ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ

AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION

Cyprus Agency of Quality Assurance and Accreditation in Higher Education

Republic of Cyprus

External Evaluation Report

Program of Study

Institution: City Unity College Nicosia

Program of Study: B.A. in Business Administration

TABLE OF CONTENTS

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
Prof Savvas Papagiannidis	David Goldman Professor of Innovation of Enterprise	Newcastle University Business School
Stratos Ramoglou	Associate Professor	University of Southampton
'Simos Chari	Associate Professor	Manchester University Business School
Georgios Aristotelous	Student	Technological 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.

The evaluation committee consisted of 3 academics and a student representative who visited the premises of the City Unity College. After a briefing by the head of the Unit, the committee received a detailed presentation on the proposed program. In turn a number of meetings were held with teaching staff, administrative staff and students. In addition, the evaluation committee had the opportunity to tour the facilities and see first-hand the learning environment and service provided. Finally, the committee had an extensive discussion with members of staff in order to clarify any points that needed further clarification.

The committee would like to thank colleagues at City Unity College for providing all the requested documentation and evidence for the purpose of conducting this evaluation.

These included among others:
1. The self-evaluation report
2. Staff handbook
3. Student handbook
4. Samples of student work and feedback
5. Statistics of student performance
6. Samples of module assessments
7. Minutes of meetings
8. Academic and teaching staff CVs

FINDINGS:

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES

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

The evaluation committee has reviewed the structure and content of the proposed BA in Business Administration. The committee has found the program to be well-aligned with the expected standards of business administration courses.

More specifically, the program features a number of modules that are organised across four pathways. The module outlines offered detailed information about the content of each module, learning outcomes, its assessment, core text material etc. These are appropriate for the intended level and provide a good mixture of business and specialised knowledge.

Varied assessment methods ensure that the learning outcomes will be measured and achieved appropriately. This applies to both hard and soft skills and competences. The assessments feature both formative and summative methods.

The committee was pleased to see first-hand the enthusiastic attitude of the teaching and supporting personnel. The teaching team is equipped with the adequate credentials and possesses practical experience for the successful delivery of the proposed program. Existing evidence support the notion that the teaching team is likely to be effective in delivering quality education for this program.

City Unity College offers a good platform on which this program can be effectively delivered. The available resources should meet the current and near-term demands. Plans are in place to further expand and extend the infrastructure that will make it possible to recruit larger cohort. The infrastructure includes both teaching and learning facilities and attractive common areas for socialising.

2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS

- **Purpose and Objectives and learning outcomes of the Program of Study**
- **Structure and Content of the Program of studies**
- **Quality Assurance of the Program of studies**
- **Management of the Program of Study**
- **International Dimension of the Program of Study**
- **Connection with the labor market and the society**

The program learning objectives and outcomes are in line with the City Unity College mission. More specifically, the College aspires to develop managers that are competent, open-minded, responsible and enterprising. To this end the program comprises of numerous modules that have individual aims and objectives that collectively correspond to the overall program ones.

The structure of the programs features four pathways (namely business administration, digital marketing, business innovation and retail management) that are linked to current trends and developments in the field of business.

The overall organization of the program offers sufficient flexibility for the three student intakes. There are clear pre-requisites when modules build on previous to progress in a specific knowledge area.

The outline of each module defines outcomes, assessment methods, learning resources etc. that were reviewed and deemed appropriate. The curriculum is developed in a manner that allows natural progression throughout the academic stages (4 years of study).

Modules are evaluated by students at the end of each semester. The feedback received is assessed by the teaching team and program coordinator. When necessary, appropriate actions can be taken to ensure that feedback has been appropriate fed into the program evaluation and restructuring.

The curriculum comprises of numerous modules that offer an international flavor to students and prepare them for working in a globalized business environment. The teaching team can potentially share their own industry experiences and blend them into teaching. Alongside the adjunct teaching staff that bring a current industry expertise, there are also visiting academics from foreign institutions that provide further opportunities for internationalization. City Unity College makes effort to get involved in mobility schemes such as the Erasmus one.

The proposed program's management team has sufficient expertise and experience to manage and effectively to deliver such a program.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

- **Research Teaching Synergies**

The majority of staff members of the teaching team hold PhDs in their respective arears. Staff members are encouraged by senior management to upgrade their academic credentials where such opportunities appear.

Although the roles undertaken do not call for explicit research activities, a number of staff members are involved in publishing in academic journals and externally-funded projects. City Unity College is supportive of such activities and offers opportunities and tangible incentives for further research development. Staff appeared to be aware of them and making good use when possible.

The external evaluation committee identified that the learning staff acknowledges the importance and value of research led teaching. To this end staff often uses accredited academic resources to support the learning process.

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

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

The staff and student handbooks provided a clear outline of the administrative processes and mechanisms that are in place. These underpin the administrative functions and how associated administrative services are operationalised. Administrative services included among others student well-fare, career development, counselling and general advising.

The evaluation committee inspected the library and found it to be well-organised. More resources were due to be added soon. A challenge identified was that student did not make the full use of the library facilities, despite the encouragement by the College.

The information communication and technology (ICT) services provided internet access throughout the building. A number of computer labs were well-equipped with up-to-date software and hardware.

Academic registrar and financial services are available to maintain student records and provide support to the smooth operation of the College.The financial planning based on the number of students expected appears to be reasonable. If the plans materialise, the new income stream generated will make it possible to further invest and expand the services provided of the City Unity College. The evaluation committee was informed of future plans for expanding the available spaces, which will make it possible to host new services and larger cohorts.

5. DISTANCE LEARNING PROGRAMS

N/A – This is not a distance learning program

6. DOCTORAL PROGRAMS OF STUDY

N/A – This is not a doctoral program

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.

The evaluation committee believes that the proposed program is of the required standards. It features a wide range of modules and pathways that should cater student interests. Staff are enthusiastic about creating a learning environment that enhances student experience. The City Unity College is equipped with the appropriate infrastructure resources to deliver the proposed program.

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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.

Quality Standards and Indicators

External Evaluation of a Program of Study

Institution: City Unity College Nicosia

Program of Study: B.A. in Business Administration

Duration of the Program of Study: 4

Evaluation Date: 04/06/2018

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
Prof Savvas Papagiannidis	David Goldman Professor of Innovation of Enterprise	Newcastle University Business School
Stratos Ramoglou	Associate Professor	University of Southampton
'Simos Chari	Associate Professor	Manchester University Business School
Georgios Aristotelous	Student	Technological University of Cyprus

Date and Time of the On-Site Visit: 04/06/2018

Duration of the On-Site Visit: 9am – 5pm

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.				x	
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.					x
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:				x	
1.1.3.1	The implementation of a specific academic calendar and its timely publication.					x
1.1.3.2	The disclosure of the program's curricula to the students, and their implementation by the teaching personnel					x
1.1.3.3	The course web-pages, updated with the relevant supplementary material					x
1.1.3.4	The procedures for the fulfillment of undergraduate and postgraduate assignments / practical training				x	
1.1.3.5	The procedures for the conduct and the format of the examinations and for student assessment				x	
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.				x	
1.1.4	Adequate and modern learning resources, are available to the students, including the following:				x	
1.1.4.1	facilities				x	
1.1.4.2	library				x	
1.1.4.3	infrastructure				x	
1.1.4.4	student welfare				x	

	1.1.4.5	academic mentoring			X	
1.1.5		A policy for regular and effective communication, between the teaching personnel and the students, is applied.			X	
1.1.6		The teaching personnel, for each course, provide timely and effective feedback to the students.			X	
1.1.7		Statutory mechanisms, for the support of students and the communication with the teaching personnel, are effective.			X	
1.1.8		Control mechanisms for student performance are effective.			X	
1.1.9		Support mechanisms for students with problematic academic performance are effective.			X	
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.			X	
1.1.11		The program of study applies an effective policy for the prevention and detection of plagiarism.				X
1.1.12		The program of study provides satisfactory mechanisms for complaint management and for dispute resolution.				X

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

Clear admissions criteria and requirements have been established. The College expects a healthy number of student to enroll to the proposed program. The number of students in each class will adhere to the regulations set by the Ministry. The staff-student ratio is satisfactory and can effectively stimulate learning and monitor student performance. The current resources available should be sufficient to support near-term cohorts. The College has plans for further expansion in order to be able to cater for higher demands. The College has processes (e.g. Turnitin) in place to ensure that students meet academic conduct expectations as outlined in their handbooks. In case of academic disputes there is an internal complaints procedure that can be followed.

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.				x	
1.2.2	The methodology of each course is suitable for adults.					x
1.2.3	Continuous-formative assessment and feedback are provided to the students regularly.				x	
1.2.4	The assessment system and criteria regarding student course performance, are clear, adequate, and known to the students.				x	
1.2.5	Educational activities which encourage students' active participation in the learning process, are implemented.				x	
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.				x	
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.				x	

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

The committee feels that the teaching methods for the proposed program are in line with current pedagogical practices. The methodology of each course is suitable for adults. The infrastructure (rooms, A/V facilities, library, online platforms etc.) are sufficiently supporting of the program. A number of different assessment methods are utilized across the board and these are clearly communicated to the students. Each assessment is internally moderated for quality assurance purposes. In addition, a mixture of formative and summative methods are used for providing feedback to students. It will be useful for City Unity College teaching staff to consider how these come together more holistically.

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.				x	
1.3.2	The members of teaching personnel for each course have the relevant formal and fundamental qualifications for				x	

	teaching the course, as described by the legislation, including the following:				
	1.3.2.1	Subject specialization, preferably with a doctorate, in the discipline.			X	
	1.3.2.2	Publications within the discipline.	NA			
1.3.3	The specializations of Visiting Professors adequately support the program of study.				X	
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.				X	
1.3.5	In every program of study the Special Teaching Personnel does not exceed 30% of the Teaching Research Personnel.	NA				
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.				X	
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.				X	
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.					X
1.3.9	The academic personnel's teaching load does not limit the conduct of research, writing, and contribution to the society.				X	
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.				X	
1.3.11	The program's Coordinator has the qualifications and experience to efficiently coordinate the program of study.					X

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

The committee has reviewed the CVs of the teaching staff on the proposed program.

Academic staff have appropriate qualifications, expertise and experiences to successfully deliver the modules they lead on. The staff to student ratio is deemed appropriate for the purposes of this program. There is also sufficient overlap of teaching expertise to deal with potential career or personal eventualities.

	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.				X	
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.			X		
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.					X
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.				X	
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.				X	
2.1.6	The learning process is properly designed to achieve the expected learning outcomes.				X	
2.1.7	The higher education qualification awarded to the students, corresponds to the purpose and objectives and the learning outcomes of the program.				X	

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

Overall, we were satisfied with the proposed module learning objectives and assessment practices. Still the evaluation committee believe that it will be beneficial for the academic staff supporting the proposed program to more holistically consider how the module learning objectives map to the program learning objectives and reflect on areas of potential improvement.

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.				x	
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 registered and studies simultaneously in additional programs of studies according to the European practice in higher education institutions.					x
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.				x	
2.2.4	The higher education qualification awarded, the learning outcomes and the content of the program are consistent.				x	
2.2.5	The program, in addition to the courses focusing on the specific discipline, includes an adequate number of general education courses.					x
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.					x
2.2.7	The number and the content of the program's courses are sufficient for the achievement of learning outcomes.					x
2.2.8	The content of the program's courses reflects the latest achievements / developments in science, arts, research and technology.				x	
2.2.9	Flexible options / adaptable to the personal needs or to the needs of students with special needs, are provided.				x	

Justify the answer you have provided and note the additional comments you may have on each standard / indicator. Note the expected number of students who will be studying simultaneously at another academic institution, based on your experience so far, regarding students who study simultaneously in the programs of your institution.

The proposed program has a clear structure that consists of a number of modules in the area of Business Administration. The program features 4 pathways namely, digital marketing, business innovation, business administration and retail management. These are areas of potential growth that market research suggests to be sought after. The pathways include specialized modules that are typically offered in the 3rd and 4th year. The program concludes with a research dissertation on a self-selected topic. Assessment practice on a module level is along the expected pedagogical lines. It may be useful if assessment strategy was considered more broadly on a program level too. The proposed program specification allows for a natural progression from one stage to the next. Specifically, there is a clear pathway for students who wish to progress from the two year Diploma to the proposed BA.

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.				x	
2.3.2	Participation in the processes of the system of quality assurance of the program, is ensured for				x	
	2.3.2.1 the members of the academic personnel				x	
	2.3.2.2 the members of the administrative personnel				x	
	2.3.2.3 the students.				x	
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.				x	
2.3.4	The quality assurance process constitutes an academic process and it is not restricted by non-academic factors.				x	

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

The program has clear learning objectives and outcomes that revolve around competence, open-mindedness, responsibility, and enterprise attitudes. These are in line with modern managerial expectations. There are a number of quality assurance practices in place that involve primarily academic staff. Although these take into consideration regular module feedback, it may useful if in the future the College considers involving students more actively in the further development of the program

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.					x

2.4.2	It is ensured that learning outcomes may be achieved within the specified timeframe.					X
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.					X
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.					X
2.4.5	Information relating to the program of study are posted publicly and include:					X
	2.4.5.1	The provisions regarding unit credits				X
	2.4.5.2	The expected learning outcomes				X
	2.4.5.3	The methodology				X
	2.4.5.4	Course descriptions				X
	2.4.5.5	The program's structure				X
	2.4.5.6	The admission requirements			X	
	2.4.5.7	The format and the procedures for student assessment				X
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.					X
2.4.7	The effectiveness of the program's evaluation mechanism, by the students, is ensured.					X
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.					X

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

The College has an appropriate organizational structure within which this program will run. The evaluation committee was also satisfied with the management of the proposed program. Colleagues have extensive experience in developing and managing similar programs in the past in comparable institutions. Information about the program is sufficiently comprehensive and the committee feels confident enough that it will be advertised appropriately. The program is structured in such a manner to

make it possible for students to transfer from other compatible degrees.

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.				x	
2.5.2	The program attracts Visiting professors of recognized academic standing.				x	
2.5.3	Students participate in exchange programs.				x	
2.5.4	The academic profile of the program of study is compatible with corresponding programs of study in Cyprus and internationally.					x

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.

We were very pleased to see that the College is actively seeking to join the Erasmus scheme which will significantly enhance international mobility and in turn offer internationalization opportunities to both students and academics. A small number of visiting professors contribute to the teaching activities of the College. With regards to the curriculum, a number of modules include an international angle that aims to expose students to different aspects of the global business environment and practice.

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.				x	
2.6.2	According to the feasibility study, indicators for the employability of graduates are satisfactory.				x	

| 2.6.3 | Benefits, for the society, deriving from the program are significant. | | | | X | |

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

The College maintains a number of links with industry that were demonstrated in a number of ways such as guest lectures, placements, projects etc. This should hopefully enhance the student experience and nurture potential links with industry in the first instance. The College also has a careers office that can support students seeking employment opportunities.

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.				X	
3.1.2	New research results are embodied in the content of the program of study.				X	
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.	NA				
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.	NA				
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.	NA				
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.	NA				
3.1.7	The policy for, indirect or direct, internal funding of the academic personnel's research activity is satisfactory.	NA				
3.1.8	The participation of students, academic, teaching and administrative personnel of the program in research activities and projects is satisfactory.				X	

| 3.1.9 | Student training in the research process is sufficient. | | | | x | |

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

Although it is not an expectation that all members of staff are research active, we were pleased to see that research into teaching is encouraged and practiced to some extent.

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.					x
4.1.2	Statutory administrative mechanisms for monitoring and supporting students are sufficient.					x
4.1.3	The efficiency of these mechanisms is assessed on the basis of specific criteria.				x	

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

We were satisfied with the procedure outlined in the staff handbook that covered all the expected areas.

4.2	**Infrastructure / Support**	1	2	3	4	5
4.2.1	There are suitable books and reputable journals supporting the program.				x	
4.2.2	There is a supportive internal communication platform.				x	
4.2.3	The facilities are adequate in number and size.				x	
4.2.4	The equipment used in teaching and learning (laboratory and electronic equipment, consumables etc) are quantitatively and qualitatively adequate.					x
4.2.5	Teaching materials (books, manuals, scientific journals, databases) are adequate and accessible to students.				x	

		1	2	3	4	5
4.2.6	Teaching materials (books, manuals, scientific journals, databases) are updated regularly with the most recent publications.			x		
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.				x	

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

Overall, we were satisfied with the infrastructure and support services provided to students to enhance their learning experience. However, we also suggest that the College does more to proactively encourage students to make use of the available resources (especially the library) so that their impact is maximized. The College is in the process of adding more resources to their existing library catalogue. It will be useful that this process is expedited so that the most up-to-date books are made available to the students. In conjunction with the subscription to the online resources already available, students should have sufficient support from the library.

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.					x
4.3.2	The allocation of financial resources as regards to academic matters, is the responsibility of the relevant academic departments.					x
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.				x	
4.3.4	Student tuition and fees are consistent to the tuition and fees of other respective institutions.					x

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

The financial planning based on the number of students expected (especially as this number includes existing students who have expressed an interested in continuing from the Diploma to the BA) appears reasonable.

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.	NA				
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.	NA				
5.3	Through established procedures, appropriate training, guidance and support, are provided to teaching personnel, to enable it to efficiently support the educational process.	NA				
5.4	Student performance monitoring mechanisms are satisfactory.	NA				
5.5	Adequate mentoring by the teaching personnel, is provided to students, through established procedures.	NA				
5.6	The unimpeded long distance communication between the teaching personnel and the students, is ensured to a satisfactory degree.	NA				
5.7	Assessment consistency, its equivalent application to all students, and the compliance with predefined procedures, are ensured.	NA				
5.8	Teaching materials (books, manuals, scientific journals, databases) comply with the requirements provided by the long distance education methodology and are updated regularly.	NA				
5.9	The program of study has the appropriate and adequate infrastructure for the support of learning.	NA				
5.10	The supporting infrastructures are easily accessible.	NA				
5.11	Students are informed and trained with regards to the available educational infrastructure.	NA				
5.12	The procedures for systematic control and improvement of the supportive services are regular and effective.	NA				
5.13	Infrastructure for distance education is comparable to university infrastructure in the European Union and	NA				

	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.	NA			
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.	NA			
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%.	NA			

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.	YES
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.	YES
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.	N/A

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.	NA				
6.2	The structure and the content of a doctoral program of study are satisfactory and they ensure the quality provision of doctoral studies.	NA				
6.3	The number of academic personnel, which is going to support the doctoral program of study, is adequate.	NA				
6.4	The doctoral studies' supervisors have the necessary academic qualifications and experience for the supervision	NA				

	of the specific dissertations.					
6.5	The degree of accessibility of all interested parties to the Doctoral Studies Regulations is satisfactory.	NA				
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.	NA				
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.	NA				

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.

NA

FINAL REMARKS – SUGGESTIONS

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

We would like once more to thank all the staff at City Unity College for making the visit and the evaluation efficient. We wish them all the best in their endeavors.

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

Name:	Signature:
Prof Savvas Papagiannidis	
Stratos Ramoglou	
'Simos Chari	
Georgios Aristotelous	

Date: 7/6/2018

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