rejection of the program of study under evaluation. This decision falls under the competencies of the Council of the Agency of Quality Assurance and Accreditation of higher education.

Quality Standards and Indicators

External Evaluation of a Program of Study

Institution: University of Nicosia

Program of Study: Bachelor of Business Administration – Franchise Program

Duration of the Program of Study: 4 Years, 8 semesters, 240 ECTS

Evaluation Date: 11/09/17

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 2016”.

The document describes the quality standards and indicators, which will be applied for the external evaluation of programs of study of institutions of higher education, by the External Evaluation Committee.

DIRECTIONS: Note what is applicable for each quality standard/indicator.

1. Applicable to a minimum degree
2. Applicable to a non satisfactory degree
3. Applicable to a satisfactory degree
4. Applicable to a very satisfactory degree
5. It applies and it constitutes a good practice

It is pointed out that, in the case of standards and indicators that cannot be applied due to the status of the institution and/or of the program of study, N/A (= Not Applicable) should be noted and a detailed explanation should be provided on the institution’s corresponding policy regarding the specific quality standard or indicator.

Members of the External Evaluation Committee

NAME	TITLE	UNIVERSITY / INSTITUTION
Pavlos Dimitratos (Chair)	Professor	University of Glasgow
Christos Pitelis (Member)	Professor	Brunel University London
Constantinos Leonidou (Member)	Professor	University of Leeds
Irene Papamichael (Member)	Ms. (Student)	University of Cyprus

Date and Time of the On-Site Visit: 11/09/17

Duration of the On-Site Visit: Whole day

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES						
1.1	Organization of teaching work	1	2	3	4	5
1.1.1	The student admission requirements to the program of study, are based on specific regulations which are adhered to in a consistent manner.				X	
1.1.2	The number of students in each class allows for constructive teaching and communication, and it compares positively to the current international standards and/or practices.					X
1.1.3	The organization of the educational process safeguards the quality implementation of the program's purpose and objectives and the achievement of the learning outcomes. Particularly, the following are taken into consideration:					
	1.1.3.1 The implementation of a specific academic calendar and its timely publication.					X
	1.1.3.2 The disclosure of the program's curricula to the students, and their implementation by the teaching personnel					X
	1.1.3.3 The course web-pages, updated with the relevant supplementary material					X
	1.1.3.4 The procedures for the fulfillment of undergraduate and postgraduate assignments / practical training				X	
	1.1.3.5 The procedures for the conduct and the format of the examinations and for student assessment				X	
	1.1.3.6 The effective provision of information to the students and the enhancement of their participation in the procedures for the improvement of the educational process.					X
1.1.4	Adequate and modern learning resources, are available to the students, including the following:					
	1.1.4.1 facilities					X
	1.1.4.2 library		X			
	1.1.4.3 infrastructure					X
	1.1.4.4 student welfare				X	

	1.1.4.5	academic mentoring					X	
1.1.5	A policy for regular and effective communication, between the teaching personnel and the students, is applied.						X	
1.1.6	The teaching personnel, for each course, provide timely and effective feedback to the students.							X
1.1.7	Statutory mechanisms, for the support of students and the communication with the teaching personnel, are effective.							X
1.1.8	Control mechanisms for student performance are effective.						X	
1.1.9	Support mechanisms for students with problematic academic performance are effective.						X	
1.1.10	Academic mentoring processes are transparent and effective for undergraduate and postgraduate programs and are taken into consideration for the calculation of academic work load.							X
1.1.11	The program of study applies an effective policy for the prevention and detection of plagiarism.							X
1.1.12	The program of study provides satisfactory mechanisms for complaint management and for dispute resolution.						X	

The aforementioned evaluation is based on the extent to which the University of Nicosia fulfils the aforementioned criteria. The committee reserves judgement on the franchise program as it has not started yet and the Athens premises have not been visited.

It is advisable to introduce a system of external examining (although the committee understands that this is not the current practice in the Greek and Cypriot Higher Education Sector).

We understand that the library facilities in the franchisee program will be mostly virtual in the first instance.

The committee applauds the use of robust plagiarism checking software.

Overall, the University of Nicosia is to be commended for its high standards in terms of education provision.

Note, additionally:

α) the expected number of Cypriot and International Students in the program of study.

This is a franchise program based in Athens and in the first instance it will be sourced by Greek students and delivered in the Greek language.

β) the countries of origin of the majority of students.

See above.

γ) the maximum planned number of students per class-section.

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1.2	Teaching	1	2	3	4	5
1.2.1	The methodology utilized in each course is suitable for achieving the course's purpose and objectives and those of the individual modules.				X	
1.2.2	The methodology of each course is suitable for adults.					X
1.2.3	Continuous-formative assessment and feedback are provided to the students regularly.					X
1.2.4	The assessment system and criteria regarding student course performance, are clear, adequate, and known to the students.					X
1.2.5	Educational activities which encourage students' active participation in the learning process, are implemented.					X
1.2.6	Teaching incorporates the use of modern educational technologies that are consistent with international standards, including a platform for the electronic support of learning.					X
1.2.7	Teaching materials (books, manuals, journals, databases, and teaching notes) meet the requirements set by the methodology of the program's individual courses, and are updated regularly.				X	

The Committee is content with the teaching-related material presented. However, the aforementioned evaluation is based on the extent to which the University of Nicosia fulfils the aforementioned criteria. The committee reserves judgement on the franchise program as it has not started yet and the Athens premises have not been visited.

1.3	Teaching Personnel	1	2	3	4	5
1.3.1	The number of full-time academic personnel, occupied exclusively at the institution, and their fields of expertise, adequately support the program of study.				X	
1.3.2	The members of teaching personnel for each course have the relevant formal and fundamental qualifications for teaching the course, as described by the legislation, including the following:				X	
1.3.2.1	Subject specialization, preferably with a doctorate, in the discipline.				X	
1.3.2.2	Publications within the discipline.				X	
1.3.3	The specializations of Visiting Professors adequately support the program of study.				X	
1.3.4	Special Teaching Personnel and Special Scientists have the necessary qualifications, adequate work experience and specialization to teach a limited number of courses in the program of study.				X	
1.3.5	In every program of study the Special Teaching Personnel does not exceed 30% of the Teaching Research Personnel.				X	
1.3.6	The teaching personnel of each private institution of tertiary education, to a percentage of at least 70%, has recognized academic qualification, by one level higher than that of the program of study in which he/she teaches.				X	
1.3.7	In the program of study, the ratio of the number of courses taught by full-time personnel, occupied exclusively at the institution, to the number of courses taught by part-time personnel, ensures the quality of the program of study.				X	
1.3.8	The ratio of the number of students to the total number of teaching personnel is adequate for the support and safeguarding of the program's quality.				X	
1.3.9	The academic personnel's teaching load does not limit the conduct of research, writing, and contribution to the society.				X	
1.3.10	Future redundancies / retirements, expected recruitment and promotions of academic personnel safeguard the unimpeded implementation of the program of study within a five-year span.				X	

1.3.11	The program’s Coordinator has the qualifications and experience to efficiently coordinate the program of study.				X	
<p>The program will be supported by full-time academic staff at the University of Nicosia as “course coordinators”. We note, however, that the franchise program in Athens does not have <u>any</u> full time members of academic staff at this stage.</p> <p>The aforementioned evaluation is based on the extent to which the University of Nicosia fulfils the aforementioned criteria. The committee reserves judgement on the franchise program as it has not started yet, the Athens premises have not been visited, and there are no full time members of teaching staff employed at the program at the moment.</p>						

2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS						
2.1	Purpose and Objectives and learning outcomes of the Program of Study	1	2	3	4	5
2.1.1	The purpose and objectives of the program of study are formulated in terms of expected learning outcomes and are consistent with the mission and the strategy of the institution.				X	
2.1.2	The purpose and objectives of the program and the learning outcomes are utilized as a guide for the design of the program of study.				X	
2.1.3	The higher education qualification and the program of study, conform to the provisions of their corresponding Professional and Vocational Bodies for the purpose of registration to these bodies.				X	
2.1.4	The program's content, the methods of assessment, the teaching materials and the equipment, lead to the achievement of the program's purpose and objectives and ensure the expected learning outcomes.				X	
2.1.5	The expected learning outcomes of the program are known to the students and to the members of the academic and teaching personnel.				X	
2.1.6	The learning process is properly designed to achieve the expected learning outcomes.				X	
2.1.7	The higher education qualification awarded to the students, corresponds to the purpose and objectives and the learning outcomes of the program.					X
<p>The aforementioned evaluation is based on the extent to which the University of Nicosia fulfils the aforementioned criteria. The committee reserves judgement on the franchise program as it has not started yet, and the Athens premises have not been visited.</p> <p>In addition, the committee expressed its concern about the fact that the degree awarded by the franchise program will be recognised as a professional, not an academic, qualification according to current legislation in Greece.</p>						
2.2	Structure and Content of the Program of Study	1	2	3	4	5
2.2.1	The course curricula clearly define the expected learning outcomes, the content, the teaching and learning				X	

	approaches and the method of assessing student performance.					
2.2.2	The European Credit Transfer System (ECTS) is applied and there is true correspondence between credits and workload per course and per semester for the student either he / she studies in a specific program or he/she is registered and studies simultaneously in additional programs of studies according to the European practice in higher education institutions.				X	
2.2.3	The program of study is structured in a consistent manner and in sequence, so that concepts operating as preconditions precede the teaching of other, more complex and cognitively more demanding, concepts.				X	
2.2.4	The higher education qualification awarded, the learning outcomes and the content of the program are consistent.				X	
2.2.5	The program, in addition to the courses focusing on the specific discipline, includes an adequate number of general education courses.				X	
2.2.6	The content of courses and modules, and the corresponding educational activities are suitable for achieving the desired learning outcomes with regards to the knowledge, skills, and abilities which should be acquired by students.			X		
2.2.7	The number and the content of the program's courses are sufficient for the achievement of learning outcomes.					X
2.2.8	The content of the program's courses reflects the latest achievements / developments in science, arts, research and technology.				X	
2.2.9	Flexible options / adaptable to the personal needs or to the needs of students with special needs, are provided.				X	

The committee feels that the University of Nicosia program itself could benefit by benchmarking to other European and local competitors.

In addition, it is advisable that the foundational courses (sociology, economics, quantitative methods, psychology) precede more specialised ones.

The proposed program is a direct application of the extant program offered at the University of Nicosia by the franchisee whose members of staff will be provided with the teaching material. The committee feels that a degree of adaptation, as well as, independent development by the teaching staff at the franchisee is advisable.

2.3	Quality Assurance of the Program of Study	1	2	3	4	5
2.3.1	The arrangements regarding the program's quality assurance define clear competencies and procedures.				X	
2.3.2	Participation in the processes of the system of quality assurance of the program, is ensured for				X	
	2.3.2.1 the members of the academic personnel				X	
	2.3.2.2 the members of the administrative personnel				X	
	2.3.2.3 the students.				X	
2.3.3	The guide and / or the regulations for quality assurance, provide detailed information and data for the support and management of the program of study.					X
2.3.4	The quality assurance process constitutes an academic process and it is not restricted by non-academic factors.					X
<p>There seems to be a transparent quality assurance process at the University of Nicosia. Therefore, necessary tools and procedures appear to have been in place and implemented appropriately. It is believed that the same quality assurance process will apply for the franchised program delivered at the GTC.</p>						
2.4	Management of the Program of Study	1	2	3	4	5
2.4.1	Effective management of the program of study with regard to its design, its approval, its monitoring and its review, is in place.				X	
2.4.2	It is ensured that learning outcomes may be achieved within the specified timeframe.				X	
2.4.3	It is ensured that the program's management and development process is an academic process which operates without any non-academic interventions.				X	
2.4.4	The academic hierarchy of the institution, (Rector, Vice-Rectors, Deans, Chairs and Programs' Coordinators, academic personnel) have the sole responsibility for academic excellence and the development of the programs of study.				X	
2.4.5	Information relating to the program of study are posted publicly and include:					
	2.4.5.1 The provisions regarding unit credits					X

	2.4.5.2	The expected learning outcomes						X
	2.4.5.3	The methodology						X
	2.4.5.4	Course descriptions						X
	2.4.5.5	The program's structure						X
	2.4.5.6	The admission requirements						X
	2.4.5.7	The format and the procedures for student assessment						X
2.4.6	The award of the higher education qualification is accompanied by the Diploma Supplement which is in line with the European and international standards.							X
2.4.7	The effectiveness of the program's evaluation mechanism, by the students, is ensured.							X
2.4.8	The recognition and transfer of credit units from previous studies is regulated by procedures and regulations which ensure that the majority of credit units is awarded by the institution which awards the higher education qualification.						X	
<p>The management of the program of study at the University of Nicosia is effective. The team seems to be experienced in delivering this program as it has been taught at the University of Nicosia since 2007. Overall, the intended program seems that it will be run effectively to achieve good standards. The committee notes, however, that the Athens-based program coordinator's experience centers mainly on distance learning programs.</p> <p>There is one course (i.e., BADM-480G) that focuses specifically on practical training (Internship). This is a 6 ECTS credit course which is provided in semester F (third year). As in the case of the other program courses for the proposed franchise program, this course will be delivered and practiced in Greece. The franchisee has good links with industry that could be leveraged as a point of differentiation.</p>								
2.5	International Dimension of the Program of Study		1	2	3	4	5	
2.5.1	The program's collaborations with other institutions are compared positively with corresponding collaborations of other departments / programs of study in Europe and internationally.					X		

2.5.2	The program attracts Visiting professors of recognized academic standing.				X	
2.5.3	Students participate in exchange programs.					X
2.5.4	The academic profile of the program of study is compatible with corresponding programs of study in Cyprus and internationally.				X	

The program offered by the University of Nicosia is currently working on formal collaboration with foreign organisations for student and staff exchange.

Also, the program compares adequately with corresponding programs operating in Cyprus and abroad in higher education institutions of the same rank.

The aforementioned evaluation is based on the extent to which the University of Nicosia fulfils the aforementioned criteria. The committee reserves judgement on the franchise program as it has not started yet, while the degree of the internationalisation links remains uncertain.

That said, the proposal of this franchise program on its own constitutes an internationalisation activity of the University of Nicosia and GTC.

2.6	Connection with the labor market and the society	1	2	3	4	5
2.6.1	The procedures applied, so that the program conforms to the scientific and professional activities of the graduates, are adequate and effective.				X	
2.6.2	According to the feasibility study, indicators for the employability of graduates are satisfactory.				X	
2.6.3	Benefits, for the society, deriving from the program are significant.				X	

The program with its various courses is well connected to the requirements of the labour market in Cyprus. In addition, it seems that the franchisee has good links with industry (e.g., Coca Cola 3E, General Electric, SAP, ANT1 etc) which are key collaborators of GTC in Greece. These links could be leveraged to connect in a good way the program with the labour market and society.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

3.1	Research - Teaching Synergies	1	2	3	4	5
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3.1.1	It is ensured that teaching and learning have been adequately enlightened by research.			X		
3.1.2	New research results are embodied in the content of the program of study.		X			
3.1.3	Adequate and sufficient facilities and equipment are provided to support the research component of the program of study, which are available and accessible to the personnel and the students.				X	
3.1.4	The results of the academic personnel's research activity are published in international journals with the peer-reviewing system, in international conferences, conference minutes, publications etc.		X			
3.1.5	External, non-governmental, funding for the academic personnel's research activities, is compared positively to the funding of other institutions in Cyprus and abroad.		X			
3.1.6	Internal funding, of the academic personnel's research activities, is compared positively to the funding of other institutions in Cyprus and abroad.			X		
3.1.7	The policy for, indirect or direct, internal funding of the academic personnel's research activity is satisfactory.			X		
3.1.8	The participation of students, academic, teaching and administrative personnel of the program in research activities and projects is satisfactory.		X			
3.1.9	Student training in the research process is sufficient.				X	

The research is comparable and even better to other private institutions in Cyprus, albeit not at a comparable level with public institutions in Cyprus just yet. More could be done on this front to close the gap. In particular, staff should be given more research time, space and incentives to publish in high-quality journals so as to further enhance the quality of the program.

It is also important that the staff also enhance their research competencies and skills in areas related to their teaching.

Related to financing for research, this can be augmented either through external research funding (e.g., European projects) in the longer run or in-house finance in the shorter run.

As the program develops, also student participation in the design and experiential learning of the program has to be enhanced and improved. Student participation in research can also be encouraged with the introduction of dissertation course as an option at the final year of the program.

The aforementioned evaluation is based on the extent to which the University of Nicosia fulfils the aforementioned criteria. The committee reserves judgement on the franchise program as it has not started yet and staff have not been recruited yet. Based on our skype conversation and the inspection of the CVs of the proposed members of staff it is apparent that substantially more is required on this front.

4. ADMINISTRATION SERVICES, STUDENT WELFARE AND SUPPORT OF TEACHING WORK

4.1	Administrative Mechanisms	1	2	3	4	5
4.1.1	There is a Student Welfare Service that supports students with regards to academic and personal problems and difficulties.					X
4.1.2	Statutory administrative mechanisms for monitoring and supporting students are sufficient.					X
4.1.3	The efficiency of these mechanisms is assessed on the basis of specific criteria.					X

The administrative mechanisms of the University of Nicosia seem to be effective. Students are monitored and supported effectively and special bursaries are provided for students with economic problems. However, the aforementioned evaluation is based on the extent to which the University of Nicosia fulfils the aforementioned criteria. The committee reserves judgement on the franchise program as it has not started yet, the Athens premises have not been visited, and the administrative staff in Athens have not been interviewed.

4.2	Infrastructure / Support	1	2	3	4	5
4.2.1	There are suitable books and reputable journals supporting the program.				X	
4.2.2	There is a supportive internal communication platform.				X	
4.2.3	The facilities are adequate in number and size.					X
4.2.4	The equipment used in teaching and learning (laboratory and electronic equipment, consumables etc) are quantitatively and qualitatively adequate.					X
4.2.5	Teaching materials (books, manuals, scientific journals, databases) are adequate and accessible to students.					X

4.2.6	Teaching materials (books, manuals, scientific journals, databases) are updated regularly with the most recent publications.			X		
4.2.7	The teaching personnel are provided with training opportunities in teaching method, in adult education, and in new technologies on the basis of a structured learning framework.				X	
<p>The infrastructure and support at the University of Nicosia both in quantity and quality currently seem to be satisfactory and adequate to support its effective day-to-day operation. Given that the site visit took place in Nicosia, as opposed to the Athens premises, the committee is not able to pass judgement on the infrastructure/support in Greece. The teaching materials (e.g., MKTG-291, ACCT 110, BADM-231) used in some courses seem outdated and need to be updated.</p>						
4.3	Financial Resources	1	2	3	4	5
4.3.1	The management and allocation of the financial resources of the program of study, allow for the development of the program and of the academic / teaching personnel.				X	
4.3.2	The allocation of financial resources as regards to academic matters, is the responsibility of the relevant academic departments.				X	
4.3.3	The remuneration of academic and other personnel is analogous to the remuneration of academic and other personnel of the respective institutions in Cyprus.				X	
4.3.4	Student tuition and fees are consistent to the tuition and fees of other respective institutions.					X
<p>The aforementioned is based on the extent to which the University of Nicosia fulfils the aforementioned criteria. The committee reserves judgement on the franchise program as it has not started yet, the Athens premises have not been visited, and we have not been provided with the financial arrangements between the three entities (i.e., University of Nicosia, GTC, and Edex). As regards the remuneration of staff the committee understands that will be analogous to adjunct professors at the open university and in the case of contract personnel analogous to similar institutions in Greece.</p>						

The following criterion applies additionally for distance learning programs of study.

5.	DISTANCE LEARNING PROGRAMS	1	2	3	4	5
5.1	Feedback processes for teaching personnel with regards to the evaluation of their teaching work, by the students, are satisfactory.					
5.2	The process and the conditions for the recruitment of academic / teaching personnel, ensure that candidates have the necessary skills and experience for long distance education.					
5.3	Through established procedures, appropriate training, guidance and support, are provided to teaching personnel, to enable it to efficiently support the educational process.					
5.4	Student performance monitoring mechanisms are satisfactory.					
5.5	Adequate mentoring by the teaching personnel, is provided to students, through established procedures.					
5.6	The unimpeded long distance communication between the teaching personnel and the students, is ensured to a satisfactory degree.					
5.7	Assessment consistency, its equivalent application to all students, and the compliance with predefined procedures, are ensured.					
5.8	Teaching materials (books, manuals, scientific journals, databases) comply with the requirements provided by the long distance education methodology and are updated regularly.					
5.9	The program of study has the appropriate and adequate infrastructure for the support of learning.					
5.10	The supporting infrastructures are easily accessible.					
5.11	Students are informed and trained with regards to the available educational infrastructure.					
5.12	The procedures for systematic control and improvement of the supportive services are regular and effective.					

5.13	Infrastructure for distance education is comparable to university infrastructure in the European Union and internationally.					
5.14	Electronic library services are provided according to international practice in order to support the needs of the students and of the teaching personnel.					
5.15	The students and the teaching personnel have access to the necessary electronic sources of information, relevant to the program, the level, and the method of teaching.					
5.16	The percentage of teaching personnel who holds a doctorate, in a program of study which is offered long distance, is not less than 75%.					

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

If the following apply, note “√” in the appropriate space next to each statement. In case the following statements do not apply, note what is applicable:

The maximum number of students per class-section, should not exceed 30 students.	
The conduct of written examinations with the physical presence of the students, under the supervision of the institution or under the supervision of reliable agencies which operate in the countries of the students, is compulsory.	
The number of long distance classes taught by the academic personnel does not exceed the number of courses taught by the teaching personnel in conventional programs of study.	

The following criterion applies additionally for doctoral programs of study.

6.	DOCTORAL PROGRAMS OF STUDY	1	2	3	4	5
6.1	The provision of quality doctoral studies is ensured through Doctoral Studies Regulations.					
6.2	The structure and the content of a doctoral program of study are satisfactory and they ensure the quality provision of doctoral studies.					
6.3	The number of academic personnel, which is going to support the doctoral program of study, is adequate.					
6.4	The doctoral studies' supervisors have the necessary academic qualifications and experience for the supervision of the specific dissertations.					
6.5	The degree of accessibility of all interested parties to the Doctoral Studies Regulations is satisfactory.					
6.6	The number of doctoral students, under the supervision of a member of the academic personnel, is apt for the continuous and effective feedback provided to the students and it complies with the European and international standards.					
6.7	The research interests of academic advisors and supervisors are satisfactory and they adequately cover the thematic areas of research conducted by the doctoral students of the program.					

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

Note the number of doctoral students under the supervision of each member of the academic personnel of the program and the academic rank of the supervisor.

FINAL REMARKS – SUGGESTIONS

The program application is overall very satisfactory. The ‘franchisor’ has knowledge and experience in running this BBA program that is run successfully in Cyprus. GTC is a good service provider with the know-how and skills to support the delivery of the program in Greece. We believe nonetheless that currently there is no firm commitment and investment of the University of Nicosia as to its ‘franchise’ operations in Greece. While this could be up to some extent understandable given that the program has not commenced yet, still we are of the view that there has to be much stronger commitment, and better preparation, coordination and effort put into the delivery of the program in Greece.

Names and Signatures of the Chair and the Members of the External Evaluation Committee:

Name:	Signature:
Professor Pavlos Dimitratos (Chair)	
Professor Christos Pitelis (Member)	
Professor Constantinos Leonidou (Member)	
Ms. Irene Papamichael (Member)	

Date: 12.09.17