



**College of Tourism
and Hotel Management**

RESPONSE TO THE EXTERNAL EVALUATION REPORT

**Program of Study: Diploma in Hotel Administration
(2 Years/120 ECTS)**

28 JUNE 2018

The College of Tourism and Hotel Management thanks the Quality Assurance Agency of the Higher Education of the Republic of Cyprus and, in particular, to the External Evaluation Committee for its constructive comments on improving the program of study Diploma in Hotel Administration (2 years/120 ECTS). On this report, concluding remarks and suggestions, we submit our response as follows.

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES

Teaching staff qualifications are deemed relevant and adequate for the level required by the specifications of the program. All staff on the program have qualifications at least one level above the level at which the program is being taught.

Teaching appeared to be shared equitably across the teaching team and the total teaching allocations of all staff were at an acceptable level.

It is an unusually flat organizational structure within the teaching program since all staff members are being classified as lecturers. It is also important to note that staff members had limited participation in the development of the proposed program, whereas the provision of formal training for upgrading their teaching practices is recommended.

Response

The revised application includes the two senior lecturers who are the ones who are with the college for many years. These are Andreas Christoforou and the course coordinator Antonis Thrasou. **See attached the revised table 4 of teaching personnel. Statement 1.**

In the first application were classified as lecturers by mistake.

The Quality Assurance committee which is made up of

Name:
Savvas Adamides, Director
Antonis Thrasou, Programme Coordinator HA
Sotiria Christodoulou, Programme Coordinator TTA
Andreas Christoforou, Faculty
Andria Hadjistylli, Faculty
Dr. Andreas Siamarou-Quality Assurance Expert-Faculty

Elena Stavrou, Staff representative
Student representative - TOB

Was involved in the development of the program and they created two courses namely the Animation which is included in the electives of the fourth semester of the second year, and the Sales Techniques and Processes, which at the end we did not include in the program.

The college recognises the need for the provision of formal training and has made arrangements with the two senior lecturers Andrea Christoforou and the course coordinator Antonis Thrasou to offer a hands on practical training session to the staff who will be teaching on the program. The senior lecturers will use the facilities of the college namely the training kitchen, the hotel room and the restaurant to demonstrate to the new lecturers how they will convey to the students their knowledge.

Psee the induction program attsched. See Statement 2.

This is fixed for Thursday 13th September before the program starts.

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 current structure of the program is clear but the content is outdated. Moreover, in a two year vocational program a final year project is not required especially since no preparatory courses are provided.

Among the main learning outcomes of the program under evaluation is to “ascertain management functions and responsibilities”. However, vocational programs aim to

specifically address the needs of the industry by providing students with skills specific to an industrial sector and not skills for managerial positions.

As this is a new program the information required under 2.4.5 is not yet publicly available and similarly for 2.4.7 the effectiveness of the student of the evaluation process which is in place cannot be assessed.

Collaboration of the College with a large number of institutions (in total 16) has been already established.

The college has developed links with the Cypriot hospitality industry and has developed a practical training program that will provide students with the skills they need in industry. These hospitality firms will also facilitate student placements for the program under evaluation.

Response

Currently the college offers the 3 year Higher Diploma in Hotel Administration which is an academic program.

The 2 year Diploma in Hotel Administration has been developed by using most of the modules of the above mentioned 3 year program.

The internal quality assurance committee of the college has developed two new modules which, together with Business Law can be Included in the new program.

We understand the concern of the visiting committee that the content is outdated and for this reason we will include the following three modules to bring the program up to date.

The three modules are the following.

- a. Law 311-Business Law,
- b. Hot208-Animation, to be compulsory instead of elective.
- c. Sal-101-Sales Techniques and Marketing.

We agree with the visiting committee that there is no need to have a final year project especially since no preparatory courses are provided. For this reason we will replace it with one of the three new courses mentioned above, which we will include in the program.

The course outlines and the weekly schedules of the three new courses are attached as statement 3.

A new Table 2 of course distribution per semester is herewith included together with table 1. See statement 4.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING.

• Research Teaching Synergies

Given the vocational nature of this diploma, it is appropriate that there is a limited emphasis on research. However, we strongly encourage that incentives should be given to members of academic staff to conduct research and produce publications and the college should establish mechanisms for recognizing and financially supporting research activity which informs teaching.

Response.

The academic staff is aware that can apply to the Research Development Committee which will assess, approve and monitor research projects. The committee decides on the allocation of resources and reduction of contact hours for any form of staff development. Adequate and sufficient facilities and equipment will be provided to support the research component of the program of study, which are available and accessible to the academic staff.

It is worth noting that the college together with the Ball State University of the United States publishes annually the referee journal Tourism Today which you can find on the website of the college or at www.tourismtodayjournal.com

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

• Administrative Mechanisms

☐ **Infrastructures / Support**

☐ **Financial Resources**

Updating of text books and teaching materials is a continuous process and it is easy for this to slip. **The college must maintain up to date materials.**

It is acknowledged that the College has subscribed to EBSCO which is available to staff and students and is using a supportive student learning platform (EDMONDO).

Whilst a single sheet outlining the current revenue and expenses of the program was included in the application, **the Evaluation Committee did not receive a detailed feasibility financial study that would provide an overview of the program's sustainability in the coming years.**

Response

The evaluating committee has acknowledged that the college is using the supportive student learning platform EDMONDO, and we are happy for that.
The visiting committee also acknowledges that the college has subscribed to EBSCO which is available to staff and students.

The lecturers have access at the **EBSCO electronic library** and they follow new developments of the industry which they decide as to when to present them to the students.

EBSCO E-Database

Students and lecturers have access to following agreed EBSCO database and eBook .

1.Hospitality & Tourism Complete

HTC has more than 520 full text publications and more than 1.2 million records dating back to 1938.

2.eBook Business Subscription Collection

This eBook collection offers more than 15,000 business eBooks to help students and scholars with diverse business research, special project and entrepreneurial needs. All titles are available with unlimited user access.

With above noted EBSCO database and eBook subscription collection, students have free / complimentary databases, as well:

- 1. Library Information, Science and Technology Abstracts**
- 2. GreenFILE**
- 3. European Views of the Americas: 1493 to 1750**
- 4. American Doctoral Dissertations: 1933-1955**

The librarian, who is a properly qualified librarian, visits EBSCO every week and prints any publications which are relevant to the programs offered by the college and place them on the shelves of the library to be used both by lecturers and students.

In this way the college maintains up to date materials in the Library.

PLEASE NOTE THAT THE SUBSCRIPTION TO EBSCO FOR THE YEAR 2018 IS U.S.\$3,605.

We agree that the feasibility study is made up of a single sheet, which provides the number of students estimated to participate at the program for the first year and the staff cost involved to deliver the program.

We know that the hotel industry is in need of a high number of qualified personnel to cope with the needs of the tourists. We believe that this trend will continue for many years to come as the number of tourists arriving in Cyprus for holidays is increasing every year.

CONCLUSIONS AND SUGGESTIONS OF THE EXTERNAL EVALUSTION COMMITTEE

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.

Commendations:

The evaluation committee would like to note the following commendations:

- The enthusiasm and commitment of the faculty and administrative staff.
- The informative responses and the obvious commitment of the program's coordinator.
- The full utilization of both EBSCO database in the library, and Edmondo student learning platform.
- Existence of documented policies and procedures outlining most aspects of their operations.
- The employment of an external quality assurance officer/ consultant.

Concerns:

- The scope and content of the program is outdated and borrowed from already existing programs of the college.
- Faculty members had minimum input in the development of the program under evaluation.
- Decisions are centralized and are mostly taken by the college's director with limited input from faculty and administrative staff.
- Staff receives minimum feedback on their performance evaluations.
- Unclear faculty assessment and promotion processes and limited opportunities for career advancement.
- Lack of funding for staff development and research related activities, such as conference participation.
- Lack of designated offices for faculty members which severely hinders their communication with the students.
- High student attrition rate, especially during the first stages of their studies.

□ Recommendations

- The College should review the structure of the program to consider whether the final year project is required for this vocational program.
- The College should consider adding credits for the placement to the final grade in order to reflect the compulsory nature of the placement and the workload;

This would mean adding credits above the 120 ECTS credits required to graduate or revise load accordingly.

- The college should review the relevance and contemporary nature of some required and elective courses and replace or revise accordingly (e.g. the inclusion of specialized hospitality software).
- The college should make attempts to ensure that the required course textbooks are as up-to-date as possible and that sufficient copies are available, particularly as student numbers increase.
- The college should consider whether members of staff could conduct hospitality related research.
- It is recommended that surpluses from the operational activities of the college will be reinvested in its further development; especially hospitality labs and faculty offices.
- It is imperative that faculty members participate more in academic related decisions and processes. Moreover, more resources should be allocated to faculty development.
- There is a need for further investigating the reasons contributing to students' excessive attrition rates.

Response

The internal quality assurance committee has accepted the recommendation of the External Evaluation Committee and will not offer the final year project. It has also accepted their suggestion to revise the program and for this reason three new courses are included in the revised program as compulsory.

The college cannot make the practical placement compulsory because there is a directive by the Ministry of Education of Cyprus to have it as elective to enable the students to complete their program even though they did not manage to do the practical placement.

The internal quality assurance committee has reviewed the program and has revised it by dropping a number of modules either compulsory or electives. The revised program is herewith included. See attached statement 4.

The internal quality assurance committee has accepted the suggestion of the external evaluation committee and has included three new modules in the program.

The college has received a good number of books relating to the program and making the relevant books as up to date as possible. Nevertheless the college will not hesitate to invest more on books with the increase of the number of students, if such need arises in the future. But most importantly, students and lecturers are using EBSCO to receive any information they need.

The college encourages the academic staff to conduct hospitality related research by establishing the Research Development Committee whereby they can apply to the Research Development Committee which will assess, approve and monitor research projects. The committee decides on the allocation of resources and reduction of contact hours for any form of staff development. Adequate and sufficient facilities and equipment will be provided to support the research component of the program of study, which are available and accessible to the academic staff. For the members of the R&D committee see statement 5.

The college has developed faculty offices by using one of the lecture rooms as faculty room, where faculty members can spend time for their office work. The hospitality labs are reviewed at the end of every academic year and are renewed where it is needed to conform to all legal requirements such as HACCP.

Faculty members have developed as internal quality committee two modules, the animation and the Sales Techniques and Processes which will be included in the program.

The decisions which relate to Faculty members including financial ones will be taken by the internal quality committee together with the director. The course coordinator

For the faculty development the college has established the Research Development Committee under which applications can be assessed and decisions taken for the participation in any conferences either in Cyprus or abroad. Furthermore two faculty members participate every year at the Erasmus program. The college receives every year a number of lecturers from abroad, under the Erasmus program, who lecture together with our lecturers.

The college recognizes the need to investigate the excessive attrition rate. This phenomenon is not unique to our college. We know that there are a lot of students who come to Cyprus, they spend one or two years and then they transfer their credits to Universities abroad.

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES

1.1 Organization of teaching work

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

1.1.3.2: This is a new proposed program of studies

1.1.3.3: This is a new proposed program of studies

1.1.3.4: The committee feels that the internship course (6 ECTS) should be included in the curriculum's mandatory requirements.

1.1.4.1: The practical labs are not up to international standards for the provision of such a learning experience to students.

1.1.4.2: The committee acknowledges the college's library access to EBSCO database and the purchase of some new textbooks, nevertheless the majority of existing books (hard copies) are outdated.

1.1.4.3: The college must undertake major improvements in the areas of labs (computer, culinary, service and housekeeping)

1.1.4.4: Due to numerous issues discussed during our visitation a dedicated person should be assigned the duties of student welfare adhering to college specific rules and regulations.

1.1.5: Current facilities with the absence of faculty offices hinders the effective communication between students and staff.

1.1.7: Statutory mechanism do exist in theoretical terms, nevertheless the committee cannot verify that those are either implemented or effective.

1.1.9: Support mechanism should be improved having in mind the excessive attrition rate amongst their students and the problems they are facing upon arrival in Cyprus.

1.1.10: College administration must revisit their policies and procedures on this matter.

1.1.11: Despite the utilization of numerous free anti-plagiarism tools, this is not a requirement for all courses. Moreover, free tools have severe limitations that hinder the overall purpose of the practice, thus the suggestion is to gain access to software like turn-it-in or iThenticate.

1.1.12: College should revisit this with the involvement of faculty members in such eventualities.

Note, additionally:

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

15

b) the countries of origin of the majority of students. **Asian Countries (e.g. Nepal, Pakistan, India, Bangladesh).**

c) the maximum planned number of students per class-section. **15**

Response

1.1.3.2. N/A

1.1.3.3. N/A

1.1.3.4. The internship course cannot be mandatory because of the directive by the Ministry of Education of Cyprus which requires that internship is not mandatory.

1.1.4.1. The training kitchen complies with the requirements of HACCP. We have installed a new equipment for the hot water and renewed some utensils.

The hotel room has received new covers and separated it completely and the bar and restaurant new equipment.

1.1.4.2. The library is one of the oldest in Cyprus and it is keeping all books used in the programs. We have received a good number of books for the new program. The list was given to the committee and is herewith attached.

1.1.4.3. The college has invested in the computer lab by purchasing LAST YEAR 20 new computers which are used by the students.

The college has installed last year in all class rooms fixed projectors to facilitate the lectures. The training kitchen complies with the requirements of HACCP. We have installed now equipment for hot water which starts by the push of foot.

The bar and restaurant has received new equipment for coffee and renewed some utensils. The hotel room has received new covers and we separated it completely.

1.1.4.4: Mr. Michalis Kalourkotis is the student welfare officer of the college and Mr Antonis Antoniou the supervisor.

1.1.5 : There are two rooms which are used by faculty. The first one has three separate desks and the other room has eight places on the conference table. No problems have been experienced until now.

Lecturers discuss the issues raised by a student in either of the two rooms.

1.1.7: Statutory mechanisms are in place and they work.

1.1.9: The student affairs officer is in contact with the agents who send students to Cyprus and he provides all assistance relating to their travel arrangements such as requesting the okay to board for the student from the airline company, making arrangements for the transfer of student from the airport and providing accommodation.

Upon arrival at the college they the portfolio with all information relating to the legal requirements such as opening a bank account, visiting doctors for the medical tests and visiting migration for the issue of their resident permit.

Students have the orientation tour in the college to familiarize themselves with the life at the college.

1.1.10: The mentoring of the students is done by the course coordinators. Furthermore Mr.Antonis Antoniou who is a certified trainer is involved in the mentoring as well.

1.1.11: The College is using anti-plagiarism tools with success. There are some courses where anti-plagiarism tools cannot be used like the practical experience in food and beverage and other practical courses.

1.1.12: In the student handbook, which is handed to them upon their arrival at the college, it is provided clearly the procedure to be followed for complaints. I quote – if students have any complaints regarding the College, a staff/faculty member or class, they meet in the first instance with their tutor first who will work to resolve the issue. If the matter pertains, they should contact the course coordinator, the student affairs officer, and then the Director-.

1.2 Teaching.

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

1.2.6 The committee acknowledges the utilization of Edmondo student learning platform.

1.2.7: There was a conscious effort to update the reading material, especially books, nevertheless the vast majority of textbooks included in the detailed course descriptions are outdated.

Response.

1.2.6: We are using EDMONDO platform and we are happy about that.

1.2.7: We have received a good number of books for the new program which we have included in the detailed course descriptions of the modules. At the same time we have kept the old reference books together with the new ones in case someone uses it for a specific chapter.

1.3 Teaching personnel.

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

1.3.2.2: This is not required at this level of studies.

1.3.7: The committee identified that a number of part time personnel is responsible for teaching an excessive number of courses.

1.3.9: The reported 15-18 hours of teaching doesn't allow quality time for research.

1.3.10: No such cases were reported by the college administration

Response.

1.3.2: N/A

1.3.7: The foundation course of 25 hours per week were allocated to Mr Anastasios Stylianou on a part time basis.

Now we have signed a pro-forma contract with Mr. Stylianou to be a full time lecturer. The contract is herewith enclosed. See statement 6.

1.3.9 The 15-18 hours of teaching is the norm in the private colleges. The lecturer who will make an application for research to the Research and Development committee, will receive a reduction on the number of teaching hours in accordance with the assessment of the Research committee.

1.3.10: The faculty staff are not old and we do not envisage to have any redundancies or retirements.

2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS

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

2.1.4: The committee feels that the program's content is outdated and fails to reflect the latest developments of the hospitality industry. Most courses were borrowed from other existing programs of the college.

2.1.5: This is a new proposed program

2.1.6: It is recommended that formal training seminars on pedagogical issues to academic staff should be provided by the college.

Response.

2.1.4: Currently the college offers the 3 year Higher Diploma in Hotel Administration and the 4 year BA in Hospitality Management which is accredited by SEKAP.

The 2 year Diploma in Hotel Administration has been developed by using most of the modules of the above mentioned programs.

The internal committee of the college has developed two new modules which, together with Business Law are now Included in the revised new program.

We understand the concern of the visiting committee that the content is outdated and for this reason we will include the following three modules to bring the program up to date.

The three modules are the following which will be compulsory.

- d. Law 311-Business Law,
- e. Hot208-Animation, to be compulsory instead of elective.
- f. Sal-101-Sales Techniques and Marketing.

2.1.5 This is a new program.

2.1.6: The college recognises the need for the provision of formal training and has made arrangements with the two senior lecturers Andrea Christoforou and the course coordinator Antonis Thrasou to offer a hands on practical training session to the staff who will be teaching on the program. The senior lecturers will use the facilities of the college namely the training kitchen, the hotel room and the restaurant to demonstrate to the new lecturers how they will convey to the students their knowledge.

This is fixed for Thursday 13th September before the program starts.

Please find attached the induction program for new staff as statement 2.

Furthermore faculty members can apply to the Research and development committee to assess any applications for seminars either in Cyprus or abroad.

2.2 Structure and Content of the Program of Study

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

2.2.2: The ECTS allocation in many courses (see language courses) is excessive and should be revisited.

2.2.3: There is an overload of Food and Beverage courses with probable repetitions. Moreover, other courses (see for example Computer Fundamentals, Cyprus History) are unrelated with the particular program of studies. Computer courses must focus on hospitality applications such as Micros-Fidelio, etc.

2.2.4: The mandatory requirement for the Final Year Project at year 2, without any previous preparatory courses, at a vocational program is not necessary.

2.2.5: It does include numerous language courses – in addition to English – as electives, nevertheless the committee is unable to verify whether those courses will be offered. Indicatively, the lecturer assigned to teach German, Dr Webster, permanently resides in the US for the past 3

2.2.6: Most of the courses are inadequate, with outdated reading material and thematic areas, and cannot meet the ever changing needs of the hospitality industry. It is recommended – with the active participation of existing faculty members – to revisit the content of the proposed courses and undertake all necessary improvements to update the scope and material.

2.2.7: See comment above (2.2.6)

2.2.8: See comment above (2.2.6)

2.2.9: We suggest that the college gives greater attention to such cases by developing a structured procedure for students' assistance and the allocation of a dedicated responsible person.

Note the expected number of students who will be studying simultaneously at another academic institution, based on your experience so far, regarding students who study simultaneously in the programs of your institution. The committee is puzzled by the college's response that they have 80 students under this category. This requires further clarification.

Response.

2.2.2: Although we feel that the number of ECTS for the English language courses are justified, we have reduced each module from ECTS 6 to ECTS 4, except ENG121.

2.2.3: We have three modules for Food and Beverage.

HOT116 Food and Beverage service, provides the knowledge and skills for those involved at different levels of the food and beverage service hierarchy.

HOT 118 Practical experience in food and beverage service, provides students with the basic skills and service techniques of Food and Beverage Service. This gives the opportunity to students to practice the skills necessary to act in various positions.

HOT202 Food and Beverage Management, relates to issues which are handled by middle management in the Food and Beverage Service and the internal quality assurance committee decided to agree with the suggestion of the Evaluation committee **and will take out this module.**

2.2.4: We agree with the suggestion of the Evaluation committee and we will take out the final year project.

2.2.5: The program includes in the electives the French and German language modules.

Usually students choose one of the two languages.

The curriculum vitae of Dr. Craig Webster, for the German language, was removed from the application and it was replaced by the curriculum vitae of Georgia Georgiou with whom the college has signed a pro-forma contract.

Please find attached the contract signed. See statement 7

2.2.6: The internal quality assurance committee has reviewed the content of most of the modules and compared this with three other programs offered in Cyprus and it found out that our program compares well with the other three programs.

Nevertheless the committee decided to improve the program by adding three modules.

The three modules are the following.

1. Law 311-Business Law,
2. Hot208-Animation, to be compulsory instead of elective.
3. Sal-101-Sales Techniques and Marketing.

2.2.7: See comment above.

2.2.8: See comment above.

2.2.9: The College gives great attention to cases for students with special needs. For this reason it has included in the student hand book a clause under which the college is committed to providing equal opportunities for all its students.

The college therefore offers a special needs service for all students who have either learning difficulties or require additional physical support during their assessments.

The internal committee fails to understand the second part of the comment included in 2.2.9.

The college does not have any students studying simultaneously at the college and at another academic institution. This must be a misunderstanding.

The answer given by the student for the 80 students was referring to the first year students and he explained that they were studying in different groups.

2.3. Quality Assurance of the Program of Study

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

2.3.4: Through the discussion with both faculty members and administrators the committee feels that non-academic factors influence the college's QA processes especially with regards to financial aspects

Response.

The decisions which relate to Faculty members including financial ones are now taken by the internal quality committee together with the director.

This will give the opportunity to faculty and administration staff to participate in the decisions on the various aspects which relate to QA and faculty development.

2.4 Management of the Program of Study

2.4.1: The program's courses were borrowed from other existing programs, most of which were developed some time ago. Faculty members had limited contribution to the development of the proposed program.

2.4.2: In certain courses (for example the language courses) the learning outcomes can be achieved in less time, thus the suggestion to reduce the load of ECTS and maybe increase the number of required courses.

2.4.3: The program's management is primarily the responsibility of administration despite the genuine effort of the Program's Coordinator, nevertheless the development was based on existing programs, thus the inherent limitations described in our previous comments.

2.4.4: Most of these positions do not exist in the college's organizational structure, nevertheless this (flat structure) is typical for a small college.

2.4.5: This is not applicable since this is new proposed program of studies.

2.4.7: Evaluations are conducted by students (and administration), nevertheless there is not an official feedback mechanism to faculty members.

In the case of practical training, note:

- The number of credit units for courses and the number of credits for practical training? **Practical training is 6 credits but in essence it doesn't count towards students' graduation requirements which is 120 ECTS. The provided Internship Practical Training Guide suggest that the practice is mandatory, nevertheless such a claim is not included in the application for evaluation.**

- In which semester does practical training takes place? **Summer between Years 1 and 2.**

- Note if practical training is taking place in a country other than the home country of the institution which awards the higher education qualification. **No such information is provided. According to college administration their students cannot participate in European Union mobility programs such as Erasmus due to limitations of the existing legislation.**

Response.

2.4.1: Same as 2.1.4.

2.4.2: Although we feel that the number of ECTS for the English language courses are justified, we have reduced each module from ECTS 6 to ECTS 4 except ENG121. We will increase the number of courses as per the suggestion of the Evaluation committee, but we will not exceed the total number of ECTS120.

2.4.3: As mentioned before the development of the program was based on our existing programs and the Internal committee has prepared two new modules for the program. The program's coordinator has the academic freedom to handle the academic issues and faculties in the best possible way he feels fit.

2.4.4: Due to the size of the college the management structure is somehow limited.

2.4.5: We agree.

2.4.7: Measures have been taken so that the results of the evaluations conducted by the students will be communicated to the lecturers concerned.

The academic department has undertaken to conduct the evaluations at specific dates and to communicate the results in set deadlines.

The practical training cannot be compulsory due to the limitations imposed on us by the Ministry of Education.

Practical training is taking place in summer between first and second year.

Practical training is taking place in Cyprus. Students come from Asian third countries and is not easy to be accepted for training by other European countries.

2.5 International Dimension of the Program of Study

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

2.5.3: The program is not up-to-standards to corresponding programs.

2.5.4: College administration informed the committee that due to existing limitations with the law their students cannot participate in European exchange programs.

Also, comment on the degree the program compares positively with corresponding programs operating in Cyprus and abroad in higher education institutions of the same rank. The proposed program due to the issues/ limitations cited above, does not compare well with similar programs offered by other institutions.

Response

2.5.3: We do not agree with this comment of the Evaluation committee.

We have compared our program with the following programs in the market and we have the following results.

- a. American college 2 year diploma.
24 of their compulsory and elective courses are identical with our program.
- b. Global college. 2 year diploma.
14 out of the 20 compulsory courses are the same with ours.
- c. TEPAK- 4 year BA in Hotel Management.
8 out of the 10 courses of the first year of their program are the same with ours.

NEVERTHELESS the internal quality assurance committee has decided to enrich the program and bring it more up to date, with three new modules as we mentioned in our answer in 2.2.6.

2.5.4: Due to the fact that our students come from Asian countries it is not easy to secure visa for them to other European countries to participate at Erasmus program, The college receives every year a number of students, maximum four, from other European countries to participate in the Erasmus program.

2.6: Connection with the labor market and society

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

2.6.2. The feasibility study does not provide such information.

Response.

2.6.2 It is well known that there is a big shortage of skilled labor in the hotel industry and we feel confident that our graduates will be able to secure a job even during their studies.

A lot of hoteliers are contacting the college and ask about Cypriot students to be employed either during summer or on a permanent basis.

We have the best connections with the hoteliers and we will be able to sign agreements with the most reputable hotels in Cyprus to start again the work and study program, which will give the opportunity to Cypriot students to study without any cost. We had the work and study program in the past, with students from European countries which were not members of the European Union at the time, with huge success.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

Response.

The college issues together with the Ball State University the referee journal Tourism Today Which is run for over 17 years. You can have more information by visiting www.tourismtodayjournal.com

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

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

4.1.1: See previous comments (Section 2.2.9)

Response.

4.1.1: See our answer to 2.2.9

4.2 Infrastructure / Support

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

4.2.1: Suggestion to enrich the library's collection with recent material.

4.2.3: Problems with the quality and size of the hospitality and computer labs.

4.2.6: See previous comments (1.2.7 and 2.2.6)

4.2.7: See previous comment in section (2.1.6)

Response.

4.2.1: We enclose herewith the subscription paid to EBSCO which gives the opportunity to lecturers and students to receive the information they need. Certainly the cost to us is much higher with EBSCO than by subscribing to a number of journals. See Statement No.8.

4.2.3: See our response to 1.1.4.3

4.2.6: See our response to 1.2.7 and 2.2.6

4.2.7: See our response to 2.1.6

4.3 Financial Resources

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

4.3.1: More funding is required for faculty development.

4.3.2: The Program Coordinator has no budget authorities. Everything is centrally controlled by the academic director.

Response.

4.3.1: For the faculty development the college has established the Research Development Committee under which applications can be assessed and decisions taken for the participation in any conferences either in Cyprus or abroad. See the members of the Research and development committee. Statement No. 5.

FURTHERMORE two faculty members participate every year at the Erasmus program. The college receives every year a number of lecturers from abroad, under the Erasmus program, who lecture together with our lecturers.

4.3.2: The decisions which relate to Faculty members including financial ones are now taken by the internal quality committee together with the director. The course coordinator is member of the internal quality assurance committee.

**FINAL REMARKS –
SUGGESTIONS**

Please note your final remarks and suggestions for the program of study and/or regarding particular aspects of the program.

The committee notes the commitment of faculty and administrative staff in providing a genuine educational experience to their students. Nevertheless, the proposed

program requires further amendments in order to meet the current standards of a competitive 2-years Hotel Administration diploma. The committee strongly suggest that such efforts should be undertaken with the active engagement of the college's faculty members, which should be supported by the ownership of the institution. Moreover, the ownership should invest in a) upgrading their hospitality labs, and b) developing their faculty members.

Response.

The internal quality assurance committee has developed two modules which are now included in revised program as compulsory courses.

At the same time the Business Law course has been added to the program to enrich it more.

The upgrading of the labs was answer at 1.1.4.3 and the developing of faculty members was answered in 4.3.1.

The College of Tourism and Hotel Management assures the External Evaluation Committee, as well as the Board of the Quality Assurance Agency of Higher Education, that it has faithfully implemented the recommendations of the External Evaluation Committee as detailed in our present answer.

Sincerely Yours,

Savvas Adamides,

Director

Enc:

Statement 1. Revised Table 4.

- " 2. Induction program for new staff,
- " 3. Three new modules,
- " 4. New structure of program,
- " 5. Research and Development Committee.
- " 6. Proforma contract with Mr. Anastasios Stylianos.
- " 7. Proforma contract with Mrs Georgia Georgiou,
- " 8. Invoice from EBSCO and payment slip.