Doc. 300.1.2

Date: Date.

Higher Education Institution's Response

- **Higher Education Institution:
City Unity College**

- **Town: Nicosia**

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

  In Greek:

  Διοίκηση Επιχειρήσεων, 2 έτη, 120 ECTS. Δίπλωμα

  In English:

  Business Administration, 2 years, 120 ECTS, Diploma

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

- **Programme's status:** Currently Operating
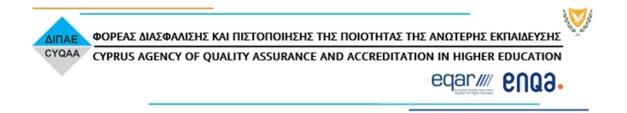
- **Concentrations (if any): N/A**

  **In Greek: Δ/Ε
  In English: N/A**

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 2021 [L.136(I)/2015 – L.132(I)/2021].

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.*

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 diploma could be more visible in the local market.	The Institution has already begun a marketing campaign aimed strategically to promote and capture market awareness for the Diploma. Further to this the Institution has begun talking with organisations for possible cooperation in training and teaching staff members by running the programme. Campaign objectives: • Utilize social media • Engage in conversations • Keep the focus online marketing & digital student recruitment • Make information accessible on our platforms/websites/social media channels/virtual events	Choose level of compliance:
The EEC felt that some fundamental knowledge in Corporate Finance (CF) should be provided in the program. Although the faculty demonstrated evidence of CF topics as part of some syllabi, a course specifically oriented towards CF would enhance the program's scope, appeal, and visibility.	The Institution has revised the programme and has fully complied to this suggestion – see Appendix I attached	Choose level of compliance:

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
The EEC felt that the programme could benefit from a more consistent policy regarding feedback and marking turnaround times. That is, all lecturers could be expected to deliver written feedback on assignments, and students could be informed about the maximum waiting period for the receipt of marking of their assessments or exams.	Feedback to the students is part of the Institution's academic policy; lecturers provide oral feedback in class and written feedback through our e-portal 'eClass' learning platform. Grading/marking normally is done within five (5) working days after student submission.	Choose level of compliance:
In addition, the registration processes could be streamlined through an online system to improve efficiency.	The Institution has an online registration procedure in place. Prospecting students wishing to enrol from our website can do so through our embeddable online forms. These forms help guide the prospecting student to complete their details and submit supportive documentation. Other improvement online systems in place is the integrated payments for tuition fees, application fees, etc. Apart from the normal face to face registration process, the online integrated system has proven very effective, efficient and time saver. Questions and support are also done online with our website live chat application which automatically pops up when a user remains on our site for over fifteen (15) seconds.	Choose level of compliance:

3. Teaching staff
(ESG 1.5)

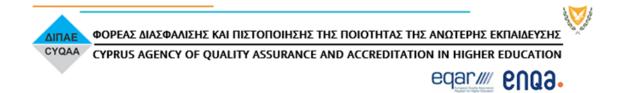| Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
While research is not the primary task of the CUC, it is appreciated and encouraged. To give an example, there is space for improvement in terms of how research is evaluated. Another example is to collaborate with external researchers from other institutions and enhance the invitation or recruitment of academics with a rich research portfolio or potential.	Research-assessment systems are the nearest thing that the Institution has to the performance metrics that are common in business. Individual researchers are assessed on a range of measures, such as the number and quality of journal articles, books and monographs they have published; the number of their students who complete postgraduate degrees; and any non-academic impact from their work, such as its influence on society or policy. The Institution has a research policy in place, outlining the internal regulations and the need to encourage research and development to create modern academic programmes that are results-oriented and that focus on the student's needs, so that every graduate may aspire to become a competent and qualified professional, in today's rapidly changing environment. Research and knowledge exchange activities are core elements of the modern College. The purpose of this policy is to ensure a shared understanding of the College's research aims, objectives and underpinning processes and procedures.	Choose level of compliance:
The criteria of promotion, research engagement and workload could be further quantified within the College to increase transparency and provide more clarity to faculty members on expectations	The Institution has outlined all policies and regulations regarding the faculty in Appendix 8 Faulty Handbook. This handbook is available online in the staff portal under the Human Resource Section.	Choose level of compliance:

| | The purpose of the Faculty Handbook is to set forth the policies regarding the terms and conditions of employment for full-time core faculty employment, faculty rights and responsibilities, and the faculty role in the shared governance of the College. The procedural details of these aspects of the Handbook are also described.

This Handbook forms a part of each faculty member's contract of employment with the College, along with other personnel and administrative policies of the College, as they may be adopted and amended from time to time, and the provisions of any individual appointment. | |

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
There are no major drawbacks that can be areas of improvement for the moment.	No comments or actions needed	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
Given the expected rapid growth in student numbers (after Covid-19) a higher workload should be accompanied with more employees and faculty support services and resources in the future.	The Institution is constantly monitoring and responding by hiring additional faculty and supporting staff as the number of intakes necessitate	Choose level of compliance:
Processes like online registration are encouraged in the spirit of simplifying processes and reduce (avoidable) admin workload.	The Institution has an online registration procedure in place. Prospecting students wishing to enrol from our website can do so through our embeddable online forms. These forms help guide the prospecting student to complete their details and submit supportive documentation. Other improvement online systems in place is the integrated payments for tuition fees, application fees, etc. Apart from the normal face to face registration process, the online integrated system has proven very effective, efficient and time saver. Questions and support are also done online with our website live chat application which automatically pops up when a user remains on our site for over fifteen (15) seconds.	Choose level of compliance:

6. Additional for doctoral programmes – <mark>NOT APPLICABLE</mark>
(ALL ESG)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
Click or tap here to enter text.	Click or tap here to enter text.	Choose level of compliance:
Click or tap here to enter text.	Click or tap here to enter text.	Choose level of compliance:
Click or tap here to enter text.	Click or tap here to enter text.	Choose level of compliance:
Click or tap here to enter text.	Click or tap here to enter text.	Choose level of compliance:
Click or tap here to enter text.	Click or tap here to enter text.	Choose level of compliance:

7. Eligibility (Joint programme) - <mark>NOT APPLICABLE</mark>
   (ALL ESG)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
Click or tap here to enter text.	Click or tap here to enter text.	Choose level of compliance:
Click or tap here to enter text.	Click or tap here to enter text.	Choose level of compliance:
Click or tap here to enter text.	Click or tap here to enter text.	Choose level of compliance:
Click or tap here to enter text.	Click or tap here to enter text.	Choose level of compliance:
Click or tap here to enter text.	Click or tap here to enter text.	Choose level of compliance:

ΔΙΠΑΕ CYQAA

ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION

eqar//// enqa.

B. Conclusions and final remarks

Conclusions and final remarks **by EEC**	Actions Taken by the Institution	For Official Use ONLY
The Corporate Finance course should be considered a core course in the future to enhance students' candidacy.	Addressed and Complied See Section 1 above	Choose level of compliance:
The sustainability of the programme, bearing in mind the increased competition of educational services in Cyprus.	The Diploma in Business Administration is a sustainable option for students seeking a career in the business field in Cyprus, even in the face of increased competition in educational services. This is due to the steady growth in the number of jobs in the business sector. With an annual increase of 3.9%, the education sector itself is a significant employer and potential career pathway for graduates of the Diploma in Business Administration Programme. Other sectors that show consistent growth include food and beverage service activities, legal and accounting activities, and accommodation, all of which require skills and knowledge relevant to the business administration field. Specifically, the high demand for cashiers and ticket clerks, general office clerks, and secretaries (general) highlights the need for individuals with strong administrative and organizational skills, which are key components of the Diploma in Business Administration Programme. These roles require the ability to manage tasks such as scheduling appointments, managing financial transactions, and providing customer service, all of which are covered in the Programme's curriculum. Therefore, graduates of the Programme are well-equipped to enter the job market and	Choose level of compliance:

ΔΙΠΑΕ CYQAA
ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION

eqar/// enqa.

	contribute to the growth of these sectors, making the Diploma in Business Administration a sustainable choice for students seeking a career in the business field in Cyprus.	
Research is always encouraged.	Research-assessment systems are the nearest thing that the Institution has to the performance metrics that are common in business. Individual researchers are assessed on a range of measures, such as the number and quality of journal articles, books and monographs they have published; the number of their students who complete postgraduate degrees; and any non-academic impact from their work, such as its influence on society or policy. The Institution has a research policy in place, outlining the internal regulations and the need to encourage research and development to create modern academic programmes that are results-oriented and that focus on the student's needs, so that every graduate may aspire to become a competent and qualified professional, in today's rapidly changing environment. Research and knowledge exchange activities are core elements of the modern College. The purpose of this policy is to ensure a shared understanding of the College's research aims, objectives and underpinning processes and procedures.	Choose level of compliance:
We also recommend CUC to increase the visibility of the programme in the local and international market and, if possible, to professionals	The Institution has already begun a marketing campaign aimed strategically to promote and capture market awareness for the Diploma. Further to this the Institution has begun talking with organisations for possible cooperation in training and teaching staff members by running the programme.	Choose level of compliance:

ΔΙΠΑΕ
CYQAA
ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION

eqar//// enqa.

	Campaign objectives: • Utilize social media • Engage in conversations • Keep the focus online marketing & digital student recruitment • Make information accessible on our platforms/websites/social media channels/virtual events	
There is room for improvement in the consistency of the feedback provided to students and the turnaround times of exams/assignments by the various lectures.	Addressed and Complied See Section 2 above	Choose level of compliance:

D. Higher Education Institution academic representatives

Name	*Position*	*Signature*
Mr. Chris Constantinou	Director General	
Prof Constantinos Charalambous	Provost	
Prof Ioannis Violaris	Academic Programmes' Director	
Ass Prof Chrysostomi Maria Kyrillou	Business Administration Head	
Ass Prof Zanete Garanti	Research Department Head	
Lecturer Charis Kyriacou	Quality Assurance Coordinator	

Date: Click to enter date