Cyprus Agency of Quality Assurance and Accreditation in Higher Education

Republic of Cyprus

External Evaluation Report

Program of Study

Institution: Larnaca College

Program of Study: Bachelor of Arts in Hospitality and Tourism Management

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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.

ΔΙ.Π.Α.Ε.
DI.P.A.E.

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

EXTERNAL EVALUATION COMMITTEE:

NAME	TITLE	UNIVERSITY / INSTITUTION
Leo Jago	Professor	University of Surrey
Konstantinos Andriotis	Professor	Middlesex University London
Dagmar Lund-Durlacher	Professor	Modul University Vienna
Rafaella Nicolaou	Ms (Student Rep)	Cyprus University of Technology

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.

Documents Viewed as Part of this Evaluation
- Application for Evaluation - Accreditation - New program of study
- Student Handbook
- Provisional Income Statement
- Promotional Material
- Larnaca College Review (annual Journal)
- Powerpoint Presentation on 'Hospitality and Tourism Management'
- Sample of exam booklets

Site Visit Itinerary on Tuesday 27 March 2018

9.30am	Arrival at college
9.30am – 1pm	Meet with the Director of the College and the key teaching staff • Overview of the college and the program under review by the Director • Powerpoint presentation by the program director • Question and answer session with Director and staff
1 – 2pm	Lunch in student common room
2 – 3pm	Meet with key teaching staff • Further questions regarding the operation of the program
3 - 3.30pm	Tour of college facilities • Lecture rooms, library and computer labs
3.30pm	Depart from college

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.

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The application form that was provided to the evaluation committee was comprehensive in its coverage and clearly presented. The only problem area in relation to the documentation that was identified by the evaluation committee was that a comprehensive feasibility study including evaluation of the market potential and business plan was missing which prevented an assessment on the overall viability of the program.

The College Director, Head of Business School, Program Coordinator and teaching staff were well prepared for the meeting with the evaluation committee and able to provide satisfactory answers to the questions asked. Additional documentation that was requested was provided.

Three of the students who met with the evaluation committee were engaging, able to provide clear answers to questions on the program and very supportive of the offering.

FINDINGS:

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES

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

The number of staff members lecturing in the program under evaluation is deemed to be adequate for the current structure of the program. Overall, the student/staff ratio of the course evaluated seems to be adequate. Also the lecturing staff qualifications are deemed relevant and adequate for the level required by the specifications of the curriculum. The majority of the employed teaching staff has a PhD degree and is highly qualified to deliver the program's courses.

The committee notes that the program structure as well as the module descriptors are not publicized clearly on the website.

The committee deems the organization of teaching work and the qualification of teaching personnel are of high standards both nationally and internationally.

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**

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According to the submitted documents of Larnaca College, the four year BA program on Hospitality and Tourism Management claims to provide high quality education by exposing students to various aspects of the hospitality and tourism management industry and to assist students to gain the needed education, knowledge and expertise as tomorrow's hospitality and tourism business managers. The aims and objectives of the program under evaluation are clearly and concisely stated in the application of the college. In addition, learning outcomes are stated for the whole program, as well as for each individual course.

Our overall view is that it is a well-designed bachelor program reflecting current and future trends and needs of the hospitality and tourism industry and it is in line with similar undergraduate programs offered by other institutions. The proposed program will definitely have an impact in terms of providing high quality academic qualifications, both domestically and internationally. Some suggestions of possible improvements are to include the following modules (either compulsory or electives):

- Tourism Planning and Policy

- Destination Management and Marketing

- Research Methodology (compulsory)

- Marketing with a focus on Hospitality and Tourism

There would be merit in considering the move of courses such as second foreign language (German, French, etc.), Special Interest Tourism and Maths to elective courses.

Currently, non-EU students are not allowed to do their placement in Cyprus. It is recommended that the College takes initiatives to ensure the working experience for all students including non-EU students.

The structure and content of the study program is comparable to similar study programs in Europe. The College is participating in the ERASMUS student and faculty mobility program and has signed exchange agreements with 3 European HEIs.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

- **Research Teaching Synergies**

The committee has made a thorough investigation of the research profile of the College's academic faculty members and concluded that the research output by staff members is of comparable to other newly formed institutions and promising for the future. It is likely that research outcomes are being incorporated into teaching.

The college provides incentives to faculty members for publications in academic outlets and also offers reduced teaching loads for obtaining research funds.

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

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

Administrative Mechanisms
Administrative mechanisms appeared fit for purpose.

Infrastructures / Support
The physical facilities offered to students at Larnaca College are of sufficient standard considering the existing number of students.

The students who were interviewed by the evaluation committee were satisfied with the level of support that was provided to them. The only concern mentioned was the lack of placement opportunities.

Financial Resources
Whilst the evaluation committee received a single sheet outlining the current revenue and expenses of the program, it did not receive a feasibility study or business plan that provided an overview of the program in the coming years.

As such, the evaluation committee is not able to provide input in this section other than to express its concern regarding the financial viability of the program if student numbers do not increase in the coming year.

5. DISTANCE LEARNING PROGRAMS

Not applicable

6. DOCTORAL PROGRAMS OF STUDY

Not applicable

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.

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 very good and the openness of staff and their responsiveness to requests was much appreciated.
- The efforts being made to develop the research culture of the college was impressive

Concerns

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

- Inability to offer relevant placements for non-EU students seriously degrades from the quality of the degree;
- As student numbers grow, the current facilities will not be adequate;
- There are inadequate staff facilities that will retard research activities and make it difficult for private discussions with students;
- There is not currently a research methods module for students.

Recommendations

The following recommendations are made to enhance the program:

- A mechanism must be found as a matter of priority to provide non-EU students with suitable industry placements. It has been suggested that it is possible to provide non-EU students with unpaid placements provided that the placement is considered to an external class and that insurance for the students is provided by the college;
- A compulsory research methods course should be introduced;
- New facilities that have a stronger fit for purpose be found as soon as possible;

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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.

- The existing agreements be leveraged to ensure that there are regular student and staff exchanges with other institutions.

Doc. Number: 300.1

Quality Standards and Indicators

External Evaluation of a Program of Study

Institution: Larnaca College
Program of Study: Bachelor of Arts in Hospitality and Tourism Management
Duration of the Program of Study: 4 years
Evaluation Date: 27 March 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
Leo Jago	Professor	University of Surrey
Konstantinos Andriotis	Professor	Middlesex University London
Dagmar Lund-Durlacher	Professor	Modul University Vienna
Rafaella Nicolaou	Ms (Student Rep)	Cyprus University of Technology

Date and Time of the On-Site Visit: 9.30am on Tuesday 27 March 2018

Duration of the On-Site Visit: 6 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.						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:						
	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 /					X

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		practical training				
	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:				
	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.

1.1.3.3 On the website, there would be value in providing an overall structure of the program along with descriptors of each of the modules.

1.1.4.1 Facilities are adequate for the small number of students at present but will have to be increased/improved if student numbers increase. It was noted that there were inadequate offices for staff.

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.

Since the program is not accredited at this stage, all students enrolled in the program are from non-EU countries. The Director expects that the program will attract Cypriot students once the program is accredited.

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	3	4	5
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.

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 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.					X
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.					N/A
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.					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					X

		1	2	3	4	5
	teaching personnel is adequate for the support and safeguarding of the program's quality.					
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.

Given the push to attract external research projects, it will be important to have a formal system for setting workloads that recognizes non-teaching related activities.

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					X

		1	2	3	4	5
	to the students and to the members of the academic and teaching personnel.					
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.

It is critical that a mechanism be found to enable the college to arrange relevant industry placements for non-EU students.

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					X

		1	2	3	4	5
	students.					
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.

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					
	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.

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

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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:					
	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.

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

Three elective summer practicums are offered in the program at the end of first, second and third years. These practicums are not credit bearing.
As there is not currently a mechanism for allowing non-EU students to undertake practicums, the practicums are not offered in reality.

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.

This program would be seen as comparable to other similar programs being offered in Cyprus and abroad.

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.

2.6.1 Evaluation committee was concerned that international students are not getting any form of relevant work experience.

2.6.2 Statements in the feasibility study regarding the employability of graduates are vague.

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.				X	
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.					X
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.					X
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.					X
3.1.7	The policy for, indirect or direct, internal funding of the academic personnel's research activity is satisfactory.					X
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.

3.1.3 Library facilities are adequate but space for private research is very limited.

3.1.5 & 3.1.6 Compares well to other private colleges but not to universities in general. This is not unexpected**.**

3.1.8 Whilst staff are embarking on research activities, there is no evidence to indicate that students are in any way involved in research.

3.1.9 There is not a research methods module in the program.

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.

4.1.3 Whilst student feedback is collected on the effectiveness of administrative procedures, there is no evidence that this is assessed based on specific criteria.

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
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.

4.2.6 Whilst it is not clear what the updating of library books will be like as it is a new college, the electronic library ensures that there is access to the latest publications.

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.					?
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.

4.3.2 As there are no departments, financial control is by the programme coordinator.

4.3.3 The evaluation committee has not received any data regarding staff remuneration.

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.					N/A
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.					N/A
5.3	Through established procedures, appropriate training, guidance and support, are provided to teaching personnel, to enable it to efficiently support the educational process.					N/A
5.4	Student performance monitoring mechanisms are satisfactory.					N/A
5.5	Adequate mentoring by the teaching personnel, is provided to students, through established procedures.					N/A
5.6	The unimpeded long distance communication between the teaching personnel and the students, is ensured to a satisfactory degree.					N/A
5.7	Assessment consistency, its equivalent application to all students, and the compliance with predefined procedures, are ensured.					N/A
5.8	Teaching materials (books, manuals, scientific journals, databases) comply with the requirements provided by the long distance education methodology and are updated regularly.					N/A
5.9	The program of study has the appropriate and adequate infrastructure for the support of learning.					N/A

ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
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ΔΙ.Π.Α.Ε.
DI.P.A.E.

5.10	The supporting infrastructures are easily accessible.					N/A
5.11	Students are informed and trained with regards to the available educational infrastructure.					N/A
5.12	The procedures for systematic control and improvement of the supportive services are regular and effective.					N/A
5.13	Infrastructure for distance education is comparable to university infrastructure in the European Union and internationally.					N/A
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.					N/A
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.					N/A
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%.					N/A

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.					N/A
6.2	The structure and the content of a doctoral program of study are satisfactory and they ensure the quality provision of doctoral studies.					N/A
6.3	The number of academic personnel, which is going to support the doctoral program of study, is adequate.					N/A
6.4	The doctoral studies' supervisors have the necessary academic qualifications and experience for the supervision of the specific dissertations.					N/A
6.5	The degree of accessibility of all interested parties to the Doctoral Studies Regulations is satisfactory.					N/A
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.					N/A
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.					N/A

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.

Concluding observations and suggestions from the evaluation committee:

- Staff are very well qualified for their roles and appeared enthusiastic educators;

- The fact that the college has a research office and provides financial incentives to staff to publish is most impressive;

- The facilities offered by the college are adequate for the current student enrolment but only just so. Finding new premises will need to be an important priority;

- Finding a means to offer non-EU students relevant industry experience is a critical priority;

- Given the qualifications and research interests of the academic staff, it is surprising that there is no research methods module in the program.

- Already established ERASMUS agreements and collaborations with international HEIs are positive and should be expanded.

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

Name:	Signature:
Prof Leo Jago	
Prof Konstantinos Andriotis	
Prof Dagmar Lund-Durlacher	
Ms Rafaella Nicolaou	

Date: 30 March 2018