

Doc. 300.1.2

Date: 08/09/2021

Higher Education Institution's Response

- **Higher Education Institution:**
University of Central Lancashire Cyprus (UCLan Cyprus)
- **Town:** Larnaca
- **Programme of study
Name (Duration, ECTS, Cycle)**

In Greek:

Πτυχίο στη Διαχείριση Φιλοξενίας και Τουρισμού (4 έτη, 240 ECTS)

In English:

BA (Hons) Hospitality and Tourism Management (4 years, 240 ECTS)

- **Language(s) of instruction:** English
- **Programme's status:** Currently Operating
- **Concentrations (if any):**

In Greek: N/A

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

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 300.1.1/2 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.*
- *In particular, under each assessment area, the HEI must respond on, without changing the format of the report:*
 - *the findings, strengths, areas of improvement and recommendations of the EEC*
 - *the conclusions and final remarks noted by the EEC*
- *The HEI's response must follow below the EEC's comments, which must be copied from the external evaluation report (Doc.300.1.1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4).*
- *In case of annexes, those should be attached and sent on a separate document.*



UCLAN CYPRUS NOTE

We would like to thank the members of the External Evaluation Committee for their valuable feedback regarding the re-accreditation of the BA (Hons) Hospitality and Tourism Management programme of study offered by the School of Business and Management at UCLan Cyprus. We are very pleased that the Committee recognises the level of academic quality and rigour that underpin the programme as a result of the work of the academic team involved in the design and delivery of the programme. Our aim and commitment are to improve our students' learning experience and the quality of learning and teaching offered by the School of Business and Management and the University, with the ultimate aim to increase their employability prospects after graduation. As such, we have taken into due consideration the Committee's constructive feedback and have embraced it in our effort to develop further the BA (Hons) Hospitality and Tourism Management programme of study offered at UCLan Cyprus, as it is illustrated in the following sections.

1. Study programme and study programme's design and development

(ESG 1.1, 1.2, 1.7, 1.8, 1.9)

EEC REPORT

Findings

Policy for quality assurance

The School has developed an objective Quality Assurance System. The School operates within quality objectives set up and reviewed internally annually. An annual evaluation of the programme takes into account the feedback from students via course feedback questionnaires issued on completion of each course, and from the faculty responsible for each course. An overall report of the feedback is provided to the Student Experience and Engagement Committee. The outcomes of the review are reported by using a standard format. The School also conducts annual surveys from its alumni in order to benchmark the programme effectiveness on student experience after graduation. The received feedback is considered by the Head of the School for further actions.

The Periodic Review enables the School to consider the medium-term development of their provision based on an analysis of their courses since the last periodic review. The School has implemented a clearly defined QA structure with procedures that enable continuous curriculum reform and a practice of consultation with faculty. To improve the periodic review, the School uses external examiners as third party reviewers.

The programme is scheduled to undergo a periodic review every 5 years for re-approval in order to ensure its currency, relevance and resources.

There is an effective policy for the prevention and detection of plagiarism. The School uses Turn-it-in software and makes sure that every student is informed about it. Reference to plagiarism is also made with the student and module handbooks.

Design, approval, on-going monitoring and review

The programme under review, BA (Hons) Hospitality and Tourism Management is delivered as a double award degree with the University of Central Lancashire, Preston, UK. It offers a broad spectrum of subject areas related to tourism and hospitality sector. It is delivered in conventional form and in the English language. Due to the COVID-19 pandemic the School successfully switched to online programme delivery. The programme is concentrated on developing students' business and entrepreneurial skills, by balancing practical skills and theoretical knowledge with a global tourism perspective. The aim is to develop effective, responsible managers both in Cyprus and internationally. According to the statement in the Self-Assessment Report, the programme has been designed to deliver graduates who will be "purpose-made" and "job-ready" for the industry.

The programme fits well with the UCLan Cyprus internationalization strategy. The programme recruits students both domestically from its local market and internationally. There is a good balance of domestic and international students (47% and 53% accordingly) with no concentration of particular nationality.

The programme ILOs are well specified and are clear. Specific course ILOs are expressed in a well-structured and coherent manner. The programme offers 17 compulsory courses, 19 optional and two University electives (French and Russian). The variety of courses offer students an excellent opportunity to specialize in different areas of tourism and hospitality according to their individual fields of interests and personal professional aspirations.

Improvement is always possible; the EEC panel recommends that the team examines the overlapping of courses within the programme. For example, the course *Introduction to Hospitality and Tourism Operations* and the course *Tourism Essentials* have the same content in several parts and both courses are compulsory.

Additionally, the delivery of the course *Tourism Essentials* would definitely be more appropriate in the first year of study, and not as it is at present (in the second semester of the second year of study).

Harmonization of the contents of courses throughout curriculum is generally recommended. Namely, in several cases, as for example *International Hospitality Management*, overlapping occurs with the course *Introduction to Hospitality and Tourism Operations* as well as with the course *International Issues in Hospitality*. The same applies to some optional courses.

Another issue to be considered relates to the course *The Tourist: Experiences and Motivation*. The set course objectives relate to tourism sociology, anthropology and social psychology. However, the course coordinator has no formal education in these particular fields, neither has she published any related research in this field.

Taking into account the importance of tourism development and its sustainability not only for the Cyprus economy, one would expect that the course dealing with *Tourism Development and Sustainability* is an obligatory course in the offered programme. It is also surprising to find out that the learning outcomes of this course relate only to environmental sustainability and not to all three pillars of sustainable development, i.e. People, Profit and Planet.

The course entitled *Marketing and ICT for Visitor Economy Managers* has a very extensive content. The EEC is of the opinion that some content downsizing should be taken into account, thus enabling a more thorough concentration on the aspects of ICT for Visitor Economy Managers (which could be a separate course). For example, tourist behavior is extensively covered in a separate obligatory course *The Tourist: Behavior and Culture*, which is delivered in the same semester as the course on marketing, or service characteristics already covered in another course.

Furthermore, the EEC noticed that courses related to research methods are not mandatory. Therefore, it might happen that a student can complete the study programme without obtaining necessary research skills.

Internship is not made compulsory to students. However, the School has an excellent opportunity to position itself better on the market by establishing stronger ties with international and national tourism and hospitality companies in Cyprus and thus institutionalise compulsory internship for their students. A well organized and supervised obligatory internship would be a great asset to the programme and it would be much easier to market it in the very competitive environment, especially in the future. An internship should result in employment for many students which would again be beneficial for the School, the programme and the students. This would for sure enhance the quality of the programme and thus also its reputation domestically and internationally.

Delivery modes and assessment methods seem to be appropriate. Student performance is graded on the basis of a fitting mix of continuous assessment and formal exams. Pedagogy seems to be satisfactory. The quality of teaching and learning materials are relevant for the programme and meet standards.

Public information

Public information regarding the study programme is up-to date and readily accessible. Selection criteria are clear and enrolment and induction processes are very good. Students are provided with Course Handbook and a Module Handbook via the Blackboard online learning environment once they register at the programme which contains necessary information regarding the programme curriculum, the educational procedures implemented and the services of the School.

Information management

The UCLan has a coherent and ambitious management. The School of Business and Management has a good profile of students and their progression rate is good. According to the staff, the drop-out rate is also satisfactory. Students' satisfaction is regularly monitored and they seem to be satisfied with the programme. There are plenty of learning resources and support services available to students.

Strengths

- Double award degree with the University of Central Lancashire, Preston, UK
- Very good offer of core and optional courses which gives students flexibility in tailoring their studies according to their personal professional preferences
- Interdisciplinary study approach
- Enthusiastic faculty members

Areas of improvement and recommendations

- Revision of the content of all courses to avoid overlapping
- Employment of a faculty member with a background in sociology and/or anthropology to align the subject taught with the expected ILOs
- Introduction of a mandatory course on research methods
- Introduction of mandatory internship for all students

UCLAN CYPRUS RESPONSE

With regards to the EEC recommendation “that the team examines the overlapping of courses within the programme. For example, the course *Introduction to Hospitality and Tourism Operations* and the course *Tourism Essentials* have the same content in several parts and both courses are compulsory. Additionally, the delivery of the course *Tourism Essentials* would definitely be more appropriate in the first year of study, and not as it is at present (in the second semester of the second year of study).”, we would like to note that the course *Tourism Essentials* is delivered in Semester 1 of year 2 and not in the second Semester of year 2. We acknowledge that the content of this course shares a few similarities with the course *Introduction to Hospitality and Tourism Operations* which is delivered in Semester 1 of year 1. Therefore, and following your comments, we have made changes in the module *Tourism Essentials* which we believe that significantly differentiate it from the module *Introduction to Hospitality and Tourism Operations*. The module has been renamed to *Principles of Travel and Tourism* while the content has been updated, focusing exclusively on various travel and tourism topics and not on the management of hospitality operations, as the module *Introduction to Hospitality and Tourism Operations*. In so doing, the module offers more specialized and in-depth knowledge about Travel and Tourism.

In relation to the similarities between the course *Introduction to Hospitality and Tourism Operations*, and the course *International Hospitality Management*, we would like to inform the committee that the programme development team intended to offer first year students a more general course (as per *Introduction to Hospitality and Tourism Operations*) that covers both Hospitality and Tourism industries. As the programme progresses from one year to another, courses which are more specific and focused on one study area only are introduced, such as the course *International Hospitality Management* focusing only on the management aspect of specific hospitality operations, such as the front-office, food & beverage, reservations, housekeeping, etc.

Regarding the course *International Hospitality Management* and the course *International Issues in Hospitality*, the former focuses – as mentioned above - on a broad knowledge of the key areas in the hospitality sector with an emphasis on the management of major operations within the sector (e.g. front-office, food & beverage, reservations, housekeeping, etc.), whereas the latter focuses on current and contemporary issues in Hospitality worldwide (e.g. globalization, the international hospitality consumer, the international hospitality industry and the environment, human resource issues and cross-cultural management). Considering the EEC comments, we acknowledge that the use of the word ‘international’ in the course *International Hospitality Management*, is rather misleading, giving the impression that the two

modules are similar and not representative to the content of the module. Therefore, we renamed the module to *Managing in Hospitality*, highlighting the focus of the module on management within the Hospitality industry.

EEC comment: "Employment of a faculty member with a background in sociology and/or anthropology to align the subject taught with the expected ILOs"

We do acknowledge that Dr Katerina Antoniou, the academic who delivers this course, has no formal tourism sociology, anthropology, and social psychology education. On the other hand, she has formal education in areas of the social sciences that are directly related to sociology and anthropology, namely, a BA in Political Science and Economics (Clark University, USA), an MSc in International Relations (London School of Economics, UK), and a PhD in International Peacebuilding (University of Central Lancashire, UK). For example, courses in Sociology and Social Anthropology programmes of studies in top universities around the world focus on the political and economic elements of sociology and anthropology, while anthropology and peacebuilding are also two areas with a close relationship, according to the existing academic literature. In addition, Dr. Katerina Antoniou has been an active tourism researcher (e.g. dark tourism, tourism and peacebuilding). Therefore, the knowledge she has gained from her formal education, in conjunction with her research interests and activity, enable her to deliver both efficiently and effectively this course at an undergraduate level. Please see her CV <https://www.uclancyprus.ac.cy/academic/katerina-antoniou/> . Furthermore, and following your advice to employ a faculty member with a background in sociology and/or anthropology to align the subject taught with the expected ILOs, we are happy to inform you that we have appointed Professor Richard Sharpley (<https://www.uclan.ac.uk/academics/professor-richard-sharpley>) as a Visiting Professor aiming to capitalize more on the expertise of our colleagues in UCLan UK. Professor Sharpley has a PhD in Sociology from Lancaster University, and he will substantially enrich the delivery of this module, through guest lectures.

We completely agree with the EEC viewpoint on the importance of tourism development and sustainability both at a global and local level. In addition, we acknowledge that the concept of sustainability is more current than ever before. Therefore, and following the EEC suggestion, the course *Tourism Development and Sustainability* will be delivered as a compulsory and not as an optional module. Moreover, we would like to thank you for pointing out that there seems to be an inconsistency between the learning outcomes (the second learning outcome in specific) and the course's content. We would like to reassure you that this is due to a typographical error in the writing of the second learning outcome, and not a narrow emphasis on environmental sustainability only. As it is evidenced by the detailed content of the course (e.g., The Economic, Social and Environmental Costs of Tourism), we approach sustainability as a concept with three dimensions or pillars, namely, social, economic, and environmental. This is also something that our academics advocate in their research work: e.g., Kakoudakis, K. I., and McCabe, S. (2018). Having clarified this, we have corrected the typographical error, and we have rewritten the second learning outcome of the course as follows: "*Analyze proposals for tourism development and interpret them from a social, economic, and environmental perspective.*" (the updated descriptor is available in appendix 1). Moreover, and as mentioned above, we have appointed Professor Richard Sharpley (<https://www.uclan.ac.uk/academics/professor-richard-sharpley>) as a Visiting Professor aiming to capitalize more on the expertise of our colleagues in UCLan UK. Professor Sharpley, for instance, is a world-known expert in Sustainable Development within the context of Tourism, and will substantially enrich the delivery of this module, through guest lectures.

In line with the EEC suggestion, we have reduced the content of the course *Marketing and ICT* for Visitor Economy Managers, which, indeed, was very extensive. The new content concentrates more on the aspects of ICT for Visitor Economy Managers and excludes topics, such as the tourist behavior and service characteristics. Regarding the module *The Tourist: Behaviour and Culture*, it has become optional (please see the updated descriptor in appendix 1)

EEC Comment: "Introduction of a mandatory course on research methods"

We would like to kindly remind the EEC that we deliver the course *Applied Research and Service Quality in Tourism, Hospitality and Event Management* (TL2119), in year 3, which is both mandatory and directly related to research methods. The module is a year-long module covering all aspects of research methods, such as secondary and primary methodologies, data collection techniques, data analysis and critical writing skills. Amongst the key learning outcomes of the module are: to apply a critical approach to the reading of research based articles and understand the limitations of different strategies in relation to research; and to write a project proposal, demonstrating the ability to analyse and interpret data. As evidenced in the content of the module, the whole second semester is dedicated to academic research, addressing the following topics: *Introduction to Research Methods; Research Approaches and Philosophies; Theory and Conceptual Frameworks in Research; Understanding the Literature Review; Research Designs and Sampling; Quantitative Research Methods; Qualitative Research Methods; and Research Ethics*. In addition, both assignments of the module are directly related to research methods. The first, exposes students to primary research within the context of service quality. Here, research and service quality are linked together to make the delivery of research methods more accessible to students. In relation to this, we have noticed over the years that students find this combination interesting, resulting in a smoother understanding of research methods. The second assignment asks students to draft a research proposal. Finally, the course *Applied Research and Service Quality in Tourism, Hospitality and Event Management* (TL2119), supplements with year 4 modules, *Single Research Project* (TL3525), and, *Dissertation* (TL3923) which give students who would like to further advance their research skills, the opportunity to capitalize on the knowledge gained from TL2119, either within the context of secondary (Single Research Project), or primary (Dissertation), research. It must be noted at this point that students who are interested in continuing their studies at a postgraduate level, are encouraged to choose the *Dissertation*, while more industry-oriented students, to choose the *Single Research Project*, as electives in their final year of study.

EEC comment: "Introduction of mandatory internship for all students"

Unfortunately, a compulsory internship is not a feasible option due to restrictions to work that apply to non-EU citizens by the Ministry of Labour of the Republic of Cyprus. Students with specific nationalities from Asian and African countries in particular are only allowed to work in agriculture and as manual laborers and cleaners, while students from Eastern Europe, such as Russia have to undergo time-consuming process in relation to visas and work permits. Considering that a significant proportion of our students are non-EU citizens, you can understand that a compulsory internship will result in significant delays in the completion of our students' studies and their graduation. Therefore, we have implemented more effective ways to contribute to and increase the employability of our students. For instance, for the past three years we have participated in the project 2BeConnected, through which we have managed to establish a strong network at University level of numerous companies, including hospitality and tourism businesses with the possibility of 100 placements. Moreover, the UCLan Cyprus Career Hub has links with other industry partners who offer internships, placements, or permanent employment opportunities; informs students about job vacancies (as they occur) and external events related to employment and organizes the annual Career Fair. The UCLan Cyprus Career Hub also plans workshops that will create opportunities for students to improve their employability skills (e.g. C.V. writing, interview skills, and LinkedIn profile enhancement).

2. Student – centred learning, teaching and assessment (ESG 1.3)

EEC REPORT

Findings

This evaluation is based on the application document and accompanying files submitted by the School of Business and Management, University of Central Lancashire (UCLAN) Cyprus and the External Evaluation Committee's (EEC) series of video conference meetings with the management team, a random group of teaching staff and students.

A number of academics teaching on the programme holds a Post Graduate Certificate in Learning and Teaching, and one member of staff was shown to be an Associate Fellow of the Higher Education Academy (HEA). The Head of School claims that half of its staff are Associate Fellows of the HEA.

During the meeting with the programme's teaching staff, it is evident that the team is passionate about applying their expertise and interest areas to their module delivery in the context of hospitality and tourism. While a number of academics may not necessarily have the specific tourism and hospitality PhD qualifications, most spoke about their experience in the industry and/or as consultants, allowing them to deliver relevant examples and cases to their students.

It is evident to the panel that intended learning outcomes and content of most course (module) title appears to mirror that of UCLAN, UK's BA (Hons) International Hospitality Management and BA (Hons) International Tourism Management. The panel notes the additional detail of Assessment types, weighting and size were included in each course description. While most of the assessment modes were typically presentations, proposals, reports and essays, there were a few modules that incorporated self-reflection and others that appeared innovative, for example an assessed 45 minutes group discussion followed by a report (TL2011).

The 3 students (1 other student had connection problems and left mid-way) present at the meeting with the EEC panel were complementary of their experience on the programme. It was highlighted that professional internships are not mandatory for the completion of the programme, although the opportunity is offered as an option. The panel further observed that both the Research Project (TL3525, 10ECTS) and Dissertation (TL3923, 20ECTS) are not mandatory. Both the modules are only offered in Semester A of Year 4. Based on the course description, there is little difference in the two courses apart from the fact that the Dissertation, TL3923 is weighted at 20ECTS and has a combined assessed word count of 10,000. Both would require the student to take a pro-active role in their learning, but yet there were no courses offered earlier in the programme structure that could have prepared a student for the extent of self-directed learning, should they opt for a research course.

Furthermore, the EEC was unable to verify that all students on the programme are engaged with research, as the above indicative modules are not mandatory. According to the guidelines of the Framework for Qualifications of the European Higher Education Area (FQEHEA), [http://ecahe.eu/w/index.php?title=Framework for Qualifications of the European Higher Education Area](http://ecahe.eu/w/index.php?title=Framework_for_Qualifications_of_the_European_Higher_Education_Area) - the Bachelor's level qualifications are awarded to students who 'have the ability to gather and interpret relevant data to inform judgments that include reflection on relevant social, scientific or ethical issues'. The programme team is therefore strongly encouraged to ensure that this proficiency is distinctly delivered in its programme curriculum.

The Academic Regulations (with Assessment policies and principles) are clearly documented for UCLAN, UK. While the EEC panel is confident that UCLAN, Cyprus would adhere closely to the guidelines stipulated, it is recommended that the UCLAN, Cyprus team condense the document to reflect the operations in Cyprus, particularly in its terminology used, for example module vs. course.

During the EEC panel's meeting with the administrative staff, it was verified that students are able to declare their special needs and learning difficulties. Psychological and well-being centre are also staffed by professionals. The service is available via self-referral or through an academic advisor, where the first point of contact is the student support services. It is further reiterated that confidentiality is assured.

Finally, it was confirmed by a senior manager that students' progress are tracked by the programme monitoring reports and staff uses these data to find out which students require more support. Student representatives meet with programme co-ordinators during programme committee meeting held in the year.

Strengths

- Continue to offer opportunities for academic staff to apply for Fellowship with the Advanced Higher Education (UK) to ensure continuation of learning and teaching development
- Adapting the regulations and policies documentation by UCLAN, UK to the context of the UCLAN, Cyprus operation for implementation. However, this good practice leads to an area of improvement as indicated below.

Areas of improvement and recommendations

- None of the research based courses are mandatory, therefore it is unclear if graduates of the programme are indeed able to 'gather and interpret relevant data to inform judgments that include reflection on relevant social, scientific or ethical issues' as recommended by the FQEHEA. The panel strongly recommends that the programme team considers incorporating a mandatory module that clearly delivers the proficiency advised.
- The UCLAN, Cyprus team are encouraged to condense the regulations and policies document to better (more accurately) reflect the operations in Cyprus, particularly in its terminology used, for example module vs. courses.

UCLAN CYPRUS RESPONSE

- As we have explained in section 1, page 8, our programme's graduates attend the compulsory module *Service Quality in Tourism, Hospitality and Event Management* (TL2119), in year 3, which is a thorough introduction to research. As mentioned earlier, this module is a year-long module covering all aspects of research methods, such as secondary and primary methodologies, data collection techniques, data analysis and critical writing skills. Amongst the key learning outcomes of the module are: to apply a critical approach to the reading of research based articles and understand the limitations of different strategies in relation to research; and to write a project proposal, demonstrating the ability to analyse and interpret data. As evidenced in the content of the module, the whole second semester is dedicated to academic research, addressing the following topics: *Introduction to Research Methods; Research Approaches and Philosophies; Theory and Conceptual Frameworks in Research; Understanding the Literature Review; Research Designs and Sampling; Quantitative Research Methods; Qualitative Research Methods; and Research Ethics*. In addition, both assignments of the module are directly related to research methods. The first, exposes students to primary research within the context of service quality. Here, research and service quality are linked together to make the delivery of research methods more accessible to students. In relation to this, we have noticed over the years that students find this combination interesting, resulting in a smoother understanding of research methods. The second assignment asks students to draft a research proposal. Finally, the course *Applied Research and Service Quality in Tourism, Hospitality and Event Management* (TL2119), supplements with year 4 modules, *Single Research Project* (TL3525), and, *Dissertation* (TL3923) which give students who would like to further advance their research skills, the

opportunity to capitalize on the knowledge gained from TL2119, either within the context of secondary (Single Research Project), or primary (Dissertation), research. It must be noted at this point that students who are interested in continuing their studies at a postgraduate level, are encouraged to choose the *Dissertation*, while more industry-oriented students, to choose the *Single Research Project*, as electives in their final year of study.

EEC Comment: "The UCLAN, Cyprus team are encouraged to condense the regulations and policies document to better (more accurately) reflect the operations in Cyprus, particularly in its terminology used, for example module vs. courses."

We would like to thank the External Evaluation Committee for the above comment and point out our University uniqueness and *modus operandi* in the provision of double-awarded degrees, from UCLan Cyprus and UCLan UK. The academic regulations are fully aligned with the legislation and respective regulations of the Cyprus Agency for Quality Assurance and Accreditation in Higher Education, the Cyprus legislation for Private Universities as well as the UK QAA framework. The variation in terminology is part of this compliance with both QAA systems.

3. Teaching staff (ESG 1.5)

EEC REPORT

Findings

The number of faculty members for the programme in Hospitality and Tourism Management of UCLan is satisfactory. Their academic qualifications are suitable since the majority of them did their degrees abroad at reputed universities. The vast majority of them also hold PhD or at least a Masters.

The programme in Hospitality and Tourism Management is awarded both by UCLan UK and UCLan Cyprus, which favors the participation of UK academics in the teaching programme at Cyprus. Nevertheless, the modules at UCLan Cyprus are operated by their own staff, and thus the ratio between the staff from outside and resident is not an issue.

On account of the pandemic, the teaching staff had to shift to online sessions. The innovative methodologies used by them follow the standards observed at other institutions. The need to provide materials and motivate students away from the classroom has contributed to stimulate the utilization of a wide diversity of teaching methods and the use of electronic platforms. The teaching has become predominately online, and thus the digitation of the Programme has taken steps in the right direction.

Faculty members have published satisfactorily in tourism and hospitality, and many of them work or have contacts with the industry, which allows them to establish a good relationship between theory and practice. It is also noticed that the institution welcomes and encourages the establishment of links between research and the industry.

Most faculty members do not have academic qualifications in tourism, and others do not have publications in tourism and hospitality, which may be viewed as a shortcoming of the programme. This is an area which has to be improved in the future.

Strengths

- Academic qualifications
- Degrees from reputed universities
- Close relationships with the 'mother' university in the UK
- Professionalism and dedication of the faculty members

Areas of improvement and recommendations

- In the future UCLan, Cyprus should recruit academics with a background in tourism
- Initiatives should be taken in order to improve the theoretical background in tourism and hospitality of the existing faculty members
- The links with the industry should be supported on a better association between tourism and hospitality theory and practice
- The faculty members should be involved in more research and applied projects

UCLAN CYPRUS RESPONSE

In line with the Committee's recommendations:

- We have advertised a job vacancy and conducted job interviews over the summer for a new faculty member with a tourism background. Further to this process, Mr Iordanis Katemliadis has been employed at the University from the academic year 2021-2022 (please see the respective advert, as well as Mr Katemliadis' CV in the CyQAA format, in appendix 1).
- Through various initiatives, such as our Research Seminar Series, and opportunities for participation in seminars and conferences, both in Cyprus and abroad, we encourage our faculty members to constantly update their knowledge in tourism, hospitality, and related fields. Furthermore, the team is constantly encouraged and participates in Erasmus + mobility scheme with partner Universities in Europe.
- We have developed and maintained strong links with the industry over the years, and through various initiatives we aim to familiarise students with the industry, and help them develop their networking with key-people in tourism and hospitality businesses (e.g. hotel visits, career fairs, sharing work placement, and other job, opportunities).
- Our School aims to strengthen its linkages with experienced colleagues in UCLan UK, and elsewhere, especially within the context of research training and collaborations. In relation to this, renowned academics at Preston such as Prof. Richard Sharpley (Richard Sharpley - University of Central Lancashire, UK), and other universities abroad, such as Prof. Andreas Papatheodorou (University of the Aegean, Greece) are planned to be appointed as Visiting Professors. In addition, most of our faculty members are currently involved with individual research publications, and an applied research project in collaboration with the Association of Cyprus Tourist Enterprises (<http://acte.com.cy>) on the effects of the Covid-19 pandemic on the Cypriot tourism industry.

Finally, to increase the quality of our research output, a staff development plan is in operation, offering resources and support as follows:

- (1) Promote peer mentoring where senior faculty with an excellent publication record guide and engage emerging scholars by focusing on research and publishing strategies so that more faculty can reach highly ranked academic journals and succeed in research bidding.
- (2) Orchestrate staff development seminars including invited speakers focusing on strategies involved in publishing in highly ranked academic journals (Dr Mitch Larson, Dr Michalis Christofi).
- (3) Research workshop and research seminar series for the dissemination of research best practice, raising research interests' awareness and the collection of feedback.
- (4) Focusing on returning UCLan Cyprus faculty in the UK Research Evaluation Framework. As such, the research output of UCLan Cyprus faculty is uploaded on CLoK which is an online repository for the digital intellectual assets of the University of Central Lancashire and evaluated through the Annual Research Assessment (ARA) exercise, which is an internal evaluation process applied at UCLan to peer review the rigour of work published and determine its merit for faculty's inclusion in the REF.

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

EEC REPORT

Findings

The regulations regarding student admission are pre-defined and published. The whole process, guidelines and policy statements for admission to the program are available online and candidates can find the requirements needed (<https://www.uclancyprus.ac.cy/study/admissions/entry-requirements/>). The program accepts students that fulfil the criteria of an Apolytirion or High School leaving Certificate or other equivalent and knowledge of English Language. More specifically for entry to year 1 of the programme, the normal requirement is a score of 16.5 or above in the Apolytirion or High School Certificate grade of at least 82.5% or 96 A level points in relevant subjects; or another international equivalent. For the English language is required a grade C or above in GCSE English or a minimum 5.5 IELTS (or equivalent) for entry into the degree. Applications from individuals with non-standard qualifications, relevant work or life experience, and from those who can demonstrate the ability to cope with, and benefit from, degree level studies are welcome to apply and will be considered on an individual basis. The administration of the program is also available to support the applicants with the whole process. There is an induction week were students get all the necessary information for their smooth transition to the program.

Regarding student's progression, there are mechanisms and tools that monitor students' performance. The program through platforms such as Blackboard, communicates with the students, gives grades/feedback and track down the progress of them. The lecturers provide comprehensive and constructive feedback to students on course tasks, activities and coursework in a structured way so that students can better understand the assessment and relevant requirements. During their assignments submission the system uses the Turnitin plagiarism checker.

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Furthermore, students' performance or absences of each student are analysed, and the program tries to identify students that are not progressing as they should (poor performance or lack of participation). In such

cases, the program contacts the students directly to identify the reason and to find a collective supporting approach for the solution of the problem.

The progress of students is continually measured during the semester, using different methods and techniques such as face-to-face evaluations, assessments, quizzes, tests, projects, case studies and forum discussions, all structured based on the learning outcomes and goals of the course. Students therefore receive feedback on their results during the semester and can contact their lecturers with any questions. Students overall feel comfortable to discuss with their lecturers and academic supervisors any issues or concerns (good communication, approachable professors and constant support offered). The program uses evaluation forms for student's feedback collection after the completion of each module.

Students with special needs have a special treatment. Students are assessed and treated according to their skills and abilities and will be given equal opportunities to function successfully within the program (counselling Centre).

The regulations regarding student recognition are pre-defined, published and seem to be fair. Furthermore, the program offers the opportunity to have an internship in order to gain experience through an elective course. In addition to that, the university promotes mobility by being part of the mobility program ERASMUS plus. The university tries to enhance the variety of partners on a corporate, industry and international level. The program efforts to link theory with practice through field trips.

The regulations in the Academic Policies of the University explain which requirements the students must meet to obtain an Academic Award. A bachelor's degree requires a completion of at least 240 ECTS. Thus, regulations regarding student certification are pre-defined and published.

The students highlighted that the University is accommodating when it needs to be, that they are satisfied with the modules and with the infrastructure of the university.

Strengths

- Academic advisors supervise the student progression and may intervene in case of lower performance. Students feel comfortable to provide feedback and address any issues or concerns to their professors. According to students' feedback their professors are very approachable and responsive.
- Double awarded degree (UCLan UK & UCLan Cyprus)
- Students welfare services (1-2-1 Sessions, Counselling Service, Students with special educational needs, Language support for students (WISER))
- Some of the students expressed that they feel confident for their future job opportunity. There is satisfaction with the knowledge acquired
- The University offers scholarships. This helps the University to attract top students and fulfil its role as an academic institution.

Areas of improvement and recommendations

- More practice-oriented modules. Some students somewhat highlighted that they would like more activities for linking theory with practice such as roles play and simulation exercises.
- Encouragement of students to take advantage of Erasmus plus opportunities and practical internships by the program. To that end, the Department could form more activities to strengthen that part such as open days, invite professionals, and/or connect through institutional processes past graduates with current students (alumni).

UCLAN CYPRUS RESPONSE

- We take our students' feedback very seriously. Therefore, we actively encourage our faculty's professional development, especially through teaching training, and through working towards becoming members of the HEA. On the other hand, we have also to acknowledge that students' feedback in this case largely concerns their recent experiences. Considering that over the past 1,5 year we have run our operations online, teaching practices such as role play and simulation exercises, which we do incorporate in several in-class sessions, was not possible to be delivered online.
- Again, the mobility of our students through Erasmus, and the opening of internships in the industry, have been significantly affected over the past 1,5 year, by the consequences of the Covid-19 pandemic. Students are encouraged to take advantage of Erasmus plus opportunities and practical internships by the programme, through our Erasmus Office, as well as our Student Support Office. On the other hand, we do agree that there is always space for improvements, and therefore, we are dedicated to initiate more activities (e.g. connecting current students with alumni).

5. Learning resources and student support (ESG 1.6)

EEC REPORT

Findings

The report made available by UCLan allows the panel to conclude that, overall, the university provide students and staff with an infrastructure and facilities suitable to the functioning of the programme.

The methods of teaching follow international standards. However, it should be highlighted that in the future, there should be the use of more student-centred learning and flexible modes of learning and teaching. In today's world, and bearing in mind an increasing volatile and changing society, such methods may prepare students better for the future. A tendency brought about by the pandemic is the more regular use of online sessions, which, in the future, will boost student-centric learning methods.

The information available allow the panel to conclude that the premises and the IT infrastructure are adjusted to run the programme efficiently.

The library is also adequate. However, it is recommended that more books on tourism and hospitality should be acquired. Also, databases where students may find indexed publications (e.g. SCOPUS and Web of Science), and tourism documents (UNWTO database) should also be acquired, namely due to the increasing importance of the digitalisation of the teaching programmes. This information will also be important in the future, so as to improve the quality of the research conducted both by the teaching staff and students.

The number, qualifications and workload organization of the administrative staff is appropriate to the needs of the programme. The relevant staff performs both academic and integration functions, which are critical for overseas students to adjust to the island.

UCLan, Cyprus offers students' welcome sessions that allow them to gain knowledge about the services available and the way they can be accommodated outside the school.

Strengths

- Appropriate infrastructure and IT
- Induction courses for students are offered upon their arrival at the university
- The administrative staff is professional and devoted

Areas of improvement and recommendations

- Student-centred learning and flexible modes of learning and teaching, should be more frequently used in the future in particular due to the new circumstances created by the pandemic
- The library can be improved with more books and journals in tourism and hospitality



UCLAN CYPRUS RESPONSE

- As mentioned in our response in section 4, page 17, we take our faculty's professional development very seriously, especially through teaching training, and through working towards becoming members of the HEA. We believe that this is a strong evidence of the emphasis we put as a School on student-centred teaching. In addition, our faculty members have gained significant experience in flexible modes of teaching and learning (e.g. online and blended learning and teaching) over the past 1,5 year, which they will capitalise in the future.
- Our University follows an annual process of updating the library resources and the respective course bibliographic resources.



6. Additional for doctoral programmes
(ALL ESG)

Not applicable



7. Eligibility (Joint programme) (ALL ESG)

Not applicable



B. Conclusions and final remarks

UCLAN CYPRUS RESPONSE

Once again, we would like to thank the Committee for its insightful and constructive comments on our academic programme of study, which gave us the chance to revise and enhance its structure (see updated structure in table 2 – appendix 1). We believe that the changes/improvements we have made, as indicated above, have addressed the concerns raised, and recommendations made, by the Committee, and have further strengthened our programme, by making it more theoretically robust and embracive of current trends and challenges in the sector, with the ultimate aim to prepare future Tourism and Hospitality professionals for a successful career in the industry. Following the accreditation of the BA (Hons) Hospitality and Tourism Management programme of study, the School of Business and Management aspires to expand its faculty team, and to strengthen its linkages with experienced colleagues in UCLan UK, especially within the context of research collaborations. This will help to further build the School's reputation and leverage international student recruitment, thus, ensuring the long-term sustainability of our academic programme.



C. Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
Dr Loukas Glyptis	Head of School of Business and Management Chair of School of Business and Management Academic Standards and Quality Assurance Committee	
Dr Konstantinos Kakoudakis	Course Leader of BA (Hons) Hospitality and Tourism Management	
Dr Cosmina Theodoulou	Director of Academic Quality and Compliance Chair of Academic Standards and Quality Assurance Committee	

Date: 08/09/2021

