

SECOND EVALUATION REPORT

- PROGRAM OF STUDY -

This document is on the basis of Article 20 (2)(f)(ii) of Laws L. 136(I)/2015 and L.47(I)/2016.

TABLE A (To be completed by the CYQAA's Officer)

EXTERNAL EVALUATION COMMITTEE (EEC)	
CHAIR: Professor Margaret Deery	
MEMBER: Professor Konstantinos Androtis	
MEMBER: Associate Professor Anastasios Zopiatis	
MEMBER: Evdokia Anastasiou, Student	
INSTITUTION	Casa College
PROGRAM OF STUDY	Certificate in Cruise Hospitality and Maritime Administration (1 year plus an optional foundation year)
EVALUATION CALENDAR	Date of onsite visit: 13/6/2018
	Date of report writing: 14/6/2018
	Date of Institution's response: 14/9/2018
	Date of the Council's Decision for Second Evaluation: 15/10/2018 & 16/10/2018
	Date of Doc. No. 300.1.2 sent to the EEC: 29/10/2018

TABLE B

- Quality Standards and EEC Recommendations, the 1st Numerical Evaluation and the Institution’s Response are completed by the CYQAA’s Officer, based on the External Evaluation Report.
- The 2nd Numerical Evaluation and the Degree of Compliance, which will be based on the new score given in the 2nd Numerical Evaluation, are completed by the EEC.

QUALITY STANDARDS AND EEC RECOMMENDATIONS	NUMERICAL EVALUATION		INSTITUTION’S RESPONSE	DEGREE OF COMPLIANCE
	1 ST	2 ND		5 = Full compliance* 4 = Substantial compliance* 3 = Partial compliance* 2 = Non-compliance* 1 = Non-compliance* *COMMENTS - JUSTIFICATION
1. EFFECTIVENESS OF TEACHING WORK - AVAILABLE RESOURCES				

<p>QS 1.1.4 Adequate and modern learning resources are available to students including the following:</p> <p>1.1.4.1 Facilities 1.1.4.2 Library 1.1.4.3 Infrastructure</p> <p>RECOMMENDATIONS</p> <p>1.1.4.1: The college is currently undertaking a major renovation project with the addition of additional 2 floors.</p> <p>1.1.4.2: As inspected, the library is under the process of ordering related books, whereas the access to electronic databases is problematic.</p> <p>1.1.4.3: Process of upgrading their infrastructure with the expansion of their main building campus</p>	<p>3 2 3</p>	<p>3 3 3</p>	<ul style="list-style-type: none"> • Library <p>New books related to the programme of study were bought and are available in the college library (Appendix 1: List of Books/order payment).</p> <ul style="list-style-type: none"> • Facilities <p>Building expansion: the decision to expand the college building (addition of four floors) has been finalised and the construction is starting within the next few months. Architectural plans are ready for submission to the Department of Town Planning and Housing.</p>	<p>With regards to the library, the college ordered a sufficient amount of books to cover the first stages of the programs delivery. In addition, the finalisation of the building expansion will allow for better student and staff facilities.</p>
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<p>QS 1.1.11 The programme of study applies an effective policy for the prevention and detection of plagiarism.</p> <p>RECOMMENDATIONS</p> <p>1.1.11: There is no prescribed anti-plagiarism policy with the utilization of a specialized software.</p>	2	4	<p>The college, in collaboration with other educational institutions, is in the process of subscribing to the Turnitin plagiarism software. This software is very expensive and some educational institutions cannot afford to buy it at the moment.</p>	<p>The college took the initiative to investigate the possibility of acquiring an anti-plagiarism software. The committee acknowledges the financial ramifications involved in such an acquisition, nevertheless the utilization of such a tool is vital for a tertiary educational institutions such as CASA. The college is commended for taking this step but it will greatly enhance its educational quality and credibility.</p>
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<p>QS 1.1.12 The programme of study provides satisfactory mechanisms for complaint management and dispute resolution.</p> <p>RECOMMENDATIONS</p> <p>1.1.12: The committee feels that a formal complaint and dispute resolution mechanism should be developed and implemented.</p>	3	4	<p>The Disciplinary Committee and the Student Affairs Department consider all matters constituting or pertaining to any breach of rules and regulations by the students. The committees do not only investigate actions and misconduct or decide on recommendations and/or penalties, but they also provide academic leadership and discipline, including student advising. Additionally they have the responsibility to oversee the standards pertaining to the discipline and the preservation of disciplinary integrity with the Director of Academic Studies. The Disciplinary Committee and the Student Affairs inform, if needed, the Director of Academic Studies on any matters relating to the discipline in the college. They contribute to the policy formation and strategic planning. They participate in quality reviews and deal with professional issues affecting discipline, complaints and disputes. The legal advisor of Casa College might interfere in order to provide legal assistance, organise various legal activities, complete them, create legal documents and advise all the staff, students and directors of the college on all the relevant legal issues. He/she is responsible for taking a lead role, especially during meetings and hearings as well as for prioritising work to ensure that the services delivered are of high quality. He/she assures that he/she adheres by the agreed deadline and that the assigned work is completed effectively and satisfies or surpasses the expectations of the college.</p>	<p>Adequate processes appear to be in place for complaint management and dispute resolution.</p>
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<p>QS 1.2.1 The methodology used in each course is suitable for achieving the purpose and objectives of the course and those of individual modules.</p> <p>RECOMMENDATIONS</p> <p>1.2.1: Since this is a vocational program one would expect more practical methodologies in the course delivery mostly related to the cruise industry.</p>	3	4	<p>The college has reached to an agreement with Oracle Enterprise with regard to the Micro Fidelio System. This software has been installed and will be used in the course of “Front Office Services on a Cruise Ship” (Annex I: Agreement)</p>	<p>The committee acknowledges the acquisition of the particular POS system. We feel that this will enhance students’ learning experience, especially with regards to the utilization of modern and relevant technological applications. It is good to see more practical methodologies being incorporated into the curriculum.</p>
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<p>QS 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.</p> <p>RECOMMENDATIONS</p> <p>1.2.6: The college must upgrade its current platform to an advanced electronic platform like Moodle.</p>	3	4	<p>The Moodle platform has already been installed and all lecturers/students have been trained and have started to use it. Please visit casacollege.com/moodle.</p>	<p>The committee acknowledges the acquisition and utilization of the Moodle platform. This is a positive development towards the college's strive to support students' learning. As with the introduction of Turnitin, this additional technology will enhance the learning environment for students.</p>
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<p>QS 1.2.7 Teaching materials (books, manuals, journals, databases, and teaching notes) meet the requirements set by the methodology of each course and are updated regularly.</p> <p>RECOMMENDATIONS</p> <p>1.2.7: Material presented are mostly related with hospitality management topics. Courses should be enriched with related books/ journals / other material.</p>	2	4	Courses are enriched with books and other material related to cruise hospitality.	Both the order of relevant (cruise management and operations) books for the library and the utilization of the Moodle platform enhances the teaching material supporting the particular program of studies.
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<p>QS 1.3.1 The number of full-time academic personnel, occupied exclusively at the institution, and their fields of expertise, adequately support the programme of study.</p> <p>RECOMMENDATIONS</p> <p>1.3.1: No current member of staff has expertise or experience or formal education in cruise / maritime management. College representatives acknowledge the issue and assure the committee that expert faculty members will be recruited if the program is approved.</p>	2	3	<p>The college has already employed three new staff members with related studies in the shipping and cruise industry. They will be teaching the following courses:</p> <ul style="list-style-type: none"> • CSH-113 Health and Safety on a Cruise Ship • CSH-117 Terminology and Operations on a Cruise Ship <p>CSH-121 Improving Skills at Sea (Appendix 2: CVs of new staff members)</p>	<p>The college will hire, in the eventuality that the course is approved and run, three part time lecturers (will teach 3 courses) with specializations relevant with the particular program of studies. The CVs that are included in the additional material illustrate a commitment to hiring qualified and knowledgeable staff.</p> <p>It is our conviction that a full time faculty member should be hired to assume the duties and responsibilities of the Program Coordinator.</p>
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<p>QS 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:</p> <ol style="list-style-type: none"> 1. Subject specialisation, preferably with a doctorate, in the discipline. <p>RECOMMENDATIONS</p> <p>1.3.2.1: No subject specialization exists amongst existing college members.</p>	2	3	<p>Subjects are distributed according to the field of expertise of each lecturer (Appendix 3: Teaching personnel, qualifications and total teaching periods).</p>	<p>Following the changes in the program's curriculum (especially following the change to 'Cruise Ship Hospitality Operations') along with the addition of three part time faculty members with expertise in the field satisfies the faculty standard set by the agency. Nevertheless, we feel that a full-time faculty member with specialization in Cruise Ship Operations will further enhance the pedagogic delivery of the program.</p>
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<p>QS 1.3.9 The academic personnel's teaching load does not limit the conduct of research, writing, and contribution to the society.</p> <p>RECOMMENDATIONS</p> <p>1.3.9: The reported 18 hours of teaching doesn't allow quality time for research.</p>	2	3	<p>The lecturers' teaching hours have been reduced in order to have the time to conduct research within the programme (see Appendix 3).</p>	<p>We welcome the teaching reduction change as a way to encourage research activities by the college's faculty members. We also note the varying levels of research time available to appropriate staff.</p>
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<p>QS 1.3.11 The program's Coordinator has the qualifications and experience to efficiently coordinate the program of study.</p> <p>RECOMMENDATIONS</p> <p>1.3.11: The program's Coordinator has experience in Hotel Management to effectively coordinate the program nevertheless, but she has no experience in cruise/ maritime management.</p>	4	4		<p>As previously noted a full time faculty member with expertise in Cruise Ship Operations should be hired to assume a leading role in the delivery of the program.</p>
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2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS				

<p>QS 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.</p> <p>RECOMMENDATIONS</p> <p>2.1.1: Inadequacies between the programs purpose and objectives with the expected outcomes due to lack of staff expertise, lack of material, etc.</p>	3	4		<p>Changes made to the curriculum, and the program's revised title (Cruise Ship Hospitality Operations) effectively solved most of the inadequacies.</p> <p>It is our conviction that the revised program has a clear purpose and objectives reflected in each course's learning outcomes.</p>
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<p>QS 2.1.2 The purpose and objectives of the programme and the learning outcomes are utilised as a guide for the design of the programme of study.</p> <p>RECOMMENDATIONS</p> <p>2.1.2: The majority of courses were borrowed from the existing hotel management program with minimum relevance to cruise/ maritime.</p>	2	4	<p>Students attending the programme will be entry-level staff in various job positions in a cruise ship and they will have the opportunity to evolve and acquire diplomas and other qualifications higher than the certificate. These individuals will provide services to hospitality industry, focusing specifically on cruise ship hospitality.</p> <p>Learning outcomes: The successful learners of this programme will be able to obtain basic knowledge in order to develop a professional profile which meets the demands of the cruise lines especially in the area of services and in entry-level positions like the kitchen on board, the restaurant, the housekeeping on board, the Front Office, health and safety on board, basic cruise ship terminology etc.</p>	
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<p>QS 2.1.4 The programme's content, the methods of assessment, the teaching materials and the equipment, lead to the achievement of the programme's purpose and objectives and ensure the expected learning outcomes.</p> <p>RECOMMENDATIONS</p> <p>2.1.4: The program's content is inconsistent with the stated purpose and objectives of the course. Specific reference to management and leadership focus cannot be substantiated.</p>	2	4	<p>After reviewing the course syllabi, major changes have been made to several courses. For this reason, the content of the programme is now consistent with the stated purpose and objectives, as well as the learning outcomes of each course.</p>	<p>Changes made in the program's content substantially enhanced its relevance with Cruise Ship Hospitality Operations.</p>
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<p>QS 2.1.6 The learning process is properly designed to achieve the expected learning outcomes.</p> <p>RECOMMENDATIONS</p> <p>2.1.6: The learning outcomes include detailed knowledge (e.g. marketing and sales) not covered by the courses.</p>	2	3	<p>The learning outcomes have been reconsidered and they are now consistent with the courses offered by the certificate programme.</p>	<p>The revised curriculum better covers the thematic areas associated with such a degree. No course in Marketing and Sales is introduced; nevertheless certain elements are included in the INTRODUCTION TO THE CRUISE SHIPPING INDUSTRY course (CSH – 111).</p>
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<p>QS 2.1.7 The higher qualification awarded to the students, corresponds to the purpose and objectives and the learning outcomes of the programme.</p> <p>RECOMMENDATIONS</p> <p>2.1.7: Some courses are not appropriate for this level of educational qualification – for example the Hospitality supervision which is a third year course offered by their other program of studies.</p>	2	4	<p>Any subjects that were not appropriate for this qualification level have been removed. More specifically, 'Introduction to the History and Trends of Cruise Industry and Maritime Transportation' has been replaced by 'Introduction to the Cruise Shipping Industry' and 'Hospitality Supervision' has been replaced by 'Terminology and Operations on a Cruise Ship'. All other subjects have been revised and corrected according to the programme of study (Appendix 4: List of Compulsory, Elective and Optional Courses).</p>	<p>Changes made to the curriculum enhance the learning outcomes of the program.</p>
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<p>QS 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.</p> <p>RECOMMENDATIONS</p> <p>2.2.1: The hotel specific courses do define the expected learning outcomes but collectively fail to meet the program's scope and objectives.</p>	3	4		<p>Changes made rectified the particular issue, since the revised curriculum meets the scope and purpose of a 'Cruise Ship Hospitality Operations" program of studies.</p>
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<p>QS 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.</p> <p>RECOMMENDATIONS</p> <p>2.2.3: Some courses are unrelated to a certification level qualification e.g Hospitality Supervision which is a 3rd year course.</p>	3	4		Changes made rectified the particular issue.
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<p>QS 2.2.4 The higher education qualification awarded, the learning outcomes and the content of the program are consistent.</p> <p>RECOMMENDATIONS</p> <p>2.2.4: There are inconsistencies between the program's scope and objectives and its content.</p>	2	4	These have been reviewed and corrected.	Changes made rectified the particular issue.
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<p>QS 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.</p> <p>RECOMMENDATIONS</p> <p>2.2.6: More practical elements in the courses are necessary especially in cruise/ maritime management.</p>	2	4	<p>Practical Subjects:</p> <ul style="list-style-type: none"> • Food and Beverage Service on a Cruise Ship (practical training in the college restaurant/bar) • Guest Services at Front Office Desk on a Cruise Ship (Micro Fidelio programme) • Food preparation on a Cruise Ship (Kitchen Lab) <p>Improving Skills at Sea (Appendix 5: Agreement with Amathus Navigation for training)</p>	<p>Changes made with the inclusion of three courses with a practical nature rectified the particular issue.</p>
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<p>QS 2.2.7 The number and the content of the programme's courses are sufficient for the achievement of learning outcomes.</p> <p>RECOMMENDATIONS</p> <p>2.2.7: Number might be adequate, nevertheless the content is unable to meet the programs purpose and objectives.</p>	2	4	<p>The content of the programme has been revised and corrected in order to meet the purpose and objectives.</p>	<p>Changes made in the curriculum rectified the particular inadequacy.</p>
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<p>QS 2.2.8 The content of the programme's courses reflects the latest achievements / developments in science, arts, research and technology.</p> <p>RECOMMENDATIONS</p> <p>2.2.8: Major revisions are necessary in order to best reflect current practices and trends of the cruise industry.</p>	2	4	<p>The staff will be continuously receiving training via seminars in the field of cruise, book supply, databases and electronic journals related to the new trends of cruise ship hospitality.</p> <p>Staff with considerable practical experience in cruise ship and service delivery are being recruited.</p>	<p>Changes made in the curriculum rectified the particular issue.</p>
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<p>QS 2.2.9 Flexible options / adaptable to the personal needs or to the needs of students with special needs, are provided.</p> <p>RECOMMENDATIONS</p> <p>2.2.9: The provision of services is on an ad hoc basis rather than a formalize policy pertaining to all.</p>	3	3	<p>Our educational institution aims to:</p> <ol style="list-style-type: none"> 1. Enhance early identification, assessment, intervention, placement, habilitation and rehabilitation of learners with special needs and disabilities, 2. Promote awareness on the educational needs and capabilities of people with special learning needs and disabilities, 3. Promote and facilitate inclusion of students with special needs in formal and non-formal education and training, 4. Put in place measures to promote barrier free environment for learners with special needs, 5. Provide and promote the use of special facilities, services, assistive devices and technology, equipment and teaching / learning materials, 6. Promote quality, relevant and holistic education for learners with special needs and disabilities, 7. Develop capacity of special needs education professionals, specialists and essential service providers to deliver quality services to learners with special needs. <p>Policy: Assessment and intervention, access to quality and relevant education, conducive environment, health and safety (adaptation of facilities), special facilities and technology, inclusive education, curriculum development and creation of advocacy and awareness.</p>	<p>We would suggest that processes be put in place to facilitate the institution's aims.</p>
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<p>QS 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.</p> <p>RECOMMENDATIONS</p> <p>2.4.1: The overall design of the program is problematic/ inconsistent and in our view unable to meet its purpose and learning objectives.</p>	3	4		Changes made rectified the issue.
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<p>QS 2.4.2 It is ensured that learning outcomes may be achieved within the specified timeframe.</p> <p>RECOMMENDATIONS</p> <p>2.4.2: No, this is not achievable due to the inconsistencies clearly defined in this report.</p>	2	4	<p>We have already made and implemented the necessary changes, therefore it is ensured that the learning outcomes will be achieved within the specified timeframe (Appendix 6: New course syllabi).</p>	<p>Changes made in the curriculum rectified the particular inconsistencies.</p>
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<p>QS 2.5.4 The academic profile of the programme of study is compatible with corresponding programmes of study in Cyprus and internationally.</p> <p>RECOMMENDATIONS</p> <p>2.5.4: As proposed the program is unable, compared to other similar programs, to meet the requirements of Shipping and Maritime.</p>	2	4	<p>After making significant changes in the course syllabi, we have developed an innovative, feasible, sustainable and unique programme in Cyprus and abroad.</p>	<p>Changes made in the curriculum including the change in focus towards 'Cruise Ship Hospitality Operations' rectified the particular issue.</p>
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<p>QS 2.6.1The procedures applied, so that the program conforms to the scientific and professional activities of the graduates, are adequate and effective.</p> <p>QS 2.6.2 According to the feasibility study, indicators for the employability of graduates are satisfactory.</p> <p>QS 2.6.3 Benefits, for the society, deriving from the program are significant.</p>	<p>3</p> <p>N/A</p> <p>3</p>	<p>4</p> <p>N/A</p> <p>3</p>	<p>Casa College has become a member of the HOSCO Network. HOSCO Network is a community consisting of passionate hospitality professionals. They are able to serve and guide students at all times, not only with job opportunities but also with premium connections, career advice, industry insights and city guides. They support students in making the most of their journey into this fascinating world of hospitality and cruise industry. Founded in 2011 by Ecole Hôtelière de Lausanne graduates, the Hosco Network connects more than 240,000 hospitality talents from over 230 hospitality schools and hospitality departments in more than 40 countries with nearly 3,000 potential employers and gives them access to almost 35,000+ jobs in the global hospitality industry.</p> <p>Casa College has made an agreement with Silversea (luxurious cruise travel) to employ successful candidates. Silversea is a luxurious cruise travel, distinguished in the ultra-luxury market by its elegant, all suite ships, all-inclusive pricing, worldwide itineraries and genuine hospitality. More than 240 shoreside employees in Silversea's Miami, London, Monaco, Sydney, Frankfurt, Singapore and Guayaquil offices work together with a staff of 1,600 aboard Silversea's fleet of eight ships to provide guests with unique and unforgettable travel experiences around the world.</p> <p>Silversea will recruit candidates from Casa College who will work on their ships and their headquarters.</p>	<p>The committee welcomes the college's membership to HOSCO network as a way to enhance the employability of their students and alumni.</p> <p>The committee also notes the college's inability to provide employability indicators of their graduates. A system should be implemented (maybe under the umbrella of an Alumni Association) to gather and analyse such data.</p>
<p>RECOMMENDATIONS</p> <p>2.6.2: No such indicators were provided even though staff was questioned on this aspect.</p>				

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

<p>QS 4.2.1 There are suitable books and reputable journals supporting the program.</p> <p>RECOMMENDATIONS</p> <p>4.2.1: Books are on-order and no direct access is provided to relevant academic and reputable on-line journals.</p>	2	3	See Appendix 1: List of Books	List of ordered books are provided (along with a payment receipt), nevertheless direct access to academic journals is still an issue not fully addressed.
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<p>QS 4.2.5 Teaching materials (books, manuals, scientific journals, databases) are adequate and accessible to students.</p> <p>QS 4.2.6 Teaching materials (books, manuals, scientific journals, databases) are updated regularly with the most recent publications.</p> <p>RECOMMENDATIONS</p> <p>4.2.5: See previous comments on books and library.</p> <p>4.2.6: More updated materials are needed.</p>	<p>2</p> <p>2</p>	<p>3</p> <p>3</p>	<p>We have membership with the Taylor & Francis database regarding the following journals:</p> <ol style="list-style-type: none"> 1. Current Issues in Tourism (1737) 2. International Journal of Hospitality & Tourism Administration (502) 3. Journal of Hospitality Marketing & Management (1051) 4. Tourism Planning & Development (2570) 	<p>Despite the efforts of the college to enhance relevant teaching material, more are needed towards this direction. In addition to Taylor and Francis, please investigate the possibility of gaining access to other databases such as Elsevier, Emerald, ProQuest, etc.</p>
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<p>QS 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.</p>	<p>3</p>	<p>3</p>	<p>The teaching personnel is participating in various seminars and training in Cyprus and abroad.</p> <p>We will be participating with one staff member in Budapest, Hungary, in an international scientific symposium concerning new challenges in tourism safety: aspects of competitiveness - held by the National University of Public Service.</p>	<p>No comment</p>
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<p>QS 4.3.2 The allocation of financial resources as regards to academic matters, is the responsibility of the relevant academic departments.</p> <p>RECOMMENDATIONS</p> <p>4.3.2: This is purely a centralized process like all other small colleges in the country.</p>	2	2		<p>No response is provided on the particular comment; nevertheless, the committee acknowledges the reasoning of having a centralized process due to the size of the organization.</p>
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TABLE C

- **Conclusions, Suggestions and Final Remarks – Suggestions are completed by the CYQAA’s Officer, based on the External Evaluation Report.**
- **Degree of Compliance is completed by the EEC, after the assessment of the Institution’s actions towards the Program’s compliance with the quality standards.**

CONCLUDING REMARKS	DEGREE OF COMPLIANCE Full compliance* Substantial compliance* Partial compliance* Non-compliance*
	*COMMENTS - JUSTIFICATION

CONCLUSIONS AND SUGGESTIONS OF THE EXTERNAL EVALUATION COMMITTEE

Commendations

The evaluation committee would like to list a number of commendations:

- The enthusiasm of the staff and their commitment to the student experience was most impressive.
- The documentation provided to the evaluation committee was adequate – despite the difficulty in material search - and the openness of staff and their responsiveness to requests was much appreciated.
- The efforts being made to improve the infrastructure of the college was impressive.
- The initiative to offer such an innovative program in Cyprus is duly noted, despite the concerns raised by the committee with regards to its content and structure.

Concerns

Listed below are the key concerns of the evaluation committee after reviewing the documentation provided and visiting the college:

- The name of the program does not reflect the purpose, objectives and course contents. The inclusion of the terms Shipping and Maritime refer to a different set of courses compared to the ones included in the application.
- The limited expertise and research of faculty members in the area of Cruise, Shipping and Maritime is a major concern in the delivery of such a specialized course.
- The lack of agreements with international institutions requires attention.
- The lack of certain key modules specializing to Cruise, Shipping and Maritime in the program is evident and problematic.
- The lack of subscription to appropriate academic electronic material and books relevant to the program requires attention and immediate actions.

Commendations

The evaluation committee would like to list a number of commendations:

The amendments made to the curriculum have substantially addressed the issues raised in the initial evaluation report. In particular, we note:

- the change in the program's title to Cruise Ship Hospitality Operations
- the acquisition of the particular POS system
- the list of additional ordered books
- the college's membership to the HOSCO network
- the addition of three part time faculty members with expertise in the field
- the teaching reduction change as a way to encourage research activities by the college's faculty members.

Recommendations

We would still suggest that a full-time staff member qualified in cruise shipping be recruited. In addition, we suggest that the College investigate further investment in online journals for staff and student access.

Overall, the evaluation committee agrees that the changes made to the curriculum and the other areas of concern have been addressed and we recommend that the program is accredited.

Recommendations

The following recommendations are made to enhance the program:

- It is recommended the Certificate to be renamed to “Cruise Ship Hotel Operations” and all necessary changes are conducted to align the program’s purpose and objectives with its content.
- It is important to recruit some staff with qualifications relevant to the proposed program.
- It is critical that a research culture be fostered that will enable the theoretical dimension of the teaching to be developed and to ensure that the program represents best practice.
- A staff development budget should be established to ensure the continuing development of the staff.
- It is important to ensure that there are regular student and staff exchanges with other institutions.
- It is recommended to enrich further the library with electronic material and books in the subject area of the program.
- It is recommended to utilize a more user-friendly student learning platform such as Moodle.

FINAL REMARKS – SUGGESTIONS IN THE EXTERNAL EVALUATION REPORT

The concept of a program on the cruise industry is an innovative and timely one, especially within Cyprus. The suggestions to change the proposed program's title, engage staff with cruise industry experience and qualifications, and focus the courses appropriately, aim to make the program both feasible and sustainable.

Following the changes and improvements conducted by the college, the committee suggests the approval of the particular program.

Date: 7/11/2018