

Doc. Number: 300.1.1

**Cyprus Agency of Quality Assurance and Accreditation in
Higher Education**

Republic of Cyprus

**External Evaluation Report
Program of Study**

Institution: UCLAN University Cyprus

**Program of Study: BA (Hons) Advertising & Marketing
Communications**

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INSTRUCTIONS:

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

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

EXTERNAL EVALUATION COMMITTEE:

NAME	TITLE	UNIVERSITY / INSTITUTION
Peter Neijens (Chair)	Professor	University of Amsterdam, NL
George Christodoulides (Member)	Professor	Birkbeck, University of London, UK
Andreas Andronikidis (Member)	Associate Professor	University of Macedonia, Greece
Marina Christofide (Member)	Student	University of Cyprus, Cyprus

INTRODUCTION:

I. The External Evaluation procedure

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

The site visit took place on October 09, 2017 at the UCLAN Cyprus premises, Pyla. The committee met with the Interim Rector of UCLAN Cyprus, the Acting Head of the School of Business and Management, the Course Leader, the Director of CEDAR, teaching faculty from both UCLAN Cyprus and UK, administration staff and students.

The following documents were provided: Application for Evaluation-Accreditation-New Program of Study, and power point presentations (Introductory & Institutional presentations. Additional documents were provided during and after the site visit.)

Furthermore, the committee interviewed members of the faculty teaching staff from both UCLAN Cyprus and UK, a group of undergraduate students, administrative personnel related to admissions, registration, library facilities, IT and other admin support. Finally, UCLAN Cyprus facilities in Pyla, Cyprus were visited and viewed, namely all facilities used by teaching areas, library and student meeting rooms, as well staff offices.

II. The Internal Evaluation procedure

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

The internal evaluation 'Application' together with the additional material submitted by UCLAN during our visit (i.e. power point presentations) and examined by us is considered to be complete, satisfactory and illuminating.

FINDINGS:

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES

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

The committee was particularly satisfied with the infrastructure and premises of UCLAN Cyprus that are of high quality and at least comparable with other private universities in Cyprus and abroad. Library facilities seem up-to-date and fit for purpose and due to the partnership with UCLAN in Preston, UK students of UCLAN Cyprus have access to a broad gamut of library resources including databases pertinent to the proposed program, BA (Hons) Advertising & Marketing Communications such as Mintel and Euromonitor.

The academic staff who has been nominated to teach on this program is motivated and enthusiastic about introducing the new degree. Interviews with students suggested that the academic staff at UCLAN Cyprus is very responsive, easy to approach and provide sufficient and quality feedback despite their workloads and hectic timetables.

The committee has further noted the limited number of specialized staff in the subject matter of Advertising and/or Marketing Communications but received reassurances that this is an opportunity to recruit in this area and also that UCLAN UK will supplement expertise as deemed necessary.

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 committee has carefully examined the learning outcomes at program level and believes they are generally fine. However, the committee thinks that they are perhaps somewhat focused on understanding and knowledge, thus missing important higher-level outcomes related to application and practice which are nonetheless covered in module content. In addition to this, a more thorough mapping of assessments to module-level learning outcomes and subsequently of module-level learning outcomes to program-level learning outcomes is a useful exercise that will identify potential inconsistencies in the suggested delivery. A first step in this direction is the table already supplied by the institution outlining the connection between individual modules and program level learning outcomes.

With regards to the proposed curriculum, the committee considers Year 1 to be fairly generic and invites the institution to justify the rationale for selecting compulsory modules such as Principles of Economics. The absence of any marketing module in

Year 1 is presumably a weakness of the proposed curriculum as students would have to wait until Year 2 to study a module relevant to their program title.

The committee also felt that the naming should in some cases be reconsidered. For example, the committee identified the lack of a research methods module in the provision, the content of which is arguably covered in other modules.

The curriculum includes an optional International study module or a work placement module where students can tap into the expertise networks of the partner institution in the UK. The committee probed into the procedures and evaluation of the work placement module and received adequate supplementary information from both UCLAN Cyprus and the partner institution in Preston, UK. UCLAN Cyprus seems to also enjoy strong links with industry including a key media group (DIAS) and other relevant companies that are intended to contribute to the program in various ways.

The committee has been impressed with the quality assurance systems in place which mirror those of UCLAN in Preston. Modules in Years 2, 3 and 4 closely mirror the provision of the equivalent program in the UK (3-year program) with marks being moderated and modules being reviewed by UCLAN UK.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

- Research Teaching Synergies

UCLAN Cyprus is a relatively new institution primarily focused on teaching (average of 270 hours) with some good pockets of research from staff who attend conferences and publish papers also in the area of marketing. The management team supports conference attendance for staff and there are opportunities for joint PhD supervision with their colleagues in UCLAN UK. The committee is hoping that new hires in this area will result in a sustainable research output in this area that will keep informing teaching.

The committee felt that junior academic staff should have their research time protected as it is important for the program to be informed by relevant research from permanent staff.

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

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

The committee is positive about the administration mechanisms in place that are student focussed and include amongst other things a student experience committee, a student-staff liaison committee, Wiser support and counselling service.

The committee has considered the financial projections provided by the institution and thinks that the figures provided including student targets are not unreasonable

and that this looks a potentially viable program. Having said that, this is based on assumptions that the committee had no means to verify.

5. DISTANCE LEARNING PROGRAMS

N/A

6. DOCTORAL PROGRAMS OF STUDY

N/A

CONCLUSIONS AND SUGGESTIONS OF THE EXTERNAL EVALUATION COMMITTEE¹

- **The present situation of the program, good practices, weaknesses that have been detected during the external evaluation procedure by the external evaluation committee, suggestions for improvement.**

The Committee was provided with detailed and transparent documents to perform the evaluation. Members of the committee were welcomed to the UCLAN premises in Pyla, and were supplied with sufficient material and evidence to complete the evaluation.

In general, UCLAN Cyprus complies with the quality assurance procedures of the UCLAN UK. Each proposed program of UCLAN Cyprus is first accredited by UCLAN UK. The proposed Advertising and Marketing Communications program has been running in the UK a number of years and enjoys accreditation from the Chartered Institute of Marketing. Minor adaptations to the program reflecting the peculiarities of the Cyprus context are appropriately justified by UCLAN, Cyprus.

The content of the program is in line with the varying and dynamic context that requires reflective and critical understanding of theories to be covered. The management team of the program have the professional standards to support it, are motivated academics and they are fully engaged and committed. The teaching staff is appropriately qualified (PhD level) to deliver the program successfully. The program is delivered using a blended approach of theoretical and practical units of assessment. UCLAN UK is committed to supporting UCLAN Cyprus in several ways, e.g. visiting staff, module content, e-library resources, and quality assurance procedures.

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 quality assurance process is rigorous and in line with UK standards. The students enjoy the learning experience and support they receive from the teaching staff. This experience is further enhanced through professional links and support from administrative staff. Overall, the committee is positive towards the proposed program in Advertising & Marketing Communications.

However, the committee is concerned about key areas which may be summarized around three main pillars corresponding to issues related to the structure and content of the program, the matching of the learning outcomes to the specific modules offered, and the specialisms of the teaching personnel.

Below is a list of issues to be considered:

1. Regarding the program's content, the committee recommends a re-examination of Year 1 and what this entails in terms of compulsory modules and content directly relevant to the program title (i.e. marketing and/or advertising).
2. The committee also suggests that a dedicated module on research methods is considered as part of the curriculum as this content may not currently be adequately covered in other modules.
3. The committee also recommends a re-examination of module titles to ensure that these accurately reflect the content covered.
4. The committee identified a gap in the learning outcomes in that higher-order outcomes to do with application and practice are missing from the proposed program despite this practical element being covered in respective modules. Further to this, the committee suggests a clear mapping of individual module assessments to module learning outcomes and from there a subsequent mapping of module learning outcomes to program learning outcomes.
5. The committee identified limited relevant expertise to teach the full program in the coming years and supports the management team's best efforts to recruit specialized teaching staff as we believe this is crucial for the successful implementation of the program.
6. The committee thinks it is important for the management team to protect the research time of the academic staff as this undertaking will involve a significant investment of time and effort on the part of the academic staff involved. Pertinent research that supports the new program is extremely important for the development of a leading program. As such research time and provision of financial resources and incentives for research of resident staff could be sustained and/or further enhanced.

Doc. Number: 300.1

Quality Standards and Indicators
External Evaluation of a Program of Study

Institution: UCLAN University Cyprus

Program of Study: BA (Hons) Advertising & Marketing Communications

Duration of the Program of Study: 4 year full-time

Evaluation Date: 09 October 2017

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
Peter Neijens (Chair)	Professor	University of Amsterdam, NL
George Christodoulides (Member)	Professor	Birkbeck, University of London, UK
Andreas Andronikidis (Member)	Associate Professor	University of Macedonia, Greece
Marina Christofide (Member)	Student	University of Cyprus, Cyprus

Date and Time of the On-Site Visit: 09 October 2017

Duration of the On-Site Visit: 1 full day

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 / 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:						
	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
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>The committee was particularly satisfied with the infrastructure and premises of UCLAN Cyprus that are of high quality and at least comparable with other private universities in Cyprus and abroad. Library facilities seem up-to-date and fit for purpose and due to the partnership with UCLAN in Preston, UK students of UCLAN Cyprus have access to a broad gamut of library resources including databases pertinent to the proposed program, BA (Hons) Advertising & Marketing Communications such as Mintel and Euromonitor.</p> <p>Student welfare provisions are very strong. For plagiarism, there is evidence for the prevention and detection of it from the admin support. Essential attention in the program structure and delivery methods is provided to equip students with the necessary skills to become professional managers.</p>							
1.2	Teaching	1	2	3	4	5	
1.2.1	The methodology utilized in each course is suitable for achieving the course's purpose and objectives and those of the individual modules.						X
1.2.2	The methodology of each course is suitable for adults.						X
1.2.3	Continuous-formative assessment and feedback are provided to the students regularly.						X
1.2.4	The assessment system and criteria regarding student course performance, are clear, adequate, and known to the students.						X
1.2.5	Educational activities which encourage students' active participation in the learning process, are implemented.						X
1.2.6	Teaching incorporates the use of modern educational technologies that are consistent with international standards, including a platform for the electronic support of learning.						X
1.2.7	Teaching materials (books, manuals, journals, databases, and teaching notes) meet the requirements set by the methodology of the program's individual courses, and are updated regularly.						x
Justify the answer you have provided and note the additional comments you may							

have on each standard / indicator.

The UCLAN Cyprus utilizes the online resources from UCLAN UK. Based on the course outlines and our discussions with staff and students, there are transparent procedures for the module delivery and the wide use of various educational methods. Blended learning also exists (which is a combination between face-to-face is complimented by web based resources).

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- they have visiting professors)					
1.3.5	In every program of study the Special Teaching Personnel does not exceed 30% of the Teaching Research Personnel. (N/A- they have visiting professors)					
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					X

	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.

The academic staff who has been nominated to teach on this program is motivated and enthusiastic about introducing the new degree. Interviews with students suggested that the academic staff at UCLAN Cyprus are very responsive, easy to approach and provide sufficient and quality feedback despite their workloads and hectic timetables. The committee has further noted the limited number of specialized staff in the subject matter of Advertising and/or Marketing Communications but received reassurances that this is an opportunity to recruit in this area and also that UCLAN UK will supplement expertise as deemed necessary.

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
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>The committee has carefully examined the learning outcomes at program level and believes they are generally fine. However, the committee thinks that they are perhaps somewhat focused on understanding and knowledge, thus missing important higher-level outcomes related to application and practice which are nonetheless covered in module content. In addition to this, a more thorough mapping of assessments to module-level learning outcomes and subsequently of module-level learning outcomes to program-level learning outcomes is a useful exercise that will identify potential inconsistencies in the suggested delivery. A first step in this direction is the table already supplied by the institution outlining the connection between individual modules and program level learning outcomes.</p>						

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
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>With regards to the proposed curriculum, the committee considers Year 1 to be fairly generic and invites the institution to justify the rationale for selecting compulsory modules such as Principles of Economics. The absence of any</p>						

marketing module in Year 1 is presumably a weakness of the proposed curriculum as students would have to wait until Year 2 to study a module relevant to their program title.

The committee also felt that the naming should in some cases be reconsidered. For example, the committee identified the lack of a research methods module in the provision, the content of which is arguably covered in other modules.

The curriculum includes an optional International study module or a work placement module where students can tap into the expertise networks of the partner institution in the UK. The committee probed into the procedures and evaluation of the work placement module and received adequate supplementary information from both UCLAN Cyprus and the partner institution in Preston, UK. UCLAN Cyprus seems to also enjoy strong links with industry including a key media group (DIAS) and other relevant companies that are intended to contribute to the program in various ways.

The program includes a large variety of elective courses, thus satisfying the needs and demands of students.

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.

The committee has been impressed with the quality assurance systems in place which mirror those of UCLAN in Preston. Modules in Years 2, 3 and 4 closely mirror the provision of the equivalent program in the UK (3-year program) with marks being moderated and modules being reviewed by UCLAN UK.

2.4	Management of the Program of Study	1	2	3	4	5
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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
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>The procedures and the governance were copied from the UK partner</p>							

institution.

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

There is an optional work placement module. It can be taken in Cyprus or abroad. Procedures of the specific placement and evaluation are well documented by the UK partner institution.

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.

The curriculum includes an optional international study module although the expected demand of it is rather low, based on current experiences.

There seems to be very effective student exchange programs in several countries.

The visiting staff from UCLAN UK adds considerably to the international dimension of the program and enhances the research environment.

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.

The program compares well with similar programs.

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.

UCLAN Cyprus seems to also enjoy strong links with industry including a key media group (DIAS) and other relevant companies that are intended to contribute to the program in various ways.

There is a variety of extra curriculum activities aimed at connecting to labour market and society.

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>UCLAN Cyprus is a relatively new institution primarily focused on teaching (average of 270 hours) with some good pockets of research from staff that attend conferences and publish papers also in the area of marketing. The management team supports conference attendance for staff and there are opportunities for joint PhD supervision with their colleagues in UCLAN UK. The committee is hoping that new hires in this area will result in a sustainable research output in this area that will keep informing teaching.</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
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>Very good and effective. We did not identify any weaknesses.</p>							
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.

The committee is positive about the administration mechanisms in place that are student focused and include amongst other things a student experience committee, a student-staff liaison committee, Wiser support and counselling service.

Facilities are generally very good, and fit for purpose.

Access to the e-journals is good and is comparable of institutions of comparable size.

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 committee has considered the financial projections provided by the institution and thinks that the figures provided including student targets are not unreasonable and that this looks a potentially viable program. Having said that this is based on assumptions that the committee had no means to verify.

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

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

5.10	The supporting infrastructures are easily accessible.					
5.11	Students are informed and trained with regards to the available educational infrastructure.					
5.12	The procedures for systematic control and improvement of the supportive services are regular and effective.					
5.13	Infrastructure for distance education is comparable to university infrastructure in the European Union and internationally.					
5.14	Electronic library services are provided according to international practice in order to support the needs of the students and of the teaching personnel.					
5.15	The students and the teaching personnel have access to the necessary electronic sources of information, relevant to the program, the level, and the method of teaching.					
5.16	The percentage of teaching personnel who holds a doctorate, in a program of study which is offered long distance, is not less than 75%.					

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

N/A

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
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6.1	The provision of quality doctoral studies is ensured through Doctoral Studies Regulations.						
6.2	The structure and the content of a doctoral program of study are satisfactory and they ensure the quality provision of doctoral studies.						
6.3	The number of academic personnel, which is going to support the doctoral program of study, is adequate.						
6.4	The doctoral studies' supervisors have the necessary academic qualifications and experience for the supervision of the specific dissertations.						
6.5	The degree of accessibility of all interested parties to the Doctoral Studies Regulations is satisfactory.						
6.6	The number of doctoral students, under the supervision of a member of the academic personnel, is apt for the continuous and effective feedback provided to the students and it complies with the European and international standards.						
6.7	The research interests of academic advisors and supervisors are satisfactory and they adequately cover the thematic areas of research conducted by the doctoral students of the program.						
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>N/A</p>							

FINAL REMARKS – SUGGESTIONS

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

The undergraduate program is of acceptable quality program meeting international standards. The committee is generally positive towards approving the accreditation of the program under the name: BA (Hons Advertising and Marketing Communications). However, the committee strongly recommends that our suggestions and recommendations are carefully considered.

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

NAME	TITLE	Signature
Peter Neijens (Chair)	Professor	
George Christodoulides (Member)	Professor	
Andreas Andronikidis (Member)	Associate Professor	
Marina Christofide (Member)	Student	

Date: 10 October 2017