

Cyprus Agency of Quality Assurance and Accreditation in Higher Education

Republic of Cyprus

External Evaluation Report

Program of Study

Institution: University of Cyprus

District:

Name of the Program of Study in Greek:

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Name of the Program of Study in English:

M.B.A.

Department: Business and Public Administration and Accounting and Finance

Language/s of instruction: English and Greek

Faculty: School of Economics and Management

Program Status (check where applicable):

- New Program of Study:
- Currently operation Program of Study: YES
 - Registered but not evaluated YES
 - Evaluated and accredited by SEKAP
 - Evaluated by the Cy.Q.A.A. and did not get accreditation

Program Category (check where applicable):

- Conventional YES
- Distance Learning NO
- Inter-university (Name of collaborating university/ies) NO

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INSTRUCTIONS:

The present document has been prepared within the framework of the authority and competencies of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education, according to the provisions of the “Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency on Related Matters Laws of 2015 to 2016” [N. 136 (I)/2015].

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

EXTERNAL EVALUATION COMMITTEE:

NAME	TITLE AND RANK	UNIVERSITY / INSTITUTION
Kevin Orr (Chair)	Professor	University of St. Andrews
John K. Christiansen	Professor	Copenhagen Business School
Periklis Gogas	Associate Professor	Democritus University of Thrace
George Aristotelous	Student	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.

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.

We were supplied with the document 200.1 before our visit. During our site visit on the 22nd of October, we were given additional detailed documentation including course teaching materials, student evaluations, examples of student work, including group projects, handouts in support of various presentations we were given by the faculty throughout the day. We found the documentation to be thorough and very helpful in enabling us to understand the program structure, its management and the wider context. The faculty, administration and school leadership were generous with their time and engaged with us openly and thoughtfully during the visit. We welcomed the opportunity to have an open and constructive dialogue with the university rector, the departmental headship, faculty members, the administrative staff, IT support staff and the students.

Our general finding is very positive. It is clear that it is a high-quality program involving committed, experienced and well qualified academic staff which succeeds in attracting high-caliber students and develops them in creative and enriching ways. The program benefits from sound organizational arrangements within the school and the university.

FINDINGS:

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES

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

We are very satisfied with these elements relating to the effectiveness of teaching work, for both the full time and part time versions of the program. There are sound and appropriate processes in place for the organization of teaching work. The syllabi that were made available and presented to us were appropriate to the objectives of a high-quality MBA program and reflects the research expertise of faculty within the school.

Teaching of each course is described in the course outlines (copies of all of them were made available to us in the day of the visit) that follow the required standardized format: instructors' names, contact information, learning outcomes, literature and detailed session outline indicating the time, learning outcomes and educational activities that are included in the course.

We were impressed by the profile of the teaching personnel. They are well qualified and very accomplished researchers who help shape their fields. In addition they often have wider professional experience in various sectors and they are able to use their expertise and connections to help their students. All professors hold Ph.D. degrees from top international universities and are actively involved in high quality research published in top quality academic journals.

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 purpose and objectives of the program of study are suitably ambitious for a school of this quality. The long-term strategic objectives of the program are:

- “To offer a high-quality education in the area of business administration that adds sustainable value to the society at large”
- “To instigate positive change in the business community, both locally and regionally”
- “To strengthen corporate links to expose students to work-based learning and enhance their career opportunities”

We note that these objectives support the university’s strategic objectives to enhance the social and economic development of Cyprus and the region.

The learning outcomes (Strategic thinking, Communication, Ethical Leadership, Critical thinking and Entrepreneurship) are well articulated and we could see how the program design supports these outcomes.

The structure of the program follows a classic North American MBA program. The content of the program is classic and appropriate for an MBA program but it is influenced by the research specializations of the faculty and also regional specificities.

They have successfully achieved EFMD-EPAS accreditation and are in the process of applying for a number of related international accreditations including membership of AACSB and AMBA. We were satisfied with the internal quality assurance systems including processes for student evaluation and a general culture for improvement.

There is a clear leadership and management structure for the program and this sits with a wider school structure. The program benefits from the interaction and regular meetings with two external advisory boards, the Academic Advisory Board and the Corporate Advisory Board.

The internationalization of the program is reflected in: a) the wide range of countries from which students are drawn (45 nationalities), b) the profile of international institutions in which the faculty gained their Ph.D.s, c) the membership of the Academic Advisory Board d) the collaboration agreements with international universities and e) the use of international cases and debates in the courses.

The idea of interaction with the local business world and society is built in to the program’s long-term strategic objectives. We saw evidence of this happening through the creation of funded scholarships from the private sector, the sponsorships of student prizes, the hiring of graduates by leading local companies such as Coca-Cola,

KPMG and Wargaming. It is clear that the list of the school's corporate partners suggests a connectedness which is of benefit to the students of the program.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

- **Research Teaching Synergies**

We were impressed by the research-led teaching and course content. The faculty seemed dedicated to introduce the MBA students to the latest and more relevant research in the field. To the credit of the school they have succeeded in incentivizing the involvement of the senior faculty in the program.

It is important that the teaching staff teaches courses that are relevant to their research expertise conveying this experience to the students. Academic and other articles are regularly used as reading material in all courses of the program. Synergies between research and teaching are reflected in the application of the theory to the assignments and the applied nature of the student business projects (We wondered whether in the case of the business project there may be more scope here for the students to include some reflection on the theories they have used, but we acknowledge that we saw a small sample of work).

We are satisfied that the findings from their research and the wider contributions of scholars in relevant fields are being used in the course content.

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

- **Administrative Mechanisms**

- **Infrastructures / Support**
- **Financial Resources**

We had the opportunity to meet both members of the administrative staff and we were impressed with their dedication and level of professionalism. It is clear that they make an excellent and vital contribution to the smooth running of the program and the overall student experience. Their efficiency and commitment was evident to us. It was evident that both faculty and staff felt very supported by the work of their administrative team.

We met with three IT officers that understood the specific demands of the MBA cohort both part-time and full-time. They described the systems for dealing with student inquires and how the program fits within the wider infrastructure and support of the university.

Students can access the Academic Affairs and Student Welfare Services (AASWS) of the university. Free psychological support and counseling services are available to the students. The students we spoke to seemed to value these forms of support as well as the wider extra-curricular opportunities (such as student clubs) on offer in the university. The students seemed impressed with the sports facilities available to them.

Financial Resources

From the information provided to us, it seems that the program is self-sustained. The nature of the funding of the program means that it has financial independence from the government and a degree of autonomy from the wider university. Recruitment of students has remained healthy even during the recent financial crisis when they experienced a slight dip in applications, from which they seem to have recovered. They have a clear understanding of their break-even-point. They use targeted scholarships which offer fee reductions and they have secured sponsorship for scholarships from private corporations. The income is used to pay for the employment of a dedicated administrative support team.

We discussed the issue of market saturation given the long-standing presence of the program in a relatively small country. Nonetheless, the school leadership has developed appropriate strategies to address this issue, including active promotion of the program internationally.

5. DISTANCE LEARNING PROGRAMS

Not applicable

6. DOCTORAL PROGRAMS OF STUDY

Not applicable

CONCLUSIONS AND SUGGESTIONS OF THE EXTERNAL EVALUATION COMMITTEE¹

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

- 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.

It is a well-established MBA program. It is well designed with appropriate and suitable ambitious learning outcomes and these inform teaching and assessment. We identified a number of good practices that include research-led teaching, effective use of group work, the application of high academic standards in relation to student recruitment, engagement with the wider corporate environment and civic society to the benefit of students. We did not identify any weaknesses but the challenge for the program is one of maintaining these high standards in way that allow for processes of renewal. The school is aware of the potential issue of “saturation” but has in place an active strategy of internationalization to address this.

falls under the competencies of the Council of the Agency of Quality Assurance and Accreditation of higher education.

Doc. Number: 300.1

Quality Standards and Indicators
External Evaluation of a Program of Study

Institution: University of Cyprus

Program of Study: MBA

Duration of the Program of Study: 1 year full time, 2 years part time

Evaluation Date: October 24, 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. Poor
2. To an unsatisfactory degree
3. To a satisfactory degree
4. Best practice
5. Excellent

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 AND RANK	UNIVERSITY / INSTITUTION
Kevin Orr (Chair)	Professor	University of St. Andrews
John Christiansen	Professor	Copenhagen Business School
Periklis Gogas	Associate Professor	Democritus University of Thrace
George Aristotelous	Student	Cyprus University of Technology

Date and Time of the On-Site Visit: October 22, 2018, 9:00 am to 6:00 pm

Duration of the On-Site Visit: 9 hours

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES						
1.1	Organization of teaching work	1	2	3	4	5
1.1.1	The student admission requirements to the program of study, are based on specific regulations which are adhered to in a consistent manner.					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.

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.						
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:					X

	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.						X
1.3.5	In every program of study the Special Teaching Personnel does not exceed 30% of the Teaching Research Personnel.						X
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.							



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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.						

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.

		1	2	3	4	5
2.3	Quality Assurance of the Program of Study					
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.						

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:					
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 homecountry 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.

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.

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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
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>3.1.9 During the visit we were provided with samples of excellent applied research such as the Applied Business Project. We were not entirely clear where in the program research skills are taught. On the other hand, there are strong elements of analytical skills development which run throughout the courses.</p>						

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.						
4.2	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.							
4.3	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 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.					X
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.					X
5.3	Through established procedures, appropriate training, guidance and support, are provided to teaching personnel, to enable it to efficiently support the educational process.					X
5.4	Student performance monitoring mechanisms are satisfactory.					X
5.5	Adequate mentoring by the teaching personnel, is provided to students, through established procedures.					X
5.6	The unimpeded long distance communication between the teaching personnel and the students, is ensured to a satisfactory degree.					X
5.7	Assessment consistency, its equivalent application to all students, and the compliance with predefined procedures, are ensured.					X
5.8	Teaching materials (books, manuals, scientific journals, databases) comply with the requirements provided by the long distance education methodology and are updated regularly.					X
5.9	The program of study has the appropriate and adequate infrastructure for the support of learning.					X
5.10	The supporting infrastructures are easily accessible.					X
5.11	Students are informed and trained with regards to the available educational infrastructure.					X
5.12	The procedures for systematic control and improvement of the supportive services are regular and effective.					X

5.13	Infrastructure for distance education is comparable to university infrastructure in the European Union and internationally.					X
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.					X
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.					X
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%.					X

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.					X
6.2	The structure and the content of a doctoral program of study are satisfactory and they ensure the quality provision of doctoral studies.					X
6.3	The number of academic personnel, which is going to support the doctoral program of study, is adequate.					X
6.4	The doctoral studies' supervisors have the necessary academic qualifications and experience for the supervision of the specific dissertations.					X
6.5	The degree of accessibility of all interested parties to the Doctoral Studies Regulations is satisfactory.					X
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.					X
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.					X
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>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.</p>						

FINAL REMARKS – SUGGESTIONS

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

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

Name:	Signature:
Kevin Orr (Chairman)	
John Christiansen	
Periklis Gogas	
George Aristotelous	

Date: October 25, 2018



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