Cyprus Agency of Quality Assurance and Accreditation in Higher Education

Republic of Cyprus

External Evaluation Report

Program of Study

Institution: KES COLLEGE

Program of Study: Δημοσιογραφία και Δημόσιες Σχέσεις (3 Έτη/180 ECTS, Ανώτερο Δίπλωμα) / Journalism and Public Relations (3 Years/180 ECTS, Higher Diploma)

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INSTRUCTIONS:

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 2016" [N. 136 (I)/2015].

The document is duly completed by the External Evaluation Committee for each program of study. The ANNEX (Doc. Number 300.1) constitutes an integral part of the external evaluation report for the external evaluation accreditation of a program of study.

EXTERNAL EVALUATION COMMITTEE:

NAME	TITLE	UNIVERSITY / INSTITUTION
Panayiota Tsatsou	Dr, Associate Professor	University of Leicester
Anastasia Veneti	Dr, Senior Lecturer	Bournemouth University
Stelios Stylianou	Associate Professor	Cyprus University of Technology
Eleni Makridi	Student in Political Science, Year 3	University of Cyprus

INTRODUCTION:

I. The External Evaluation procedure

- Short description of the documents that have been studied, of the on site visit meetings, and of the on site visit to the infrastructures.

II. The Internal Evaluation procedure
- Comments concerning the quality and the completeness of the application submitted by the institution of higher education (Doc. Number 200.1), as well as concerning the overall acceptance of and participation in the quality assurance procedures, by the institution in general and by the program of study under evaluation in particular.

FINDINGS:

In this part of the evaluation report, the Committee offers an overview of its assessment for each of the areas of evaluation concerned, with clear cross-referencing to the detailed comments provided in the Document Number: 300.1, p. 9 onward.

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES

- **Organization of Teaching Work**
- **Teaching**
- **Teaching personnel**

Overall, the Committee is satisfied with the organisation of teaching work, the design and delivery of teaching and the teaching personnel in the programme. However, the Committee offers some comments and recommendations for the College's consideration in the relevant sections 1.1-1.3 of the Document Number: 300.1,

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**

Overall, the Committee is satisfied with the purpose and objectives and learning outcomes of the programme, the quality assurance mechanisms and processes in place, as well as the management, international dimensions and employability of the programme as a whole. However, the Committee offers a number of comments and suggestions regarding the structure and content of the programme in Section 2.2 of the Document Number: 300.1. Some additional comments on the other criteria of assessment for the programme can be found across Section 2.1-2.6.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

- **Research Teaching Synergies**

Overall, the Committee provides a positive assessment of the research-teaching synergies based on a definition of 'research' in the context of vocational learning, training and pedagogy. Also, the Committee welcomes the Research Centre initiative of the College and is pleased to see the existence of internal funds in support of this initiative.

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

- **Administrative Mechanisms**
- **Infrastructures / Support**
- **Financial Resources**

The Committee finds satisfactory the infrastructure and facilities available to the students in the programme. Also, the administrative and student welfare support mechanisms and processes in place seem to be sufficiently effective. However, the Committee provides in Section 4.2 of the Document Number: 300.1 some recommendations on enhancing the accessibility of suitable teaching materials and other learning resources for the programme.

5. DISTANCE LEARNING PROGRAMS

N/A

6. DOCTORAL PROGRAMS OF STUDY
N/A

CONCLUSIONS AND SUGGESTIONS OF THE EXTERNAL EVALUATION COMMITTEE[1]

- 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.

See as above and detailed comments and suggestions in Document Number: 300.1, p.9 onward.

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[1] It is highlighted, at this point, that the External Evaluation Committee is expected to justify its findings and its suggestions on the basis of the Document num.: 300.1. The External Evaluation Committee is not expected to submit a suggestion for the approval or the rejection of the program of study under evaluation. This decision falls under the competencies of the Council of the Agency of Quality Assurance and Accreditation of higher education.

Doc. Number: 300.1

Quality Standards and Indicators

External Evaluation of a Program of Study

Institution: KES College

Program of Study: Higher Diploma in Journalism and Public Relations

Duration of the Program of Study: 3 Years

Evaluation Date: 29 May 2018

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 2016".

The document describes the quality standards and indicators, which will be applied for the external evaluation of programs of study of institutions of higher education, by the External Evaluation Committee.

DIRECTIONS: Note what is applicable for each quality standard/indicator.

1. Applicable to a minimum degree
2. Applicable to a non satisfactory degree
3. Applicable to a satisfactory degree
4. Applicable to a very satisfactory degree
5. It applies and it constitutes a good practice

It is pointed out that, in the case of standards and indicators that cannot be applied due to the status of the institution and/or of the program of study, N/A (= Not Applicable) should be noted and a detailed explanation should be provided on the institution's corresponding policy regarding the specific quality standard or indicator.

Members of the External Evaluation Committee

NAME	TITLE	UNIVERSITY / INSTITUTION
Panayiota Tsatsou	Dr, Associate Professor	University of Leicester
Anastasia Veneti	Dr, Senior Lecturer	Bournemouth University
Stelios Stylianou	Associate Professor	Cyprus University of Technology
Eleni Makridi	Student in Political Science, Year 3	University of Cyprus

Date and Time of the On-Site Visit: 29 May 2018

Duration of the On-Site Visit: 9 hours

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES							
1.1	**Organization of teaching work**		**1**	**2**	**3**	**4**	**5**
1.1.1	The student admission requirements to the program of study, are based on specific regulations which are adhered to in a consistent manner.					v	
1.1.2	The number of students in each class allows for constructive teaching and communication, and it compares positively to the current international standards and/or practices.						v
1.1.3	The organization of the educational process safeguards the quality implementation of the program's purpose and objectives and the achievement of the learning outcomes. Particularly, the following are taken into consideration:						
	1.1.3.1	The implementation of a specific academic calendar and its timely publication.				v	
	1.1.3.2	The disclosure of the program's curricula to the students, and their implementation by the teaching personnel				v	
	1.1.3.3	The course web-pages, updated with the relevant supplementary material					v
	1.1.3.4	The procedures for the fulfillment of undergraduate and postgraduate assignments / practical training			v		
	1.1.3.5	The procedures for the conduct and the format of the examinations and for student assessment				v	
	1.1.3.6	The effective provision of information to the students and the enhancement of their participation in the procedures for the improvement of the educational process.				v	
1.1.4	Adequate and modern learning resources, are available to the students, including the following:						
	1.1.4.1	facilities				v	
	1.1.4.2	Library				v	
	1.1.4.3	Infrastructure				v	
	1.1.4.4	student welfare					v

	1.1.4.5	academic mentoring				v
1.1.5	A policy for regular and effective communication, between the teaching personnel and the students, is applied.					v
1.1.6	The teaching personnel, for each course, provide timely and effective feedback to the students.					v
1.1.7	Statutory mechanisms, for the support of students and the communication with the teaching personnel, are effective.					v
1.1.8	Control mechanisms for student performance are effective.				v	
1.1.9	Support mechanisms for students with problematic academic performance are effective.					v
1.1.10	Academic mentoring processes are transparent and effective for undergraduate and postgraduate programs and are taken into consideration for the calculation of academic work load.				v	
1.1.11	The program of study applies an effective policy for the prevention and detection of plagiarism.					v
1.1.12	The program of study provides satisfactory mechanisms for complaint management and for dispute resolution.				v	

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

Regarding admissions:
1. For i when it is stated: 'άλλο ισοδύναμο προσόν', we would advise some examples of equivalent qualifications that the College accepts for this programme.
2. It needs to be clear that there is no grading scale or minimum required grades for those applicants who have completed 12 year-long education (including completion of 6 year-long secondary education).
3. We would like to inform the College that the use of GCS 'O' terminology, which is compatible with the Cypriot regulation, is currently out of date in the UK, as it was changed into GCSE as of the early 1990s.

Regarding disclosure of curricula, it did not become fully clear to the Committee what are the procedures and times and to what extent curricula are disclosed to students and through what means.

Regarding the procedures for the fulfillment of assignments, the Committee recommends that students are informed of teaching term deadlines for their assignments at the outset of each semester.

Regarding the procedures for the conduct and format of the examinations, the Committee recommends that course leaders are accessible to answer student questions/queries at the start of an exam.

Regarding control mechanisms for student performance, the Committee assesses such mechanisms as quite satisfactory overall. However, regarding the

work placement (practicum) of 1 month long, the Committee recommends putting in place statutory mechanisms and clear guidelines on supervision, support and assessment of students throughout and by the end of their work placement.

Note, additionally:

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

β) the countries of origin of the majority of students.

γ) the maximum planned number of students per class-section.

1.2	Teaching	1	2	3	4	5
1.2.1	The methodology utilized in each course is suitable for achieving the course's purpose and objectives and those of the individual modules.			v		
1.2.2	The methodology of each course is suitable for adults.					v
1.2.3	Continuous-formative assessment and feedback are provided to the students regularly.				v	
1.2.4	The assessment system and criteria regarding student course performance, are clear, adequate, and known to the students.				v	
1.2.5	Educational activities which encourage students' active participation in the learning process, are implemented.					v
1.2.6	Teaching incorporates the use of modern educational technologies that are consistent with international standards, including a platform for the electronic support of learning.					v
1.2.7	Teaching materials (books, manuals, journals, databases, and teaching notes) meet the requirements set by the methodology of the program's individual courses, and are updated regularly.			v		

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

Regarding the methodology utilized in each course, the Committee is overall satisfied with the methodology in place. However, the Committee has observed some inconsistencies between how a module/course is presented (theoretical or

practical) and the description of teaching/learning methods utilized. Specifically, the Committee has identified this inconsistency in the following 4 modules/courses;

- JOUR212 - Αστυνομικό και Δικαστηριακό Ρεπορτάζ – not clear whether the sessions titled 'Παρακολούθηση και κάλυψη δίκης' are practical. If so, this needs to be clarified, as this, alongside with the sessions involving visits to key sites of reporting could provide a mixed theoretical and practical character to this course.
- JOUR213 - Σύνταξη Ραδιοφωνικού Λόγου. This is presented as theoretical, but under 'teaching methods' one reads that students participate in 'ομαδικές ή προσωπικές πρακτικές ασκήσεις σε στούντιο', so here it appears there is a practical dimension in this course, which needs to be clarified and presented properly.
- JOUR217 - Τεχνικές Συνέντευξης II. This is presented as theoretical, but under 'teaching methods' one reads that students participate in 'προσωπικές και ομαδικές συνεντεύξεις με καθοδήγηση από τον διδάσκοντα', so here it appears there is a practical element in this course, which needs to be clarified and presented properly.
- JOUR309 - Σύνταξη Τηλεοπτικού Λόγου. This is presented as theoretical, but under 'syllabus' and 'teaching methods' one reads that students engage extensively in practical training so here it appears there is a practical dimension in this course, which needs to be clarified and presented properly.

Regarding teaching materials, although the Committee is aware of the systemic / external conditions that often prevent the latest bibliography from being utilised, it would like to recommend frequent updating of teaching materials and minimum inclusion of recent academic work including journal articles in the field.

1.3	Teaching Personnel	1	2	3	4	5
1.3.1	The number of full-time academic personnel, occupied exclusively at the institution, and their fields of expertise, adequately support the program of study.				v	
1.3.2	The members of teaching personnel for each course have the relevant formal and fundamental qualifications for teaching the course, as described by the legislation, including the following:					
	1.3.2.1 Subject specialization, preferably with a doctorate, in the discipline.				v	
	1.3.2.2 Publications within the discipline.			v		
1.3.3	The specializations of Visiting Professors adequately support the program of study. **N/A**					
1.3.4	Special Teaching Personnel and Special Scientists have the necessary qualifications, adequate work experience and specialization to teach a limited number of courses in the program of study.				v	

1.3.5	In every program of study the Special Teaching Personnel does not exceed 30% of the Teaching Research Personnel. **N/A**					
1.3.6	The teaching personnel of each private institution of tertiary education, to a percentage of at least 70%, has recognized academic qualification, by one level higher than that of the program of study in which he/she teaches.					v
1.3.7	In the program of study, the ratio of the number of courses taught by full-time personnel, occupied exclusively at the institution, to the number of courses taught by part-time personnel, ensures the quality of the program of study.				v	
1.3.8	The ratio of the number of students to the total number of teaching personnel is adequate for the support and safeguarding of the program's quality.					v
1.3.9	The academic personnel's teaching load does not limit the conduct of research, writing, and contribution to the society.					v
1.3.10	Future redundancies / retirements, expected recruitment and promotions of academic personnel safeguard the unimpeded implementation of the program of study within a five-year span.					v
1.3.11	The program's Coordinator has the qualifications and experience to efficiently coordinate the program of study.					v

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

The Committee considers the **overall number of full time teaching staff** to be adequate. However, **regarding the areas of expertise**, the Committee would like to recommend that the personnel should be enhanced with expertise in the area of public relations, while equipping the programme with members with additional postgraduate qualifications in the field of media and communication would further empower the quality of the content and delivery of the programme.
Regarding publications in the subject areas of journalism and PR, although we rated this with 3*, we consider this as not necessary due to the vocational nature of the programme.

2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS							
2.1	**Purpose and Objectives and learning outcomes of the Program of Study**	**1**	**2**	**3**	**4**	**5**	
2.1.1	The purpose and objectives of the program of study are formulated in terms of expected learning outcomes and are consistent with the mission and the strategy of the institution.					v	
2.1.2	The purpose and objectives of the program and the learning outcomes are utilized as a guide for the design of the program of study.					v	
2.1.3	The higher education qualification and the program of study conform to the provisions of their corresponding Professional and Vocational Bodies for the purpose of registration to these bodies. **N/A**						
2.1.4	The program's content, the methods of assessment, the teaching materials and the equipment lead to the achievement of the program's purpose and objectives and ensure the expected learning outcomes.				v		
2.1.5	The expected learning outcomes of the program are known to the students and to the members of the academic and teaching personnel.					v	
2.1.6	The learning process is properly designed to achieve the expected learning outcomes.					v	
2.1.7	The higher education qualification awarded to the students corresponds to the purpose and objectives and the learning outcomes of the program.					v	

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

2.2	**Structure and Content of the Program of Study**	**1**	**2**	**3**	**4**	**5**
2.2.1	The course curricula clearly define the expected learning outcomes, the content, the teaching and learning approaches and the method of assessing student performance.				v	
2.2.2	The European Credit Transfer System (ECTS) is applied and there is true correspondence between credits and workload per course and per semester for the student either he / she studies in a specific program or he/she is				v	

	registered and studies simultaneously in additional programs of studies according to the European practice in higher education institutions.				
2.2.3	The program of study is structured in a consistent manner and in sequence, so that concepts operating as preconditions precede the teaching of other, more complex and cognitively more demanding, concepts.		v		
2.2.4	The higher education qualification awarded, the learning outcomes and the content of the program are consistent.		v		
2.2.5	The program, in addition to the courses focusing on the specific discipline, includes an adequate number of general education courses.			v	
2.2.6	The content of courses and modules, and the corresponding educational activities are suitable for achieving the desired learning outcomes with regards to the knowledge, skills, and abilities which should be acquired by students.			v	
2.2.7	The number and the content of the program's courses are sufficient for the achievement of learning outcomes.			v	
2.2.8	The content of the program's courses reflects the latest achievements / developments in science, arts, research and technology.			v	
2.2.9	Flexible options / adaptable to the personal needs or to the needs of students with special needs, are provided.			v	

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

Overall, the Committee is happy with how **the course curricula define the expected learning outcomes, the content, the teaching and learning approaches and the method of assessing student performance**. However, the Committee strongly recommends that the learning outcomes, content, teaching materials, length of final project etc are defined more clearly and in more detail for the following 3 modules:

1. Final project I & II (Τελική Εργασία I & II).
2. Useful concepts in journalism (Χρήσιμες Έννοιες για Δημοσιογράφους)
3. New digital technological environment for advertising (Νέο ψηφιακό τεχνολογικό περιβάλλον και διαφήμιση)

The Committee thinks that **the program of study is structured** not in an obviously consistent manner and in sequence and it is not fully clear to the Committee how students progress their learning through the 3 years of study from simple concepts and practices to more complex and cognitively advanced ones.

For instance, a specialized course such as Crisis Management (currently in Semester 2) should be taught much later in the programme. Another example is that of Photojournalism taught in Semester 2, which is specialized and more suitable for the second or third year of the programme. These are indicative examples and we would invite the programme team to revisit the structure of the programme as a whole in a reflective and constructive way.

The Committee thinks that **the higher education qualification awarded, the learning outcomes and the content of the program are consistent** for the Journalism component of the programme, but would like to recommend increase of the total number of ECTS (i.e., weighting) of the PR component of the programme. Alternatively, if the College wishes not to alter the weighting of the PR component, the Committee would recommend that the programme team considers the possibility of modifying the title of the programme to 'Journalism With Public Relations'.

Regarding general education as part of the programme, the Committee would like to invite the College to consider the addition of social science courses/modules to the programme, such as that of Social Psychology.

Regarding the **number of the programme's courses**, we consider this being disproportionally large. Regarding the **content of the programme's courses**, the Committee would like to recommend:

1. The inclusion of a course on social science research methods as students might wish to use scientific research methods that are different to the journalistic methods they are currently taught.

2. The consideration of possible modifications to the weighting of the PR courses as stated above.

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.

2.3	**Quality Assurance of the Program of Study**	1	2	3	4	5
2.3.1	The arrangements regarding the program's quality assurance define clear competencies and procedures.				v	
2.3.2	Participation in the processes of the system of quality assurance of the program, is ensured for					
	2.3.2.1 the members of the academic personnel				v	
	2.3.2.2 the members of the administrative personnel				v	
	2.3.2.3 the students.				v	

				1	2	3	4	5
2.3.3	The guide and / or the regulations for quality assurance, provide detailed information and data for the support and management of the program of study.						v	
2.3.4	The quality assurance process constitutes an academic process and it is not restricted by non-academic factors.						v	

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

2.4	**Management of the Program of Study**			1	2	3	4	5
2.4.1	Effective management of the program of study with regard to its design, its approval, its monitoring and its review, is in place.							v
2.4.2	It is ensured that learning outcomes may be achieved within the specified timeframe.							v
2.4.3	It is ensured that the program's management and development process is an academic process which operates without any non-academic interventions.							v
2.4.4	The academic hierarchy of the institution, (Rector, Vice-Rectors, Deans, Chairs and Programs' Coordinators, academic personnel) have the sole responsibility for academic excellence and the development of the programs of study.							v
2.4.5	Information relating to the program of study are posted publicly and include:							
	2.4.5.1	The provisions regarding unit credits						v
	2.4.5.2	The expected learning outcomes						v
	2.4.5.3	The methodology						v
	2.4.5.4	Course descriptions						v
	2.4.5.5	The program's structure						v
	2.4.5.6	The admission requirements						v
	2.4.5.7	The format and the procedures for student assessment				v		
2.4.6	The award of the higher education qualification is accompanied by the Diploma Supplement which is in line with the European and international standards.							V

		1	2	3	4	5
2.4.7	The effectiveness of the program's evaluation mechanism, by the students, is ensured.					v
2.4.8	The recognition and transfer of credit units from previous studies is regulated by procedures and regulations which ensure that the majority of credit units is awarded by the institution which awards the higher education qualification.					v

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

The Committee considers highly desirable **the information available in the public domain on the format and the procedures for student assessment** to be more detailed/specific (e.g., type of written assignment, length of assignment or exam).

In the case of practical training, note:
- The number of credit units for courses and the number of credits for practical training
- In which semester does practical training takes place?
- Note if practical training is taking place in a country other than the home country of the institution which awards the higher education qualification

2.5	**International Dimension of the Program of Study**	1	2	3	4	5
2.5.1	The program's collaborations with other institutions are compared positively with corresponding collaborations of other departments / programs of study in Europe and internationally.				v	
2.5.2	The program attracts Visiting professors of recognized academic standing. **N/A**					
2.5.3	Students participate in exchange programs.				v	
2.5.4	The academic profile of the program of study is compatible with corresponding programs of study in Cyprus and internationally.					v

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

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.

2.6	Connection with the labor market and the society	1	2	3	4	5
2.6.1	The procedures applied, so that the program conforms to the scientific and professional activities of the graduates, are adequate and effective.				v	
2.6.2	According to the feasibility study, indicators for the employability of graduates are satisfactory.				v	
2.6.3	Benefits, for the society, deriving from the program are significant.				v	

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

Overall, **the indicators for the employability of graduates are satisfactory**. However, the Committee would like to recommend systematic data collection on graduates' career destinations so that the College is informed of the job market/s where graduates are absorbed.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING						
3.1	**Research - Teaching Synergies**	1	2	3	4	5
3.1.1	It is ensured that teaching and learning have been adequately enlightened by research.				v	
3.1.2	New research results are embodied in the content of the program of study.				v	
3.1.3	Adequate and sufficient facilities and equipment are provided to support the research component of the program of study, which are available and accessible to the personnel and the students. **N/A**					
3.1.4	The results of the academic personnel's research activity are published in international journals with the peer-reviewing system, in international conferences, conference minutes, publications etc. **N/A**					
3.1.5	External, non-governmental, funding for the academic personnel's research activities, is compared positively to the funding of other institutions in Cyprus and abroad. **N/A**					
3.1.6	Internal funding, of the academic personnel's research activities, is compared positively to the funding of other institutions in Cyprus and abroad.					v

3.1.7	The policy for, indirect or direct, internal funding of the academic personnel's research activity is satisfactory.					v
3.1.8	The participation of students, academic, teaching and administrative personnel of the program in research activities and projects is satisfactory.					v
3.1.9	Student training in the research process is sufficient.				v	

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

3.1.6 The Committee welcomes the KES College Research Centre initiative and is delighted to see the ongoing internal funding of three research projects of teaching personnel of the College as part of this initiative.

Clarification: The Committee defined 'research' in the context of <u>vocational</u> training, learning and pedagogy.

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

4.1	**Administrative Mechanisms**	1	2	3	4	5
4.1.1	There is a Student Welfare Service that supports students with regards to academic and personal problems and difficulties.					v
4.1.2	Statutory administrative mechanisms for monitoring and supporting students are sufficient.				v	
4.1.3	The efficiency of these mechanisms is assessed on the basis of specific criteria.				v	

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

4.2	**Infrastructure / Support**	1	2	3	4	5
4.2.1	There are suitable books and reputable journals supporting the program			v		
4.2.2	There is a supportive internal communication platform.					v
4.2.3	The facilities are adequate in number and size.				v	

4.2.4	The equipment used in teaching and learning (laboratory and electronic equipment, consumables etc) are quantitatively and qualitatively adequate.			v		
4.2.5	Teaching materials (books, manuals, scientific journals, databases) are adequate and accessible to students.		v			
4.2.6	Teaching materials (books, manuals, scientific journals, databases) are updated regularly with the most recent publications.		v			
4.2.7	The teaching personnel are provided with training opportunities in teaching method, in adult education, and in new technologies on the basis of a structured learning framework.					v

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

The Committee finds the **range of books and e-books** available to students satisfactory. However, given the **availability of just 1 journal**, we encourage the College to obtain access to open access journals and/or journal subscription services in the future.

4.3	**Financial Resources**	**1**	**2**	**3**	**4**	**5**
4.3.1	The management and allocation of the financial resources of the program of study, allow for the development of the program and of the academic / teaching personnel.				v	
4.3.2	The allocation of financial resources as regards to academic matters is the responsibility of the relevant academic departments. **N/A**					
4.3.3	The remuneration of academic and other personnel is analogous to the remuneration of academic and other personnel of the respective institutions in Cyprus.				v	
4.3.4	Student tuition and fees are consistent to the tuition and fees of other respective institutions.				v	

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

The following criterion applies additionally for distance learning programs of study.

5.	DISTANCE LEARNING PROGRAMS	1	2	3	4	5
5.1	Feedback processes for teaching personnel with regards to the evaluation of their teaching work, by the students, are satisfactory.					
5.2	The process and the conditions for the recruitment of academic / teaching personnel, ensure that candidates have the necessary skills and experience for long distance education.					
5.3	Through established procedures, appropriate training, guidance and support, are provided to teaching personnel, to enable it to efficiently support the educational process.					
5.4	Student performance monitoring mechanisms are satisfactory.					
5.5	Adequate mentoring by the teaching personnel, is provided to students, through established procedures.					
5.6	The unimpeded long distance communication between the teaching personnel and the students, is ensured to a satisfactory degree.					
5.7	Assessment consistency, its equivalent application to all students, and the compliance with predefined procedures, are ensured.					
5.8	Teaching materials (books, manuals, scientific journals, databases) comply with the requirements provided by the long distance education methodology and are updated regularly.					
5.9	The program of study has the appropriate and adequate infrastructure for the support of learning.					
5.10	The supporting infrastructures are easily accessible.					
5.11	Students are informed and trained with regards to the available educational infrastructure.					
5.12	The procedures for systematic control and improvement of the supportive services are regular and effective.					

5.13	Infrastructure for distance education is comparable to university infrastructure in the European Union and internationally.					
5.14	Electronic library services are provided according to international practice in order to support the needs of the students and of the teaching personnel.					
5.15	The students and the teaching personnel have access to the necessary electronic sources of information, relevant to the program, the level, and the method of teaching.					
5.16	The percentage of teaching personnel who holds a doctorate, in a program of study which is offered long distance, is not less than 75%.					

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

If the following apply, note "√"in the appropriate space next to each statement. In case the following statements do not apply, note what is applicable:

The maximum number of students per class-section, should not exceed 30 students.	
The conduct of written examinations with the physical presence of the students, under the supervision of the institution or under the supervision of reliable agencies which operate in the countries of the students, is compulsory.	
The number of long distance classes taught by the academic personnel does not exceed the number of courses taught by the teaching personnel in conventional programs of study.	

The following criterion applies additionally for doctoral programs of study.

6.	DOCTORAL PROGRAMS OF STUDY	1	2	3	4	5
6.1	The provision of quality doctoral studies is ensured through Doctoral Studies Regulations.					
6.2	The structure and the content of a doctoral program of study are satisfactory and they ensure the quality provision of doctoral studies.					
6.3	The number of academic personnel, which is going to support the doctoral program of study, is adequate.					
6.4	The doctoral studies' supervisors have the necessary academic qualifications and experience for the supervision of the specific dissertations.					
6.5	The degree of accessibility of all interested parties to the Doctoral Studies Regulations is satisfactory.					
6.6	The number of doctoral students, under the supervision of a member of the academic personnel, is apt for the continuous and effective feedback provided to the students and it complies with the European and international standards.					
6.7	The research interests of academic advisors and supervisors are satisfactory and they adequately cover the thematic areas of research conducted by the doctoral students of the program.					

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

Note the number of doctoral students under the supervision of each member of the academic personnel of the program and the academic rank of the supervisor.

FINAL REMARKS – SUGGESTIONS

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

None

Names and Signatures of the Chair and the Members of the External Evaluation Committee:

Name:	Signature:
Panayiota Tsatsou	
Stelios Stylianos	
Anastasia Veneti	
Eleni Makridi	

Date: 30 May 2018

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