Doc. 300.1.2

Date: 10/08/2023

Higher Education Institution's Response

- **Higher Education Institution:**

  American College

- **Town:** Nicosia

- **Programme of study
  Name (Duration, ECTS, Cycle)**

  In Greek:

  Διεύθυνση Επισιτιστικών Τεχνών (4 Χρόνια / 240 ECTS, Πτυχίο)

  In English:

  BA Culinary Arts Management (4 years, 240 ECTS, Degree)

- **Language(s) of instruction:** English / Greek

- **Programme's status:** Currently Operating

- **Concentrations (if any):**

  In Greek: Concentrations
  In English: Concentrations

A. Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.1.1 or 300.1.1/1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area. The answers' documentation should be brief and accurate and supported by the relevant documentation. Referral to annexes should be made only when necessary.*

- *In particular, under each assessment area and by using the 2ⁿᵈ column of each table, the HEI must respond on the following:*

    - *the areas of improvement and recommendations of the EEC*
    - *the conclusions and final remarks noted by the EEC*

- *The institution should respond to the EEC comments, in the designated area next each comment. The comments of the EEC should be copied from the EEC report **without any interference** in the content.*

- *In case of annexes, those should be attached and sent on separate document(s). Each document should be in *.pdf format and named as annex1, annex2, etc.*

We have studied the report of the External Evaluation Committee (EEC) consisted of Dr. Amalia Tsiami and Dr. Lia Marinakou regarding the educational evaluation-accreditation of the Bachelor Degree in Culinary Arts Management carefully and thoroughly. We find that their report is objective and positive. Below we provide our response to all the recommendations for revisions/improvements noted in the EEC report. In addition, we refer to issues we felt they needed us to provide clarifications or further information. The revisions/improvements we made, have already been implemented and they are fully documented below and in the annexes provided.

1. Study programme and study programme's design and development
(ESG 1.1, 1.2, 1.7, 1.8, 1.9)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
The College should review the wording of the programme learning outcomes in order to reflect the level of the provision.	The wording of the program's learning outcomes was revised in order to reflect the level of the provision (see Annex 1 – Revised Curriculum and Program Learning Outcomes)	Choose level of compliance:
The Learning outcomes of the courses should be revised to reflect the level of delivery, expectations from students and performance.	The learning outcomes of all the courses of the curriculum were revised to reflect the level of delivery, expectations from students and performance (see Annex 2 – Revised Course Syllabuses)	Choose level of compliance:
The curriculum should be revised to have a culinary arts focus.	The curriculum was revised by reducing the General Requirement courses, adding MGT315 Business Research (you may find the revised syllabus in Annex 3) and MAJ102 Internship (see Annex 4a to 4e MAJ102 Syllabus), and revising General Education Courses by adding for example culinary arts terminology and thus to make them more Culinary Arts focused (see Annex 1 – Revised Curriculum and Program Learning Outcomes and Annex 2 – Revised Course Syllabuses).	Choose level of compliance:
There are too many courses (more than 25%) of the programme in general studies, and/or general management without emphasis on culinary arts content.	We have reduced the General Education Courses requirements and increased the Business Core courses requirements of the program as well as we have revised all the General Education courses' syllabi (as explained in the above point) and added MAJ102 Internship in order to be make the program more Culinary Arts oriented (see the Revised Curriculum and Program Learning Outcomes in Annex 1, and the Revised Course Syllabuses in Annex 2).	Choose level of compliance:

ΔΙΠΑΕ CYQAA ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
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Emphasis on culinary arts could be given on these general courses to allow students to reflect on their own relevant context, i.e. French language to include terminology.	General Education courses were revised with emphasis on culinary arts to allow students to reflect on their own relevant context. FRE101 French Language, FRE201 French Language II and PSY101 Introduction to Psychology are examples of revised courses which include culinary arts terminology and have a culinary arts focus (see Annexes 5 – 7 for the revised course syllabuses of FRE101, FRE201 and PSY101). More specifically, FRE101 and FRE201 now include culinary arts terminology in every week's content, and PSY101 now includes psychology elements related to culinary arts, such as Visual and Olfactory factors in Taste Perception, Food Cues- Learning & Memory, Gut Biome and Mental Health, Eating Disorders- Anorexia Nervosa, Bulimia Nervosa, Binge Eating Disorder, and others.	Choose level of compliance:
The internship is not credited and should carry ECTs as well as a clear difference between the skills obtained at different academic levels.	A new course MAJ102 Internship was introduced carrying 6 ECTS. The learning outcomes of the Internship reflect the skills obtained at the academic level the Internship course is offered. In Annex 4a we enclose the course's Syllabus together with all necessary documents describing the methodology, eligibility criteria and procedure for organized internships and related forms (Annexes 4b - 4e).	Choose level of compliance:
The duration of the Internship should be reviewed to enable students to prepare for their resit period, ECTs could be added.	For those students taking resit examinations, Internships must take place from mid-June up to mid-August the most, lasting 4 to 8 weeks. Resit examinations befall during the last week of September; hence students taking resit examinations have plenty of time to prepare for any resits they might have. As mentioned earlier, Internship now bears 6 ECTS (see Annex 4a – MAJ102 Syllabus).	Choose level of compliance:

ΔΙΠΑΕ CYQAA ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
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2. Student – centred learning, teaching and assessment
(ESG 1.3)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
It is strongly recommended to upgrade the learning outcomes of the programme to match level 6 requirements i.e. revise the programme of courses to enrich the curriculum with relevant scientific background, fine tune the subjects' sequence and reduce the elective courses.	The learning outcomes of the programme were revised to match level 6 requirements (see Annex 1 – Revised Curriculum and Program Learning Outcomes). Further, the learning outcomes of all courses of the programme were also revised to meet their corresponding level (see Annex 2 – Revised Course Syllabuses). The General Education requirements were reduced, CUL300 Food Science and Nutrition was revised (see Annex 8 – Revised CUL300 Syllabus) to meet current Culinary Arts needs and requirements, and the courses' sequence was adjusted and fine-tuned to align with the programs' objectives and learning outcomes (see Annex 9 - Course Distribution per Semester).	Choose level of compliance:
A subject on Fundamentals of Food Ingredients, which will familiarize students with the techno-functional properties and applications of elements such as the proteins, the emulsifiers and the thickening agents in food preparation, is deemed essential for the chefs.	CUL300 Food Science and Nutrition was revised and it now includes elements such as techno-functional properties and applications of elements such as the proteins, the emulsifiers and the thickening agents in food preparation and other contemporary issues (in Annex 8 you may find the Revised CUL300 Syllabus).	Choose level of compliance:
Subject such as sustainability, carbon zero practices, use of food waste for human consumption (up-cycling) should be introduced as well as circular economy	CUL300 Food Science and Nutrition was revised and it now includes elements such as sustainability, carbon zero practices, use of food waste for human consumption and other contemporary issues (In Annex 8 you may find the Revised CUL300 Syllabus).	Choose level of compliance:
Subjects such as nutrition, nutritional evaluation of meals to meet different consumer needs is under-represented and new modules should be introduced	Nutrition, nutritional value of legumes, soy products, nuts, seeds, fruits and others are covered in CUL401 Dietary Cuisine (In Annex 10 you may find the revised CUL401 Dietary Cuisine syllabus). In addition, CUL300 Food Science and Nutrition was revised and it now includes elements such as current technology, food waste, sustainability, plant-based diet, nutrients bioavailability, emulsifiers and	Choose level of compliance:

ΔΙΠΑΕ CYQAA ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
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	other contemporary issues (see Annex 8 – Revised CUL300 Syllabus).	
The general knowledge subjects that are not culinary arts related should be reduced and some such as psychology, should be contextualized to meet the skills and competences for the culinary arts management. As discussed above the behaviour change theories.	General Education courses were revised with emphasis on culinary arts to allow students to reflect on their own relevant context. FRE101 French Language, FRE201 French Language II and PSY101 Introduction to Psychology are examples of revised courses which include culinary arts terminology and have a culinary arts focus (see Annexes 5 – 7 for the revised course syllabuses of FRE101, FRE201 and PSY101). Additionally, the General Education courses were reduced by 6 ECTS (see Annex 1 – Revised Curriculum and Program Learning Outcomes).	Choose level of compliance:
Moreover, a course on the Technology and Quality Assessment of raw materials (dairy, fruits, fish, oil and fats, grains, meat) is also of essence. Some of those subjects are delivered as part of the practical, however the theory should stand on it's own.	The Technology and Quality Assessment of raw materials (dairy, fruits, fish, oil and fats, grains, meat) is covered in CUL110 Fundamentals of Culinary Arts (In Annex 11 you may find the revised syllabus of CUL110). In addition, CUL300 Food Science and Nutrition was revised and it now includes elements such as current technology, food waste, sustainability, plant-based diet, nutrients bioavailability, emulsifiers and other contemporary issues (see Annex 8 – Revised CUL300 Syllabus).	Choose level of compliance:
The content of each course should be proportional to the teaching hours and not too dense.	We have assessed whether the content of each course is proportional to the teaching hours and have made changes wherever necessary (see Annex 2 – Revised Course Syllabuses)	Choose level of compliance:
Care should be taken so that theoretical and laboratory courses are more well balanced.	We have reviewed the balance among theoretical and laboratory courses and have made changes wherever necessary. The revised curriculum and the revised syllabuses achieve a good balance between theoretical and laboratory courses (see Annex 1 – Revised Curriculum and Program Learning Outcomes and Annex 2 – Revised Course Syllabuses)	Choose level of compliance:
The participation in Internships of 3 summer periods should be revisited as explained above.	For those students taking resit examinations, Internships must take place from mid-June to up to mid-August the most, lasting 4 to 8 weeks. Resit examinations befall during the last week	Choose level of compliance:

	of September; hence students taking resit examinations have plenty of time to prepare for any resits they might have.	

ΔΙΠΑΕ CYQAA ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
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3. Teaching staff
(ESG 1.5)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
If the Culinary Arts programme has full intakes over the year, the staff may find that they are overloaded with teaching and coordination responsibilities. This will need support in managing and delivering the programme.	The faculty is not currently overloaded with teaching and coordination responsibilities due to the fact that the programme currently does not have full intakes. However, following EEC recommendations, we have enriched our culinary arts faculty with the additions of Christos Andreou and Tryfonas Panayiotou. Mr Andreou and Mr Panayiotou will commence teaching in the programme as from Fall 2023 semester. Their CVs are found in Annex 12 – Detailed Biographical Notes.	Choose level of compliance:
There is limited staff that teaches modules for the culinary and food science, microbiology part of the course. More food science should be included, and specific subjects related to fish, meat science and also the emphasis should be placed on plant base diets, vegan dishes and also the nutrition of those diet choices.	As mentioned above, besides the current faculty teaching to the program, Christos Andreou and Tryfonas Panayiotou are the new faculty additions, commencing teaching in Fall 2023 semester. In addition to their teaching duties, Mr Andreou and Mr Panayiotou will also assist with the practical training (MAJ102 Internship) and contribute with the overall development of the program. CUL300 Food Science and Nutrition was revised and it now includes elements such as meat science, plant based diets, vegan dishes, and others (In Annex 8 you may find the Revised CUL300 Syllabus).	Choose level of compliance:
Nutrition as a subject that does not appear at the curriculum, this should be encouraged, other subjects such as circular economy, management of food waste and sustainable food resources should also be introduced.	CUL300 has been revised to include Nutrition, sustainability, food waste, current technologies and other contemporary issues on Culinary Arts (see Annex 8 - Revised CUL300 Syllabus)	Choose level of compliance:
Most research is conducted by other members of staff that specialize in areas such as entrepreneurship, marketing. Even the journal is more generic and is not clearly linked to culinary arts research, however its existence is good as it encourages research. Research should be encouraged and	American College believes research is essential and significant and thus it is supported in various ways. Research is supported financially through Departmental and Individual Budgets (Annex 13 – Internal Funded Policy), which faculty can use any way they see effective in enhancing their research skills and built their network. Furthermore,	Choose level of compliance:

supported for the food related subjects	faculty engaging in research receive teaching load relief. This teaching load deduction is extended further as their research output significantly increases. All research results and output are disseminated to all faculty members, and depending on the topic and nature of the research output, this is also distributed to all students and external collaborators through the College Newsletter. Following EEC recommendations, we will intensify our efforts to produce research in Culinary Arts Management and related areas.	
Academics teaching in the programme should be encouraged to conduct research relevant to their specialization.	As explained in the comment above, incentives are provided to all faculty to conduct research in their area of specialization.	Choose level of compliance:
Academic staff members should be encouraged to undertake further postgraduate studies in culinary arts management.	To encourage faculty members to undertake further studies, it has been decided during the Academic Committee meeting on the 21/06/2023 (Annex 14 – Academic Committee minutes), to approve a 3-hour working load reduction for any faculty member pursuing postgraduate or doctoral level studies in their area of specialization.	Choose level of compliance:

4. Student admission, progression, recognition and certification
(ESG 1.4)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
It is recommended to establish a system of incentives and rewards for students who consistently demonstrate exceptional academic performance. Such a system can have a significant positive impact on student motivation, engagement, and overall academic achievement. Rewards can take many forms, such as certificates of achievement, medals, scholarships, or special recognition at university events. By providing students with tangible and meaningful rewards for their hard work and dedication, we can help create a culture of excellence and continuous improvement.	A system of incentives and rewards for students who consistently demonstrate exceptional academic performance and more is already in place. To mention a few, Bachelor and Master degree graduates are awarded for high academic achievement as follows: • Summa Cum Laude: awarded to students whose CGPA is between 3.90 and 4.00. • Magna Cum Laude: awarded to students whose CGPA is between 3.70 and 3.89. • Cum Laude: awarded to students whose CGPA is between 3.50 and 3.69 (see Graduation Honors at https://ac.ac.cy/academic-affairs/academic-matters-and-regulations/). Depending on graduates' academic performance (CGPA), the above corresponding distinction is noted on their Degree Certificates. Further, The Honors List is issued following the end of each semester/session and contains the names of students who have achieved a minimum GPA of 3.50 in the respective semester/session. To be eligible, students must have been enrolled for a minimum of 24 ECTS credits during the semester in question or 12 ECTS credits during the Summer session in question (see Honors List at https://ac.ac.cy/academic-affairs/academic-matters-and-regulations/). Students who achieve high academic performance are awarded a Performance Award Certificate during the Graduation Ceremony. Additionally, various external stakeholders present awards to students according to	Choose level of compliance:

	their academic performance. For example, the Cyprus Chefs Association and Anco Catering, present awards to students of the Culinary Arts Program who achieve exceptional academic performance. Scholarships are also offered to students who demonstrate exceptional academic achievement while at the American College. The scholarships are in the form of a tuition fee discount for one academic semester, the amount of which varies according to the schedule below:	

Cumulative GPA	Tuition Reduction for	
	Academic Programs	Vocational Programs
4.00	50%	20%
3.75 - 3.99	20%	10%
3.50 - 3.74	10%	10%

	(see Annex 15 - Prospectus Extract (Scholarships and Financial Aid)).	
To promote excellence and continuous improvement, establish a system to improve grades in a few select subjects. Students could choose 2-3 subjects at the end of the spring semester that will reseat the September exams to improve grades. Ultimately, the goal is to help students reach their academic potential and foster a culture of academic excellence.	The policy of American College is to allow students to resit examinations when: they have missed a final examination as a result of a medical problem or a personal emergency, or when they have failed a final examination or course (see Make up Examinations at https://ac.ac.cy/academic-affairs/academic-matters-and-regulations/). Students who wish to improve their course grades, need to retake that course(s); If a student retakes a course, only the most recent grade will be included in the computation of a student's Cumulative Grade Point Average. The grade previously received will however, be listed at all times on the student's permanent academic record and transcript (see Retaking Courses at https://ac.ac.cy/academic-affairs/academic-matters-and-regulations/).	Choose level of compliance:

5. Learning resources and student support
(ESG 1.6)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
The work in the restaurant, pastry and bakery is embedded in the curriculum to integrate further the practical with the theoretical aspect of the programme and its delivery. However, there is emphasis on the practical aspect and skills development rather than theoretical underpinning and the business/management element of such programmes.	We have reviewed the balance among theoretical and laboratory courses and have made changes wherever necessary. The revised curriculum and the revised syllabuses achieve a good balance between theoretical and laboratory courses (see Annex 1 – Revised Curriculum and Program Learning Outcomes and Annex 2 – Revised Course Syllabuses)	Choose level of compliance:
The facilities and equipment for the practical aspect of the courses could be updated.	Constantly improving and upgrading all infrastructure and learning resources which are accessible by both faculty members and students has been a standard practice at American College. For example we recently purchased the following kitchen laboratory equipment: Gas Combi Oven, Sous Vite, Vacum Packing Machine, Cutter Mixer, Ice-cream maker, Electric convention oven, Thermomix, and Pasta machine. We will continue to update the facilities and equipment to meet the changing needs of students and faculty.	Choose level of compliance:
The pastry kitchen can be separated at a place of it's own rights as there are specific requirements for those to be separate and enhance student experience as well as to demonstrate good practice for their future professionals.	Even though the pastry kitchen is not separated, all necessary measures are taken to meet industry standards and guidelines. In particular, Pastry classes are conducted on separate days from food cooking classes to meet temperature and hygiene rules. Furthermore, during pastry classes, marble tops (purchased after EEC recommendations) are used in addition to recently installed air conditioning units to keep lower temperatures needed for pastry. Daily thorough cleaning is performed after every class in order to meet good hygiene practices.	Choose level of compliance:
There can be more evidence of how the practicals are organized and managed.	All course syllabuses that embed practical sessions were revised to provide details on the laboratory and classroom hours (see Annex 2 – Revised Course Syllabuses).	Choose level of compliance:

6. Additional for doctoral programmes
(ALL ESG)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
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7. Eligibility (Joint programme)
(ALL ESG)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
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B. Conclusions and final remarks

Conclusions and final remarks **by EEC**	Actions Taken by the Institution	For Official Use ONLY
The programme has to be culinary arts focused, using less general modules (courses, such as Principles of Sociology, history of Cyprus, Advanced English and advanced French. Those subjects are not related, neither contextualized.	The General Education Requirements were reduced (see Revised Curriculum in Annex 1). Further, the General Education courses were revised to be more contextualized and focused to Culinary Arts (see Annexes 5-7).	Choose level of compliance:
Extra modules specific related to culinary arts could be introduced i.e. nutrition, food science further, processing, sustainability, food waste, plant base diets and plant based proteins.	CUL300 Food Science and Nutrition was revised and it now includes elements such as current technology, food waste, sustainability, plant-based diet, nutrients bioavailability, emulsifiers and other contemporary issues (see Annex 8 – Revised CUL300 Syllabus).	Choose level of compliance:
The internship should carry ECTs and the learning outcomes should be related to the level that the internship take place.	A new course MAJ102 Internship was introduced carrying 6 ECTS. The learning outcomes of the Internship reflect the skills obtained at academic level the Internship course is offered. In Annex 4a we enclose the course's Syllabus together with all necessary documents describing the methodology, eligibility criteria and procedure for organized internships and related forms (Annexes 4b - 4e).	Choose level of compliance:
The LO could be reviewed to reflect the academic level offered.	The program's learning outcomes were revised in order to reflect the level of the provision (see Annex 1 – Revised Curriculum and Program Learning Outcomes). Similarly, the courses' learning outcomes were revised to reflect the level of delivery, expectations from students and performance (see Annex 2 – Revised Course Syllabuses)	Choose level of compliance:
Specialized staff could be included to fit the needs of the new modules offered.	Christos Andreou and Tryfonas Panayiotou will also be teaching in the Culinary Arts Management program as from Fall 2023. Their CV's are found in Annex 12 – Detailed Biographical Notes.	Choose level of compliance:
The facilities and kitchen/pastry should be reviewed to re-introduce equipment (marble tops) or separate the facilities (pastry and kitchen/larder).	Following EEC recommendations, Marble tops were installed in the kitchen laboratory.	Choose level of compliance:

Research should be encouraged and supported to include the food element.	Research is supported and incentives are provided to all faculty members. We will intensify our efforts to produce research in Culinary Arts Management and related areas.	Choose level of compliance:

C. Higher Education Institution academic representatives

Name	Position	Signature
Ms. Despina Kassianou	Program Coordinator	
Click to enter Name	Click to enter Position	
Click to enter Name	Click to enter Position	
Click to enter Name	Click to enter Position	
Click to enter Name	Click to enter Position	
Click to enter Name	Click to enter Position	

Date: 10/08/2023