

Doc. 300.2.1

External Evaluation Report (Institutional)

Date: 05/02/2020

- Higher Education Institution:
Pafos Innovation Institute
- Town: Pafos
- Institution Status: New Institution

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 2019” [N. 136 (I)/2015 to N. 35(I)/2019].

A. Introduction

This part includes basic information regarding the onsite visit.

The Pafos Innovation Insitute has been recently founded in Pafos and is a collaboration between the Interdisciplinary Center Herzliya and the Municipality of Pafos. As a result of our visit we were impressed by the quality of the infrastructure and the faculty. The programme is very innovative and clearly differentiated from other MBA programmes.

B. External Evaluation Committee (EEC)

Name	Position	University
Andros Gregoriou	Professor	University of Brighton
Nicos Nicolaou	Professor	University of Warwick
Vangelis Tzouvelekas	Professor	University of Crete
Kleanthis Pissarides	Academic Affairs	University of Cyprus
Loizos Prodromou	Student	University of Cyprus
Alexis Valiantis	Civil Engineer	ETEK

C. Building Facilities - Student Welfare Services - Infrastructure

- *Under plans and licenses, choose Yes or No depending on the existence of the given documents.*
- *Note whether the statements given under the other facilities, the student welfare services and the infrastructure are considered satisfactory/poor/unsatisfactory for the operation of the Institution.*
- *The EEC must justify the answers provided for the building facilities, the student welfare services and the infrastructure by specifying (if any) the deficiencies.*

1. Building facilities

1.1 Plans and licenses

Choose Yes or No depending on the existence of the following documents.

1. Building facilities			
1.1 Plans and licenses			Yes / No
1.1.1	The following should be copies from the original building permit. On the copies, there should be a visible official stamp of approval from the respective authorities.		
	1.1.1.1	A topographical plan, which displays in a clear manner the extent of the development.	Yes
	1.1.1.2	A general site plan, which marks the building facilities, allocated parking spaces (for students, academic and teaching personnel, visitors and disabled individuals), sports premises and outdoor areas.	Yes
1.1.2	An operating license issued by the Local Authorities		Yes
1.1.3	The following operating license certificates, duly completed:		
	1.1.3.1	Visual Inspection Form E.O.E. 102	Yes
	1.1.3.2	Visual Inspection for the Building's Seismic Sufficiency Form E.O.E.Σ.E.K 103	Yes
	1.1.3.3	Inspection Certificate Form 104	Yes
	1.1.3.4	Fire Safety Certificate, issued by the Fire Department	Yes
	1.1.3.5	Certificate for Adequate Electrical and Mechanical Installations, issued by the Electromechanical Department	Yes
Justify the answers provided for the building facilities by specifying (if any) the deficiencies.			
Click to add text			

1.2 Other Facilities

Choose Satisfactory or Poor or Unsatisfactory depending on the level of compliance of each statement.

1. Building Facilities		
1.2 Other Facilities		Satisfactory - Poor - Unsatisfactory
1.2.1	Number of teaching rooms and their respective areas, capacity and the percentage of daily occupancy for all units	Satisfactory
1.2.2	Number of offices for teaching staff and their respective areas and capacity	Satisfactory
1.2.3	Number of laboratories and their respective areas and capacity	Satisfactory
1.2.4	Number of rooms/offices for directors/administrators and their respective areas and capacity	Satisfactory
1.2.5	Number of rooms/offices for administrative services and their respective areas and capacity	Satisfactory
1.2.6	Number of parking spaces designated for students	Satisfactory
1.2.7	Number of parking spaces designated for teaching staff	Satisfactory
1.2.8	Number of parking spaces designated for people with disabilities	Satisfactory

Justify the answers provided for the building facilities by specifying (if any) the deficiencies.

Teaching Rooms

- Lecture Room 01 (New Building Gr. Floor): 70sqm, capacity 40 persons, daily usage 50%
- Lecture Room 02 (New Building Gr. Floor): 70sqm, capacity 40 persons, daily usage 50%
- Lecture Room Amphitheatre A (New Building Gr. Floor): 70sqm, capacity 40 persons, daily usage 50%
- Lecture Room Amphitheatre B (New Building Gr. Floor): 70sqm, capacity 40 persons, daily usage 50%

Laboratory / Lecture Hall (New Building 1st Floor)

- 320sqm, capacity 80 persons

Meeting / Lecture rooms (Old Building 1st Floor)

- Room 1 of a total area of 45sqm and a capacity of 22 persons

- Room 2 of a total area of 24sqm and a capacity of 14 persons
- Library Room 1 of a total area of 16sqm and a capacity of 8 persons
- Library Room 2 of a total area of 32sqm and a capacity of 16 persons
- 1 Room of a total area of 26sqm and a capacity of 8 persons for: Assistant director, Professor 1, 5 visitors
- 1 Room of a total area of 26sqm and a capacity of 6 persons for Professor 2, Secretary, Registry, Accounting
- 1 Room for Academic Personnel room of a total area of 30sqm and a capacity of 15 persons
- Directors Office of a total area of 15sqm and a total capacity of 2 persons.
- See the previous comment. Certain rooms are shared between academic personnel and administrative personnel.
- Student welfare of a total area of 15sqm and a capacity of 1 person + 1 visitor.
- Reception of an approximate area of 15-20sqm with space for two receptionists + 3 visitors
- Seating area of a total area of 20sqm and space for 10 persons.

See the previous comment. Certain rooms are shared between academic personnel and administrative personnel.

Caffeteria approximately area of 45 sqm and internal sitting capacity of 10 people.

32 spaces and 3 spaces for Persons with Disabilities

All required Certificates and Licences are duly submitted and filled out in a well-organized manner. The development has a proper Building Permit and a Final Approval Permit issued on 19/11/2019 which reflect the actual state/condition of the buildings. It is only noted that the cafeteria only is still in cold shell status awaiting to be leased to an operator. Also, minor interior partitioning discrepancies are identified between

drawings and actual state. However, given the fact that the operations of the school have not yet commenced, these minor discrepancies are justified.

The results of the Building Facilities Review are considered satisfactory / sufficient for the institution to function properly and to achieve its objectives.

2. Student Welfare Services

Choose Satisfactory or Poor or Unsatisfactory depending on the level of compliance of each statement.

2. Student Welfare Services		Satisfactory - Poor - Unsatisfactory
2.1	Special access for students with disabilities (PWD)	Satisfactory
2.2	Recreation areas	Satisfactory
2.3	Policy and statutes for academic student support	Satisfactory
2.4	Policy and statutes for financial student support	Satisfactory
2.5	Counselling services	Satisfactory
2.6	Career office	Satisfactory
2.7	Service linking the institution with business	Satisfactory
2.8	Mobility office	Poor
2.9	Student clubs/organisations/associations	Satisfactory
2.10	Other services	Satisfactory

Justify the answers provided for the student welfare services by specifying (if any) the deficiencies.

At the present time the Career Office counselling services and links with business is undertaken by one staff member. As the students number grow a designate team needs to put in place.

There is no mobility office (Erasmus+) and this should be implemented.

3. Infrastructure

Choose Satisfactory or Poor or Unsatisfactory depending on the level of compliance of each statement.

3. Infrastructure		Satisfactory - Poor - Unsatisfactory
3.1	Library	Satisfactory
3.2	Computers available for use by the students	Satisfactory
3.3	Technological support	Satisfactory
3.4	Technical support	Satisfactory

Justify the answers provided for the infrastructure services by specifying (if any) the deficiencies.

[Click to add text](#)

D. Guidelines on content and structure of the report

- *The external evaluation report follows the structure of assessment areas and sub-areas.*
- *For each assessment area there are quality indicators (criteria) to be scored by the EEC on a scale from one (1) to five (5), based on the degree of compliance for the above-mentioned quality indicators (criteria). The scale used is explained below:*

1 or 2:	Non-compliant
3:	Partially compliant
4 or 5:	Compliant

- *The EEC must justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.*
- *It is pointed out that, in the case of indicators (criteria) that cannot be applied due to the status of the Department, N/A (= Not Applicable) should be noted and a detailed explanation should be provided on the Department's corresponding policy regarding the specific quality indicator.*
- *In addition, it is important to provide information regarding the compliance with the requirements. In particular, the following must be included:*

Findings

A short description of the situation in the Institution based on evidence from the Institution's application and the site - visit.

Strengths

A list of strengths, e.g., examples of good practices, achievements, innovative solutions etc.

Areas of improvement and recommendations

A list of problem areas followed by or linked to the recommendations of how to improve the situation.

- *The report may also address other issues which the EEC finds relevant.*

1. Institution's Academic Profile and Orientation

Sub-areas

1.1 Mission and strategic planning

1.2 Connecting with society

1.3 Development processes

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

1 or 2: Non-compliant

3: Partially compliant

4 or 5: Compliant

Quality indicators/criteria		
1. Institution's academic profile and orientation		
1.1 Mission and strategic planning		1 - 5
1.1.1	The Institution has formally adopted a mission statement, which is available to the public and easily accessible.	5
1.1.2	The Institution has developed its strategic planning aiming at fulfilling its mission.	5
1.1.3	The Institution's strategic planning includes short, medium-term and long-term goals and objectives, which are periodically revised and adapted.	4
1.1.4	The offered programmes of study align with the aims and objectives of the Institution's development.	5
1.1.5	The academic community is involved in shaping and monitoring the implementation of the Institution's development strategies.	5
1.1.6	In the Institution's development strategy, interested parties such as academics, students, graduates and other professional and scientific associations participate in the Institution's development strategy.	N/A
1.1.7	The mechanism for collecting and analysing data and indicators needed to effectively design the Institution's academic development is adequate and effective.	N/A
Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.		
The short term strategic objectives are all defined. The medium and long term goals may need to be revised as the programme develops.		
1.2 Connecting with society		1 - 5
1.2.1	The Institution has effective mechanisms to assess the needs and demands of society and takes them into account in its various activities.	N/A

1.2.2	The Institution provides sufficient information to the public about its activities and offered programmes of study.	N/A
1.2.3	The Institution ensures that its operation and activities have a positive impact on society.	N/A
1.2.4	The Institution has an effective communication mechanism with its graduates.	N/A

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

There is a share vision between the Municipality of Pafos and IDC about society and the local community involment, however, until the programme is run there is no evidence.

1.3 Development processes		1 - 5
1.3.1	Effective procedures and measures are in place to attract and select teaching staff to ensure that they possess the formal and substantive skills to teach research and effectively carry out their work.	5
1.3.2	The Institution has a two-year growth budget that is consistent with its strategic planning.	5
1.3.3	Planning academic staff recruitment and their professional development is in line with the Institution's academic development plan.	5
1.3.4	The Institution applies an effective strategy of attracting students/ high-level students from Cyprus.	3
1.3.5	The Institution applies an effective strategy to attract high-level students from abroad.	5
1.3.6	The funding processes for the operation of the Institution and the continuous improvement of the quality of its programmes of study are adequate and transparent.	3

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

The strategy is to attract students from Middle East and Arab countries.

The funding and financial management processes are not clear at this time.

Additionally, write:

- Expected number of Cypriot and international students
- Countries of origin of international students and number from each country

50

Middle East and Arab Countries

Findings

A short description of the situation in the Institution based on evidence from the Institution's application and the site - visit.

Overall, we found that the Institution has a clear vision to implement an already successful programme in Cyprus. The Mayor of Pafos is very supportive of this venture.

Strengths

A list of strengths, e.g., examples of good practices, achievements, innovative solutions etc.

The programme is based on a similar MBA programme already running successfully in Israel. The courses are taught by leading academics with an innovative approach to teaching.

Areas of improvement and recommendations

A list of problem areas followed by or linked to the recommendations of how to improve the situation.

Links to society in Cyprus, Middle East and the Arab countries need to be explored further. The funding of the programme needs to be more clearly defined particularly the relationship with the Municipality of Pafos.

Please select what is appropriate for each of the following sub-areas:

Sub-Area	<i>Non-compliant / Partially Compliant / Compliant</i>
1.1 Mission and strategic planning	Compliant
1.2 Connecting with society	Partially Compliant
1.3 Development processes	Compliant

2. Quality Assurance

Sub-areas

3.1 System and Quality Assurance Strategy

3.2 Ensuring quality for the programmes of study

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

1 or 2: Non-compliant

3: Partially compliant

4 or 5: Compliant

Quality Indicators/Criteria			
2. Quality Assurance			
2.1 System and Quality Assurance Strategy		1 - 5	
2.1.1	The committee and the internal quality assurance system work systematically and effectively.	N/A	
2.1.2	Quality assurance policies are being developed with the active engagement of interested parties.	5	
2.1.3	The quality assurance system adequately covers all the functions and sectors of the Institution's activities:		
	2.1.3.1	The teaching and learning	5
	2.1.3.2	Research	5
	2.1.3.3	The connection with society	4
	2.1.3.4	Management and support services	4
2.1.4	The quality assurance system promotes a culture of quality.	5	
Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.			
The programme has not been implemented that’s far, however, the policies seems to be in place.			
2. Quality assurance			

2.2 Ensuring quality for the programmes of study		1 - 5
2.2.1	The responsibility for decision-making and monitoring the implementation of the programmes of study offered by the Institution lies with the teaching staff.	5
2.2.2	The system and criteria for assessing students' performance in the subjects of the programmes of studies offered by the Institution are clear, sufficient and known to the students.	5
2.2.3	The quality control system refers to specific indicators and is effective.	5
2.2.4	The results from student assessments are used to improve the programmes of study.	N/A
2.2.5	The policy dealing with plagiarism committed by students as well as mechanisms for identifying and preventing it are effective.	N/A
2.2.6	The institutionalised procedures for examining students' objections/ disagreements on issues of student evaluation or academic ethics are effective.	N/A
2.2.7	The Institution is ready to publish information related to the programmes of study, credit units, learning outcomes, methodology, student admission criteria, completion of studies, facilities, number of teaching staff and the expertise of teaching staff.	5
2.2.8	The Institution has a clear and consistent policy on the admission criteria for students in the various programmes of studies offered.	5
2.2.9	The Institution ensures that effective methodology is applied in the learning process.	5
2.2.10	The Institution systematically collects data in relation to the academic performance of students, implements procedures for evaluating such data and has a relevant policy in place.	N/A
2.2.11	The Institution ensures adequate and appropriate learning resources in line with European and international standards and / or international practices, particularly:	
2.2.11.1	Building facilities	5
2.2.11.2	Library	5
2.2.11.3	Rooms for theoretical, practical and laboratory lessons	5
2.2.11.4	Technological infrastructure	5
2.2.11.5	Support structures for students with special needs and learning difficulties	4
2.2.11.6	Academic Support	4

2.2.11.7 Student Welfare Services

4

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

Academic and student welfare support is adequate with one designated member of staff. As the numbers grow more resources are required in this area.

Findings

A short description of the situation in the Institution based on evidence from the Institution's application and the site - visit.

All quality assurance policies are in existence and applied successfully in Israel.

Strengths

A list of strengths, e.g., examples of good practices, achievements, innovative solutions etc.

Long academic experience by IDC staff.

Areas of improvement and recommendations

A list of problem areas followed by or linked to the recommendations of how to improve the situation.

As the programme grows more resources need to be added in academic and student welfare support.

Please select what is appropriate for each of the following sub-areas:

Sub-Area	<i>Non-compliant/ Partially Compliant/Compliant</i>
2.1 System and quality assurance strategy	Compliant
2.2 Ensuring quality for the programmes of study	Compliant

3. Administration

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: Non-compliant
3: Partially compliant
4 or 5: Compliant

Quality indicators/criteria		
3. Administration		1 - 5
3.1	The administrative structure is in line with the legislation in force and the Institution's declared mission.	N/A
3.2	The members of the teaching and administrative staff and the students participate, at a satisfactory degree and on the basis of based on specified procedures, in the management of the Institution.	N/A
3.3	Adequate allocation of competences and responsibilities is ensured so that in academic matters, decisions are made by academics and the Institution's Council competently exercises legal control over such decisions.	N/A
3.4	The Institution applies effective procedures to ensure transparency in the decision-making process.	N/A
3.5	The Boards of Departments and Schools, as well as the institutionalised committees of the Institution, operate systematically and exercise fully the responsibilities provided by legislation and / or the constitution and / or the internal regulations of the Institution.	N/A
3.6	The Council, the Senate as well as the administrative and academic committees, operate systematically and autonomously and exercise the full powers provided for by the statute and / or the constitution of the Institution without the intervention or involvement of a body or person outside the law provisions.	N/A
3.6	The manner in which the Council, the Senate and/or and the administrative and academic committees operate and the procedures for disseminating and implementing their decisions are clearly formulated and implemented precisely and effectively.	N/A
3.7	The Institution applies procedures for the prevention and disciplinary control of academic misconduct of students, academic and administrative staff, including plagiarism.	N/A
3.8	The administrative structure is in line with the legislation in force and the Institution's declared mission.	N/A

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

Click to add text

Findings

A short description of the situation in the Institution based on evidence from the Institution's application and the site - visit.

Click to add text

Strengths

A list of strengths, e.g., examples of good practices, achievements, innovative solutions etc.

Click to add text

Areas of improvement and recommendations

A list of problem areas followed by or linked to the recommendations of how to improve the situation.

There needs to be a clear administrative structure (e.g. academic policies and Senate) in running the Institute. There is also a need to clarify formally the relationship with the Municipality of Pafos.

Please select what is appropriate for the following assessment area:

Assessment Area	<i>Non-compliant/ Partially Compliant/Compliant</i>
3. Administration	Choose answer

4. Learning and Teaching

Sub-Areas

4.1 Planning the programmes of study

4.2 Organisation of teaching

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: Non-compliant
3: Partially compliant
4 or 5: Compliant

Quality indicators/criteria		
4. Learning and Teaching		
4.1 Planning the programmes of study		1 - 5
4.1.1	The Institution provides an effective system for designing, approving, monitoring and revising programmes of study.	5
4.1.2	An effective mechanism for evaluating programmes of study is ensured by the students and the teaching staff of the Institution.	5
4.1.3	The programmes of study are in compliance with the ESG and the existing legislation and meet the professional qualifications requirements in the professional courses, where applicable.	5
4.1.4	The Institution ensures that its programmes of study integrate effectively theory and practice.	5
4.1.5	The assessment and evaluation procedures and content are in compliance with the level of the programme of study (in reference to EQF)	5
Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies. Click to add text		
4.2 Organisation of teaching		1 - 5
4.2.1	The Institution establishes student admission criteria for each programme, which are adhered to consistently.	5
4.2.2	Recognition of prior studies and credit transfer is regulated by procedures and regulations that are in line with European standards and/or international practices.	5

4.2.3	The number of students in the teaching rooms is suitable for theoretical, practical and laboratory lessons.	5
4.2.4	The teaching staff of the Institution have regular and effective communication with their students.	5
4.2.5	The teaching staff of the Institution provides timely and effective feedback to their students.	5

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

[Click to add text](#)

Findings

A short description of the situation in the Institution based on evidence from the Institution's application and the site - visit.

The Committee is happy with the learning and teaching planning and organization.

Strengths

A list of strengths, e.g., examples of good practices, achievements, innovative solutions etc.

Vastly experienced in planning and organizing the teaching of the programme.

Areas of improvement and recommendations

A list of problem areas followed by or linked to the recommendations of how to improve the situation.

[Click to add text](#)

Please select what is appropriate for each of the following sub-areas:

Sub-area	<i>Non-compliant/ Partially Compliant/Compliant</i>
4.1 Planning the programmes of study	Compliant
4.2 Organisation of teaching	Compliant

5. Teaching Staff

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: Non-compliant
3: Partially compliant
4 or 5: Compliant

Quality Indicators/Criteria		
5. Teaching Staff		1 - 5
5.1	The number of teaching staff - full-time and exclusive work - and the subject area of the staff sufficiently support the programmes of study.	5
5.2	The teaching staff of the Institution have the relevant formal and substantive qualifications for teaching the individual subjects as described in the relevant legislation.	5
5.3	The Visiting Professors' subject areas adequately support the Institution's programmes of study.	5
5.4	The special teaching staff and special scientists have the required qualifications, sufficient professional experience and expertise to teach a limited number of programmes of study.	5
5.5	The ratio of special teaching staff to the total number of teaching staff is satisfactory.	5
5.6	The ratio of the number of subjects of the programme of study taught by teaching staff working fulltime and exclusively to the number of subjects taught by part-time teaching staff ensures the quality of the programme of study.	5
5.7	The ratio of the number of students to the total number of teaching staff is sufficient to support and ensure the quality of the Programme of Study.	5
5.8	The number of teaching staff - full-time and exclusive work - and the subject area of the staff sufficiently support the programmes of study.	5
5.9	The teaching staff of the Institution have the relevant formal and substantive qualifications for teaching the individual subjects as described in the relevant legislation.	5
5.10	The visiting Professors' subject areas adequately support the Institution's programmes of study.	5

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

[Click to add text](#)

Also, write the following:

- Number of teaching staff working full-time and having exclusive work
- Number of special teaching staff working full-time and having exclusive work
- Number of visiting Professors
- Number of special scientists on lease services

[Click to add text](#)

Findings

A short description of the situation in the Department based on evidence from the Department's application and the site - visit.

There are no permanent faculty in Cyprus.

Strengths

A list of strengths, e.g., examples of good practices, achievements, innovative solutions etc.

The quality of the visiting teaching staff is excellent.

Areas of improvement and recommendations

A list of problem areas followed by or linked to the recommendations of how to improve the situation.

As the programme develops they need to comply with the national legislation concerning the ratio between visiting and permanent faculty members.

Please select what is appropriate for the following assessment area:

Assessment Area	<i>Non-Compliant/ Partially Compliant/Compliant</i>
5. Teaching staff	Compliant

6. Research

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: Non-compliant
3: Partially compliant
4 or 5: Compliant

Quality indicators/criteria		
6. Research		1 - 5
6.1	The Institution has a research policy formulated in line with its mission.	N/A
6.2	The Institution consistently applies internal regulations and procedures of research activity, which promote the set out research policy and ensure compliance with the regulations of research projects financing programmes.	N/A
6.3	The Institution provides adequate facilities and equipment to cover the staff and students' research activities.	N/A
6.4	Through its policy and practices, the Institution encourages research collaboration within and outside the Institution, as well as participation in collaborative research funding programmes.	N/A
6.5	The Institution uses a policy for the protection and exploitation of intellectual property, which is applied consistently.	N/A
6.6	The results of the teaching staff research activity are published to a satisfactory extent in international journals which work with critics, international conferences, conference proceedings, publications, etc. The Institution also uses an open access policy for publications, which is consistent with the corresponding national and European policy.	N/A
6.7	The Institution ensures that research results are integrated into teaching and, to the extent applicable, promotes and implements a policy of transferring know-how to society and the production sector.	N/A
6.8	The Institution provides mechanisms which ensure compliance with international rules of research ethics, both in relation to research activity and the rights of researchers.	N/A
6.9	The external, non-governmental, funding of research activities of academic staff is similar to other Institutions in Cyprus and abroad.	N/A
6.10	The policy, indirect or direct of internal funding of the research activities of the academic staff is satisfactory, based on European and international practices.	N/A

6.11	The programmes of study implement the Institution's recorded research policy.	N/A
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Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

[Click to add text](#)

Findings

A short description of the situation in the Institution based on evidence from the Institution's application and the site - visit.

IDC's research policy has been clearly defined. The question is how this would be applied to PII.

Strengths

A list of strengths, e.g., examples of good practices, achievements, innovative solutions etc.

[Click to add text](#)

Areas of improvement and recommendations

A list of problem areas followed by or linked to the recommendations of how to improve the situation.

[Click to add text](#)

Please select what is appropriate for the following assessment area:

Assessment Area	<i>Non-Compliant/ Partially Compliant/Compliant</i>
6. Research	Choose answer

7. Resources

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: Non-compliant
3: Partially compliant
4 or 5: Compliant

Quality indicators/criteria		
7. Resources		1 - 5
7.1	The institution has sufficient financial resources to support its functions, managed by the Council/Senate.	3
7.2	The Institution follows sound and efficient management of the available financial resources in order to develop academically and research wise.	3
7.3	The Institution's profits and donations are used for its development and for the benefit of the university community.	3
7.4	The Institution's budget is appropriate for its mission and adequate for the implementation of strategic planning.	3
7.5	The Institution carries out an assessment of the risks and sustainability of the programmes of study and adequately provides feedback on their operation.	3
7.6	The Institution's external audit and the transparent management of its finances are ensured.	3
Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies. Click to add text		

Findings

A short description of the situation in the Institution based on evidence from the Institution's application and the site - visit.

The financial resources need to be more clearly defined.

Strengths

A list of strengths, e.g., examples of good practices, achievements, innovative solutions etc.

The programme is based on a financially viable model in Israel.

Areas of improvement and recommendations

A list of problem areas followed by or linked to the recommendations of how to improve the situation.

A more detailed explanation is required.

Please select what is appropriate for the following assessment area:

Assessment Area	<i>Non-Compliant/ Partially Compliant/Compliant</i>
7. Resources	Partially Compliant

E. Conclusions and Final Remarks

Please provide constructive conclusions and final remarks which may form the basis upon which improvements of the quality of the Institution under review may be achieved.

This is based on a very successful programme run by experienced staff in Israel. The quality of the faculty is outstanding. IDC has a long standing, successful reputation of embedding an entrepreneurial mindset in the Institution.

CYQAA can check for compliance with the national legislation framework for higher education.

The MOU between IDC and the Municipality of Pafos should clearly define the financing and financial management.

The administrative structure (e.g. Senate and Programme Committees) and processes need to be put in practice as programmes develop.

F. Signatures of the EEC

<i>Name</i>		<i>Signature</i>
Andros Gregoriou		
Nicos Nicolaou		
Vangelis Tzouvelekas		
Kleanthis Pissarides		
Alexis Valiantis		
Loizos Prodromou		

Date: 05/02/2020

