



Quality Assurance Manual (QAM-01)

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Approved by :

Signature:

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B. CONTENTS

- A COVER PAGE**
- B CONTENTS**
- C CHANGE HISTORY**

- 1.0 PRESENTATION OF Akademia College**
- 2.0 QUALITY POLICY STATEMENT**
- 3.0 INTRODUCTION**

- 4.0 QUALITY MANAGEMENT SYSTEM**
 - 4.1 General requirements
 - 4.2 Documentation requirements

- 5.0 MANAGEMENT RESPONSIBILITY**
 - 5.1 Management commitment
 - 5.2 Customer Focus
 - 5.3 Quality Policy
 - 5.4 Planning
 - 5.5 Responsibility, authority and communication
 - 5.6 Management Review

- 6.0 MANAGEMENT OF LEARNING RESOURCES**
 - 6.1 Provision of resources
 - 6.2 Human Resources
 - 6.3 Infrastructure
 - 6.4 Work Environment

- 7.0 IMPLEMENTATION OF SERVICES**
 - 7.1 Design and Development of Services
 - 7.2 Review of Student requirements
 - 7.3 Design and Development of new services
 - 7.4 Purchasing
 - 7.5 Provision of Services

- 8.0 MEASUREMENT, ANALYSIS AND IMPROVEMENT**
 - 8.1 General
 - 8.2 Monitoring and measurement
 - 8.3 Control of Non-Conformities
 - 8.4 Data Analysis
 - 8.5 Improvement

APPENDIX I – Akademia College ORGANISATION STRUCTURE
APPENDIX II – PROCESS FLOW DIAGRAM

C. CHANGE HISTORY

<u>Revision</u>	<u>Chapter</u>	<u>Description of Change</u>	<u>Date</u>
0	All	Initial Issue of Manual	14/02/2019
1	1	Updating of committees	16/04/2019
2	1,5 & 6	Review of committees & KPIs	23/10/2019

1.0 PRESENTATION OF ACC AKADEMIA COLLEGE

ACC Akademia College – General Description

ACC Akademia College is a Private Tertiary Higher Education Institution registered with the Ministry of Education and Culture of Cyprus (P.T.E.I.9). The College has 40 years of active participation in the field of tertiary education in Cyprus that has given us:

- a broader view of the educational landscape of Cyprus
- a deeper understanding of the educational background required to meet the demands of the job market
- the necessary experience, expertise, connections and networks to affect change in our field.

And change calls for bold initiatives. Given that tourism is the backbone of the economy of Cyprus, we have decided to tackle the needs of both our community and our core industry at source.

Vision and Mission

At **Akademia College** we believe in offering tangible knowledge and skills and offer:

- Learning experiences that bridge the gap between theory and practice and can be applied immediately.
- Lifelong learning for the real-life work environment.

This combination of knowledge (theory), skills (practice) and insight (understanding) ultimately nurtures a desire to continue learning, which in turn creates a richer personal life and a professional life that is more satisfying and rewarding.

Our Vision

Our vision is to be recognized as a provider of academic as well as professional qualifications that strike a balance between theory and its practical application, that maximize the employability of our students and graduates. In turn, we strive to work with the local community to meet the demands of the job market, and to help create a sustainable tourism product with a competent workforce.

Our Mission

As a provider of lifelong learning, our mission is:

- To offer our graduates the educational background required for immediate access to the local market, or as a stepping-stone to further education overseas.
- To offer employed individuals working in the fields of business administration and/or hospitality the necessary credentials to:
 - Secure their jobs
 - Make them an asset to their employers
 - Allow them to advance their career
- To deliver the highest quality specialist skills and education to inspire, empower and develop people who are passionately devoted to being professionals, leaders and innovators in their respective fields.

Brief summary of the college strategic plan.

Objectives and Targets

The main objectives of the ACC Akademia College are the following:

- To continue to offer high quality tertiary education as a private institute
- To continue to provide professional training and tailor-made programs to the Hospitality and Business sectors
- To become a center of training excellence and to be at the forefront of any hospitality training needs in the region by providing innovative training programs for the Hospitality industry
- To create a training center in collaboration with an internationally recognized Hotel Management School and an established Hotel

Akademia College Organisation

The Organisation Chart of Akademia College is shown in detail in Appendix I of this manual.

The College Council is the supreme body, which authorizes the Principal / Director to direct the Academic Director and the Director of Administration and Finance on any matters concerning:

- The appointment of a subcommittee for developing the College's strategic plan
- The approval of the college's the strategic plan
- The approval of Academic staff recruitment
- The approval of a new program of study
- The authorization to proceed with projects included in the strategic plan
- The approval of the college's budget
- The approval of new policies or amendments to existing ones
- The approval of new regulations or amendments to existing ones
- The appointment of external auditors
- The approval of the college's audited financial statement
- The way the College operates, including the appointment of Committees

Akademia College Council affirms that decisions made are always based on academic freedom, students' freedom of thought, the maintenance of high quality in the provision of services, and the well-intentioned interest of students. The Council also affirms that its decisions do not contradict the Higher Education Law 67 (I) 1996 to 2013 and the approval of the Institution by the Ministry of Education & Culture and the directives and regulations of the European Union.

The Council meets at least five times during the academic year and a special meeting may be called at the discretion of the President to consider matters to which specific or immediate attention must be given. The Council's suggestions are an important guidance for the College's Director, the Academic Director, Director of Administration & Finance and the staff. The President of the Council is voted by the shareholders and meetings are held five times per academic year. The Council's decisions are taken on a majority basis. There must be at least four members to have a quorum and to make legitimate decisions. In the case of a tie, the representative of the owner has the overwhelming vote.

The composition of the Akademia College Council is as follows:

President of the Council (voted by shareholders)
Owner Representative
Academic Director
Director of Administration and Finance
Student Representative
Academic representative (Faculty of business program coordinator)
Community Business Representative

Besides the Council, the following committees were created whose responsibilities, composition and mode of operation are set out below:

1. Academic Committee
2. Administrative Committee
3. Disciplinary Committee
4. Research Committee
5. Health & Safety Committee
6. Finance Committee
7. Internal Evaluation Committee

The decisions of each Committee are recorded in the specific meeting minutes' book by the Committee Secretary and are confirmed at the next meeting by all committee member and countersigned by the Committee Chairman. A member of the academic staff acts as the secretary of the Committee, after

being elected by the Chairman during the first meeting of the Committee. The Committee Secretary is responsible of keeping the minutes.

1. Academic Committee reviews the provision of academic quality and the overall experience of the students, providing assurance to the College Council and acting as an essential link between the faculty, students and the College Council.

Terms of Reference:

- To oversee the academic strategic direction of the college and contribute to the strategic plan
- To create, approve and monitor the academic regulations, policies and procedures relating to all academic activities of teaching, examinations and assessment, progression of students and award of qualifications, student conduct and discipline, the student experience, academic staff development and training, quality management practices
- To oversee the planning, development and implementation of academic standards, enhancing quality, research initiatives (in conjunction with the Research Committee), new programmes of study and existing programme revisions, periodic and annual reviews of programmes of study, accreditation by regulatory bodies (CyQAA and other external bodies), external audits and inspections from government departments.
- To report to the College Council and submit the approved minutes of every meeting held.

The Academic Committee meets six times every academic year and ad hoc when necessary. The composition of the Academic Committee is as follows:

- Director (Chairperson)
- Academic Director
- Coordinator of the Hotel Management Programme
- Coordinator of the Business Programme
- Admissions and Registrar Officer
- One Teaching Staff Representative
- One Student Representative

2. Administrative Committee

Terms of Reference:

- To oversee the administrative procedures across all departments, maintain student files with latest information, archives, adherence to GDPR practices
- To implement the college's policy on student associations, financial management issues, library operations and resources, lecture rooms and terms of use, student welfare, student safety
- To ensure the provision of prompt and efficient administrative services to students, staff and other stakeholders such as industry professionals,
- To oversee the provision of effective communication practices and timely support of staff and students personal needs;
- To develop, plan and implement the college marketing activities, recruitment initiatives of staff and student, latest news and events

The Administrative Committee meets regularly at least four times a year and ad hoc when necessary. The composition of the Administrative Committee is as follows:

- Director (Chairperson)
- Director of Administration and Finance
- Admissions and Registrar
- Heads of Administration and Accounts
- Student Welfare officer
- IT officer
- Librarian

3. The Disciplinary Committee deals with disciplinary problems and misconduct of the students and staff, which are brought to the committee by the Academic Director, and the Director of Administration and Finance.

Terms of Reference:

- To manage misconduct of faculty, staff and students, that can be defined as a breach of college regulations
- To oversee the standards of discipline and the preservation of disciplinary integrity with the Academic Director
- To contribute to the policy formation in quality reviews affecting issues in complaints and disputes
- To meet when necessary and in cases of faculty, staff or student misconduct.

The Disciplinary Committee meets when necessary and in cases of student misconduct. The composition of the Disciplinary Committee is as follows:

- Director (Chairperson)
- Academic Director
- Director of Administration and Finance
- One Teaching Staff Representative
- One Student Representative
- One representative of student welfare services

4. The Research Committee is an advisory body for the college management in all matters pertaining to research in the broadest sense.

Terms of Reference:

- To develop, monitor and review the research processes, oversee the academic and research integrity during teaching and when conducting research,
- To approve the provision of independent research services to external organisations
- To provide incentives for the conduct of research by faculty in order to support the college's teaching and research activities
- To promote the establishment of collaboration with other research institutions
- To oversee the assessment of the effectiveness of the Research Centre towards its objectives and optimize performance towards College's standards,
- To evaluate the quality and efficiency of academic research activities annually.

The **Research Committee** deals with research related issues and makes decisions and recommendations on the following matters:

- Examines research proposals
- Data Protection guidance
- Allocates research funding
- Evaluation and dissemination of research findings by providing practical solutions and expertise to society and to the production sector
- Ethical approval of all research at the college

Following the relocation of the college, the council has decided to form the Research Committee as from the next academic year.

5. Health & Safety Committee

Terms of Reference:

- To conduct regular health and safety inspections according to the framework of the Laws of Safety and Health at Work 1996 to 2015 and relevant regulations
- To consult and provide suggestions and advice on work place health and safety, submit suggestions to the college management for measures to be taken in order to improve working conditions,

- To study accident reports and oversee complaints about health, safety and the well-being of employees and students and promote co-operation to implement health and safety measures and ways of conducting work safely,
- To participate in the preparation of safety instructions for the college, ensure that all staff and students receive the necessary information, training and guidance on the measures necessary to protect their safety and health,
- To cooperate with the Health & Safety Inspector and other competent authorities on health and safety issues.

Refer to 5.5.3 “Health & Safety at Work”

6. The Finance Committee is responsible for monitoring, planning and controlling the college’s financial position by:

Terms of Reference:

- To ensure the financial stability of the college
- To prepare the annual budget and subsequent control
- To provide for financial support for the proper operation of the programmes of study
- To review and approve development plans to match college's strategic objectives and business plans for a new programmes of study,
- To review the financial terms of the contract of employment and other benefits of the staff
- To oversee the calls for tenders to recognized firms of auditors, reviews auditor's work performance and financial statements, evaluates suppliers / subcontractors prior to their inclusion in the approved list.

The Finance Committee meets 5 times per academic year and ad hoc when necessary. The composition of the Finance Committee is as follows:

- Director of Administration and Finance
- Director
- Head of Administration and Accounts
- Academic Director

7. The Internal Evaluation Committee is responsible for the implementation of the standards and for ensuring the internal quality according to article 12 of the Law 136 (I) 2015.

The Internal Evaluation Committee coordinates the preparation of the specific self-assessment reports in relation to the external evaluations of the College in accordance with the standards applicable to these reports, which are defined and issued by the Agency on the basis of quality criteria and indicators provided for by Article 6 and in accordance with the provisions of Law 136 (I) 2015 on external evaluations. It meets regularly at least every six months. The Internal Assessment reports refer to the internal quality management mechanisms established by the College and to any improvements to those mechanisms introduced in the period following the submission of the previous Internal Evaluation Report. The College is responsible for submitting every three (3) years a General Internal Evaluation Report.

The Internal Evaluation Committee meets regularly at least two times a year and ad hoc when necessary. The composition of the Internal Evaluation Committee is as follows:

- Academic Director
- One Academic staff from the Hotel Program
- One Academic staff from the Business Program
- An external consultant specialising in issues of quality assurance
- One undergraduate Student Representative (nominated by the competent body representing the students)

- Administration staff representative

Quality Assurance and Transparency in the decision-making by the College

The basic principle of our College is the principle of transparency, which will be achieved by informing all the decisions of the Council and the College's committees to affected stakeholders. All decisions relating to the organization of studies, the number of registered students, the logistics infrastructure and the set of all services will also be communicated, so that each student or academic is fully informed for all matters concerning them.

Academic Staff

Sufficient academic staff is recruited for the proper completion of the curricula offered by the College. The college is staffed by academics from the fields of hotel management, business administration, finance, accounting and marketing. The academic staff already selected has high academic distinctions and teaching experience at universities and higher education institutions in Cyprus and abroad. They are all well-established in the field that they will teach.

At the same time, the teaching needs of the college are also covered by visiting lecturers and specialists.

2.0 QUALITY POLICY STATEMENT

Akademia College's policy is to offer high-level education and research in the Hospitality Industry and to become a modern and innovative College. The commitment of Akademia College to this policy is achieved by the following:

- Implementation of management systems that guarantee the provision of quality education to our students and the quality assurance with respect to the programs offered and the degrees awarded
- Employing competent and qualified staff with the necessary training to carry out their work
- Strengthening the human capital of the college through appropriate training programs to acquire new skills and process-centric culture
- Continuous monitoring of international developments in education and the introduction of new modern teaching methods, taking into account state-of-the-art technologies
- Maintaining a high level of learning resources and infrastructure
- Ensuring that student assessment is based on published criteria and regulations
- Management and statutory committees continuously assess needs and provide all necessary resources to continuously upgrade the effectiveness of the Quality Management System
- The basic principle and commitment of the governing bodies is to provide students with reliable services that fully meet their needs and expectations
- Promote the academic recognition of the programmes of study and the qualifications offered
- The compliance with legal and regulatory requirements concerning the college, taking into account the requirements of all interested parties
- The appointment of an Internal Evaluation Committee for the implementation of the above and the relevant legislation for quality assurance
- Involving all employees and key staff of the institution in taking initiatives.

In order to better inform and raise awareness of our staff, associates and students, this Policy, as well as the analysis of our quality performance, are communicated and made available to all interested parties by posting them on our web site and within the college premises. Furthermore, we ask through questionnaires their views on our performance in the above mentioned areas.

At the same time, the Management, through the regular and ad hoc meetings that have been established for the review of the Quality Management System, controls the continuous suitability of the Quality Policy and sets realistic, measurable and objective targets for the quality of the services provided, which are constantly monitored, to ensure their suitability and relevance.

Akademia College will implement an Integrated Quality Management System based on the international Quality Standard ISO 9001 and the latest legislation to ensure the quality of higher education.

3.0 INTRODUCTION

3.1 Purpose and Scope

The policies and procedures established or referred to in this manual apply to the Private Tertiary Education College (ACC Akademia College). The scope covers all activities and processes of Akademia College.

This manual aims to describe the Quality Management System implemented by Akademia College and which is in accordance with its declared Quality Policy and the Legislation for “Quality Assurance and Certification of Higher Education and the Establishment and Operation of an Agency for related matters - Laws of 2015 and 2016” [N. 136 (I)/2015 and N. 47(I)/2016].

This manual is the primary reference document for issues related to activities of Akademia College and concerning the quality of the Programmes of Study provided. This manual is also used for the purpose of auditing the effectiveness of the Quality Management System as well as a training tool for key college staff.

3.2 Terms and Definitions

Throughout the text of this manual, wherever the term occurs:

- **"Management System" or simply "System"** means the Quality Management System
- **"Customer"** means the users of the services provided, e.g. students

3.3 Organisation of the Manual

The Requirements Section of the Quality Assurance Manual is organized into five sections (4.0 to 8.0). Each section describes the general management policies and objectives of the college, the commitment to meet the requirements, as well as the responsibilities, authorities and interrelationships of personnel, the internal communication and the responsibility for carrying out the various processes. Where necessary, reference is made to more detailed manuals, procedures and work instructions.

3.3.1 Revision and Control of the Manual

- (a) This manual will be reviewed for suitability by a member of the Internal Evaluation Committee, who is responsible, for quality issues and it will be approved by the Chair of the Internal Evaluation Committee.
- (b) The Management Representative will review this manual in order to ensure that it adequately complies with the needs and expectations of all stakeholders and the specified requirements of the Quality Management System and approve all revisions or new issues.
- (c) Each page of the revised manual will be identified with a new revision number and a new revision date. All revisions will be documented in Chapter C (Change History), which will provide a short description of the change
- (d) Revisions of this the manual will be numbered (Rev. 0, 1, 2 etc.) until a new issue of the manual is decided.
- (e) The Internal Evaluation Committee will decide when to re-issue the entire manual after a number of revisions. All new issues will be documented in Chapter C.
- (f) New issues of the manual will be numbered sequentially (issue 1, 2, 3 etc.). All previous revision numbers will be automatically reset to the new version of the manual.

4.0 QUALITY MANAGEMENT SYSTEM

4.1 General Requirements

The College has documented and implemented a Quality Management System and aims to continuously improve its effectiveness in accordance with the requirements of the legislation and all stakeholders.

4.1.1 The Management of Akademia College has:

- (a) Defined the processes needed for the quality management system
- (b) Determined the sequence and interaction of these processes (see Appendix II)
- (c) Defined criteria and methods required for their effective operation and control (KPI's),
- (d) Ensured the availability of the resources and information necessary for the operation and monitoring of these processes
- (e) Ensured the monitoring, measurement and analysis of these processes where applicable
- (g) Implemented the actions necessary to achieve the planned results and to continuously improve these processes.

4.1.2 These processes shall be managed in accordance with the requirements of international quality standards and the applicable legal and regulatory requirements.

4.1.3 The Internal Evaluation Committee has the responsibility to coordinate, monitor and control the implementation of the system.

4.2 Documentation of the Quality Management System

4.2.1 Management System Documentation

The Internal Evaluation Committee is responsible for establishing and maintaining the quality management system in order to ensure that the college services provided are consistent with the established requirements.

4.2.1.1 The management system documentation includes the following:

(a) Quality Policy Statement

The Quality Policy contained in this manual (Chapter 2.0) determines the College's commitment to the quality of the services provided. The disclosure of this Policy is part of the induction training of new employees. This Policy is posted on the website and displayed in the college.

(b) Quality Assurance Manual

The Quality Assurance Manual, which is the primary reference document for the quality management system, documents the college policies, goals and objectives as well as the responsibilities and responsibilities to meet the requirements of all stakeholders.

(c) Procedures Manuals

Procedures Manuals are documents that define the purpose and scope of activities of a department or service and describe in detail who is responsible and when an activity is being carried out, the materials and equipment required, the documentation required and the control (monitoring and measurement) required, in accordance with the policy and objectives set out in the Quality Assurance Manual.

(d) Internal Regulations / Work Instructions

They are issued by the top management or department managers and are aimed at guiding the staff in performing specific tasks.

(e) External Documents (Standards, Legislation, Regulations, Good Practice Guides)

All external documents required by the college to ensure effective design, operation and control of process are controlled and form an integral part of the system. Such documents may include, inter alia, laws, regulations, standards, international conventions, codes of good practice etc. -----

(f) Other documentation

Other documents needed by the college to ensure effective design, operation and control of its processes such as forms, job descriptions, and so on.

(g) Records

Records are maintained according to section (4.2.4)

4.2.3 Control of records

4.2.3.1 General

The College has established and maintains documented control procedures for all documents and data related to the quality management system.

4.2.3.2 Control of System Documentation

- (a) The Internal Evaluation Committee ensures that the documents used for the operation of the system have been identified and that they are controlled. It also ensures external documents are identified and that their distribution is also controlled.
- (b) The Heads of Departments in cooperation with the Internal Evaluation Committee review and approve the system documents, in their areas of responsibility, as to their adequacy and suitability prior to their issue or re-issue. The original document is forwarded to the Internal Evaluation Committee which ensures that relevant issues of the applicable documents are available where work is essential to effectively implement the quality management system.
- (c) The Internal Evaluation Committee ensures that obsolete (old) documents held for legal or knowledge-based purposes are removed from all points of issue or use so that they can not be misused. Such documents are appropriately marked as invalid or obsolete documents.
- (d) Changes are specified where possible in the text of the document or in appropriate attachments (e.g., identifying changes and current revision status).
- (e) A list of documents specifying the current issue of each document is established and maintained to exclude the use of invalid and / or old documents as well as the distribution of each document to the personnel and department involved.
- (f) Documents and data may be in any form or type of medium, including paper or computer versions.

4.2.4 Control of Records

4.2.4.1 The Internal Evaluation Committee shall ensure that the records required for the operation of the quality management system are established and maintained. The responsible staff / service shall identify, collect, classify, archive, store, maintain and hold records of their area of responsibility in accordance with documented procedures. Within this procedure, those responsible for maintaining the records, as well as, the place and time of storage, are determined.

4.2.4.2 Records are established and maintained to substantiate the effective operation of the institution's system and as a proof of compliance with system requirements. The records may be in any form or type of medium, including those recorded and presented in electronic form / medium.

4.2.4.3 The records maintained are legible and can be readily identified, detected and retrieved. They are held in ways that prevent loss, damage or wear.

- 4.2.4.4 The minimum record retention time is determined by each department in consultation with the Internal Evaluation Committee. These retention periods are determined by the importance of the record and the legal obligations and / or requirements of the legislation.
- 4.2.4.5 Record storage areas are safe for the safeguarding of the personal data of students and other interested parties. In any case, the physical infrastructure meets the necessary security requirements while providing valid information and immediate accessibility whenever required.
- 4.3 The methodology, responsibilities and documents required are described in more detail in documented manuals, procedures and work instructions:

Internal Regulations of the School

5.0 MANAGEMENT RESPONSIBILITY

5.1 Management Commitment

Senior Management provides evidence of its commitment to developing and implementing the quality management system and to continuously improving its effectiveness through:

- (a) communicating to staff the importance of meeting the requirements of all stakeholders concerned, as well as legal and regulatory requirements,
- (b) the establishment of quality policy
- (c) ensuring that objectives and targets are set for the quality and safety of staff and students
- (d) conducting management reviews,
- (e) ensuring the availability of learning resources.

5.2 Customer Focus

The institution has the potential to satisfy, beyond the student's stated needs, a number of other requirements that may arise in the course of providing its services. The satisfaction of the needs and expectations of students is a basic goal of Akademia College. The individual processes are designed with the logic of contributing to the achievement of the above-mentioned goal. The provision of academic education takes place in accordance with the relevant processes and applicable legal and regulatory requirements, as well as in accordance with the approved programmes of study and the Internal Regulations of the School.

5.3 Quality Policy Statement

- 5.3.1 The quality policy statement is documented in chapter (2.0) of this manual and has been approved by the College's Director of Administration and Finance. The College's top management reviews this policy in order to ensure its continued relevance and effectiveness.
- 5.3.2 The Quality policy provides a framework for establishing and reviewing the quality objectives and is in line with the objectives of the college, the requirements of all stakeholders, legislation and competent authorities.
- 5.3.3 This policy includes a commitment to comply with requirements and to continually improve the effectiveness of the quality management system.
- 5.3.4 The Internal Evaluation Committee ensures that this policy is communicated within the college, is understood, implemented and maintained at all levels of the organization.

5.4 Design

5.4.1 Setting Measurable Targets

The Management of Akademia College has set the general quality objectives in the Quality Policy Statement. Taking into account these objectives as well as the process measurement indicators, it sets out specific measurable objectives that are always consistent with the Quality Policy and provide a basic framework for evaluating the performance of the institution, its individual organizational units and processes. Measurable objectives are defined, monitored and reviewed as part of the Management's Quality Management Review.

The quality of the programs at the college is monitored by the College's Internal Evaluation Committee, which is responsible for the annual and final-year review of each curriculum.

Akademia College Key Performance Indicators

Akademia College aims to offer high-level education and to become a centre of training excellence by being at the forefront of hospitality needs in the region of Ammochostos.

The college council has determined the broad areas of interest where KPI's were developed to measure the college's performance in achieving its strategic objectives. Furthermore, for each performance indicator a target or an acceptable range was set for the:

1. Next academic semester February – May 2020 (see column E)
2. The academic year October 2020 – May 2021 (see column F)

A. Standard-Broad Area	B. Key Performance Indicator	C. Level at Which Data is Required (Module-Program-College)	D. Annex	Target or acceptable range for	
				E. the academic semester February – May 2020	F. the academic year October 2020 – May 2021
Management of Quality Assurance and Improvement	Graduate Satisfaction Rate Students overall evaluation on the quality of their learning experiences at the college. (Average rating of the overall quality of their program on a five-point scale in an annual survey final year students.)	Program	Annex I	n/a The program's first graduates will be in January 2022	n/a The program's first graduates will be in June 2022
	Employer Satisfaction Rate The overall satisfaction of the employer with the graduate (knowledge and skills). (Average rating of the overall satisfaction of the employer on a five point scale in a biannual survey for employed graduates in a related field)		Annex II	n/a The program's first graduates are expected to get employed by July 2022	n/a The program's first graduates are expected to get employed by November 2022

A. Standard-Broad Area	B. Key Performance Indicator	C. Level at Which Data is Required (Module-Program-College)	D. Annex	Target or acceptable range for	
				E. the academic semester February – May 2020	F. the academic year October 2020 – May 2021
Learning and Teaching	Ratio of students to teaching staff. (Based on full time equivalents)	College		Acceptable ratio 1 teaching staff to 4 student	Acceptable ratio 1 teaching staff to 5 student
	Students overall rating on the quality of their modules and program. (Average rating of students on a five point scale on overall evaluation of modules.)	Module Program	Annex III Annex IV	Acceptable rating: 3.7/5	Acceptable rating: 4/5
	Percentage of students entering programs who successfully complete first year (including internships).	Program		n/a	Acceptable percentage: 85%
	Average duration of studies to obtain a qualification	Program		n/a	n/a (an acceptable duration of studies for a 2 year diploma: 3 years)
	Graduate Employment Rate Proportion of graduates from undergraduate programs who within six months of graduation are: (a) employed in the field of study (b) employed but not in the field of study (c) enrolled in further study	College		n/a	n/a acceptable percentages (a) employed in the field of study – 70% (b) employed but not in the field of study – 5% (c) enrolled in further study – 25%

A. Standard- Broad Area	B. Key Performance Indicator	C. Level at Which Data is Required (Module-Program- College)	D. Annex	Target or acceptable range for	
				E. the academic semester February – May 2020	F. the academic year October 2020 – May 2021
Student Administration and Support Services	Ratio of students to administrative staff	College		n/a Acceptable ratio 1 administrator for 7 students	n/a Acceptable ratio 1 administrator for 8 students
	Student evaluation of academic and career counselling. (Average rating on the adequacy of academic, personal support and career counselling on a five point scale in an annual survey of final year students.)	College	Annex V	Acceptable rating: 4/5	Acceptable rating: 4,2/5
Learning Resources	Student evaluation of on line learning resources. (Average rating on adequacy of on line learning resources on a five point scale in an annual survey of final year students.)	College	Annex VI	Acceptable rating: 3/5	Acceptable rating: 3,3/5
	Student evaluation of library services. (Average rating on adequacy of library services on a five point scale in an annual survey of final year students.)	College		Acceptable rating: 3.7/5	Acceptable rating: 3.8/5
Facilities and Equipment	Number of accessible computer terminals per student.	College		For every 2 students to 1 terminal	For every 3 students to 1 terminal
	Average overall rating of adequacy of facilities and equipment in a survey of teaching staff (Average rating on adequacy of facilities and equipment in a survey of teaching staff on a five point scale in an annual survey)	College	Annex VII	Acceptable rating: 3.7/5	Acceptable rating: 4/5

A. Standard- Broad Area	B. Key Performance Indicator	C. Level at Which Data is Required (Module-Program- College)	D. Annex	Target or acceptable range for	
				E. the academic semester February – May 2020	F. the academic year October 2020 – May 2021
Faculty and Staff Development Processes	Percentage of teaching staff participating in professional development activities during the past year.	College		Acceptable percentage: 80%	Acceptable percentage: 80%
Research	Journal publications per year	College		n/a	1 publication
	Presentations to conferences with a paper and conference proceedings.	College		n/a	1 presentation
	Percentage of research funding from external sources	College		n/a	Acceptable percentage:50%

5.4.2 Design of the Quality Management System

5.4.2.1 The Top Management of Akademia College ensures that it:

- Identifies key processes, their sequence and interaction
- Applies the above mentioned processes and checks them based on predefined criteria
- Ensures the availability of the learning resources necessary to support, operate and monitor the Quality Management System processes. Resource adequacy is reviewed in the framework of the Quality Management System Review by the Management
- Monitors, measures and analyzes processes through measurement of quality objectives and implements actions to achieve and improve them continuously
- Maintains the integrity of the System when designing and implementing changes, by providing the necessary resources, informing staff and closely monitoring the effectiveness of each change

5.4.2.2 The implementation of the management system is regularly assessed during internal and external audits and management reviews. The Internal Evaluation Committee has overall responsibility for designing the system.

5.5 **Responsibilities, authorities and communication**

5.5.1 Responsibilities and authorities

Senior Management ensures that responsibilities and authorities for staff are established, documented and communicated within the college to ensure the effective operation of the quality management system.

5.5.1.1 The responsibilities, accountability and authority of the personnel are set out in the manuals, procedures, regulations and job descriptions of personnel which are subject to the relevant legislation.

5.5.1.2 College staff is informed of the college's open policy on communication issues and the responsibility for stopping any non-compliance identified. In the event of disagreement between the staff, the disagreement will be referred to their immediate supervisor for a decision.

5.5.1.3 The organizational structure of the college, where the relations of the staff are defined, is shown in Appendix I to this manual.

5.5.1.4 In case of absence of authorized personnel, responsibilities are transferred upward in accordance with the organizational structure and the person in charge decides to perform the duties and/or the assignment of the duties to another member of the staff.

5.5.1.5 The Director of Administration and Finance in cooperation with the Academic Director:

- (a) Identify and make available the necessary resources and supervision of staff in order to perform their duties
- (b) Ensure that the predetermined requirements for the operation of the quality management system are implemented and maintained; including the requirements for the management of human resources (see Chapter 6.2).
- (c) Examine and make decisions on issues related to student and other stakeholder demands
- (d) Ensure that college staff is free from any unjustified internal and external commercial, financial and other pressures and influences that could adversely affect the quality of the services provided.

5.5.2 Management Representative

- 5.5.2.1 The Senior Management has appointed as a Management Representative for the Quality Management System, the Chairman of the Internal Evaluation Committee. In the event of his absence, the Director of Administration and Finance replaces him.
- 5.5.2.2 The Management Representative has been given the responsibility and authority to ensure that the processes needed for the efficient operation of the system have been established, implemented and maintained successfully.
- 5.5.2.3 The Management Representative reports to the Senior Management on the effectiveness, suitability (system performance) and the necessary improvements of the system
- 5.5.2.4 The Management Representative has the responsibility to ensure that all staff is informed of the requirements of all interested parties.
- 5.5.2.5 The Management Representative has the responsibility to ensure effective internal communication on matters relating to the effectiveness of the system.
- 5.5.2.6 In addition to the responsibilities and authorities mentioned in other sections of this manual, the Management Representative has the power and authority to:
- (a) Take actions to prevent the occurrence of non-conformances associated with the management system,
 - (b) Recognizes and records any problems associated with the management system,
 - (c) Suggests and provides solutions to issues related to the management system through the communication channels available at the college,
 - (d) Verifies the implementation of proposed actions,
 - (e) Supervises and monitors the overall management of non-conformities and their effective treatment and resolution.

5.5.3 Health & Safety at Work

- 5.5.3.1 A Health & Safety Committee is established within the framework of the Laws of Safety and Health at Work 1996 to 2015 and relevant regulations.
- 5.5.3.2 The Committee will have a consultative role and provide to the employer suggestions and advice, in writing or orally, on matters relating to occupational health and safety and the prevention of accidents at work. In particular, the Health & Safety Committee:
- meets regularly at least once every three months or ad hoc following an accident at work or serious incident, and examines the facts and causes in relation to it
 - submits suggestions to the college management for measures to be taken in order to improve working conditions and prevent accidents and diseases at work
 - deals with complaints about health, safety and the well-being of employees and students
 - promotes co-operation to implement health and safety measures and ways of conducting work safely
 - participates in the preparation of safety instructions for the college
 - ensures that its members and employees at the college receive the necessary information, training and guidance on the measures necessary to protect their safety and health
 - cooperates with the Health & Safety Inspector and other competent authorities on health and safety issues.

5.5.4 Internal Communication

The School Council ensures the establishment of appropriate communication processes within the college and that channels of communication are in place relating to the effectiveness of the quality management system.

5.5.4.1 The Internal Evaluation Committee and the Heads of Departments shall ensure that the necessary information is effectively promoted and communicated, both departmentally and inter-departmentally. Such information may consist of:

- College policies, objectives and targets
- Procedures and work instructions
- Records and data
- Requirements for legislation etc.

5.5.4.2 Various methods may be used to communicate the necessary information, such as:

- Documents and records
- Meetings and management reviews
- Education and informational meetings
- Electronic update
- Billboards, written internal memos and announcements, etc.

5.6 Management Review

5.6.1 General

Top Management reviews the quality management system at planned intervals to ensure its continued suitability, adequacy and effectiveness. The review also includes assessing the opportunities for improvement and the need for system changes, including quality policy and objectives for the quality and the safety of workers and students. Records of management reviews are maintained in accordance with chapter (4.2.4).

5.6.2 Management Review Inputs

The inputs (topics to be discussed) for the review by Management may include, among others, the following:

- (a) Review of quality policy and achievement of objectives and targets
- (b) More general issues on quality and performance measurement indicators
- (c) Analysis of non-conformities including student complaints and feedback from interested parties
- (d) Effectiveness of corrective and preventive actions
- (e) Results of internal and external audits and review of quality control / monitoring and measurement results.
- (f) Assessing of the continued suitability of the Management System, process performance and service delivery
- (g) Evaluation of Suppliers / Subcontractor
- (h) Adequacy of learning resources (infrastructure and human resources)
- (i) Training needs of academic and administrative staff

- (j) Risk Management
- (k) Safety issues, work environment and technological developments
- (l) Changes in the organization's external environment that could affect the quality management system (e.g. political, economic, social, technological, environmental and regulatory)
- (m) Recommendations for improvement and follow-up actions from previous reviews

5.6.3 Management Review Outputs

The outcomes of the management review will include decisions and actions that relate (inter alia) to:

- Improving the effectiveness of the Management System and its processes
- Improving the services provided
- The needs for learning resources

5.6.3.1 The Internal Evaluation Committee is responsible for verifying the corrective actions and / or other actions resulting from the management review as well as ensuring that the relevant timetables are met.

5.6.3.2 Decisions, results and other issues in general will be communicated to college staff and students.

5.7 The methodology, responsibilities and documents required are covered in more detail in documented manuals, regulations, procedures and guides:

Internal Regulations of the School

Human Resource Manual

Department Manuals

6.0 MANAGEMENT OF LEARNING RESOURCES

6.1 Availability of Resources

6.1.1 Senior Management ensures that adequate and appropriate learning resources are provided that are consistent with European and International Standards and/or international practices that are needed to:

- (a) implement and maintain the quality management system and continuously improve its effectiveness; and
- (b) increase student satisfaction by fulfilling their requirements.

6.2 Human Resources

6.2.1 General

The Senior Management recognizes that all staff that performs tasks that may affect the operation of the quality system, as well as the quality of services and the safety of employees, must be capable based on appropriate education, training, skills and experience.

6.2.1.1 The Director of Administration and Finance, in cooperation with the Academic Director, reviews on a permanent basis and during the management review the training needs of staff and provide the necessary resources to ensure that the defined requirements are met.

6.2.1.2 The Academic Director oversees the Peer Assessment/Class Observation Process for all teaching staff. This is mandatory for all lecturers and is a vital part of the development of new lecturing staff. Peer Evaluations are performed once a semester or twice for newly appointed lecturing staff. All evaluations are conducted by two lecturers not necessarily from the same programme of study.

- All completed Class Observation Forms are submitted to the relevant Programme Coordinator for review, and who in turn will discuss the outcome with the relevant lecturer.
- For Programme Coordinator Peer Review will be carried out by the Academic Director.
- All findings of the Peer Review Assessment form part of the Annual Programme Review along with student course and programme evaluations and are discussed at the Programme of Study Review Committee Meetings.

6.2.2 Training

The quality of the services provided depends directly on the level and the excellent staff training. Thus, the college has developed procedures for identifying the training needs of staff, with the aim of constantly informing and developing its staff.

As a minimum, staff is trained:

- (a) during the induction process, so as to familiarize himself with the quality policy and procedures applied by the college,
- (b) in the event of a change of duties, in order to fully understand the requirements and responsibilities of the new post,
- (c) when a new technology or equipment is introduced to acquire the required skills.

6.2.2.1 The college maintains records that provide evidence of the experience and training of staff. The training needs of staff are defined in the Management Review meeting in line with the job specification. In this context, the institution has implemented the Personnel Training procedure. In addition, the adequacy of the academic and other qualifications of the teaching staff (permanent and part time) is ensured both during the recruitment process as well as through the participation of the teaching staff in conferences, workshops, publications and other development activities taking place both in Cyprus and abroad.

6.2.2.2 In order to assure the quality of the learning process, the college organizes annually a series of seminars for newly recruited staff using both senior staff and external experts to help new

academics to acquire skills that will help them become effective. A peer-to-peer monitoring system will be implemented to monitor progress. In addition, new teaching staff is required to attend seminars on new developments in learning technologies and on how to integrate these developments into teaching.

6.3 Infrastructure

Senior Management identifies, allocates and maintains the infrastructure needed to achieve compliance with the service requirements.

The infrastructure includes, among others:

- (a) Building facilities, workplaces and ancillary facilities,
- (b) Classrooms for theoretical and practical lessons
- (c) Adequately staffed library
- (d) Technology infrastructure (both hardware and software)
- (e) Support infrastructure for disabled students and students with learning difficulties
- (f) Support services (such as student welfare and academic support)

The collection of the library includes books, magazines, reference material (dictionaries, encyclopedias, etc.). Additionally, it has a large number of information sources in various forms, printed, electronic and audiovisual material.

The above mentioned facilities are technically supported either internally or externally by outsourcing, in case the necessary know-how and equipment is not available from the college. In any case, the college applies a systematic approach to:

- creating back-up files and managing the college network
- performing repairs and maintenance of the various facilities/equipment

6.4 Work Environment

Senior Management provides a secure working environment as required to achieve compliance with the service requirements.

The adequacy and continued suitability of the work environment is monitored through planned inspections and is evaluated in the Management Review meeting.

6.5 The methodology, responsibilities and documents required are covered in more detail in documented manuals, regulations, procedures and guides:

Internal Regulations of the School
Human Resource Manual
Department Manuals

7.0 IMPLEMENTATION OF SERVICES

7.1 Design and Implementation of Services

The College plans and develops the processes needed to provide its services to students. The design of the implementation of the services offered is consistent with the requirements of the other management system processes (see chapter 4.1).

7.1.1 When designing the implementation of the services provided, the College defines, as appropriate, the following:

- (a) the quality objectives and the requirements for the programmes of study
- (b) the need to establish processes, documents, and resource allocation
- (c) the required verification, validation, monitoring and control activities, as well as the criteria and procedures for the admission of students
- (d) the records needed to provide evidence that the implementation processes meet the requirements.

7.1.2 The results of this design are in a form appropriate to the method of operation of the college.

7.2 Student Requirements Review

7.2.1 The review of students' requirements is carried out through specific processes, which relate to the provision of services from the college to the students at the beginning of their studies at the college. To this end, the college discloses both its programmes of study and internal regulations as well as any other information required to fully define the framework of study at Akademia College (e.g. services to the students).

7.2.2 The determination and review of these requirements shall take into account the requirements of the applicable legislation as well as any regulations of the Ministry of Education and the institution itself.

7.2.3 In the context of the above, the registration of the student in a programme of study at the college is deemed to have achieved the initial agreement between the institution and the student regarding the latter's requirements.

7.2.4 Throughout the duration of the provision of the services by the college to the students, the ongoing communication of the institution with the students is ensured through specific processes and structures, including the management of student complaints.

7.3 Design and Development of New Services

7.3.1 The framework for the provision of academic education services by Akademia College to its students is mostly determined by the applicable legislation and regulations, which are taken into account for the design of these services by the competent committees and collective bodies of the institution. In addition, any change in the legal and regulatory framework entails the need for re-designing the education service provided.

7.3.2 Nevertheless, Akademia College may design new services for its students in order to improve the level of academic studies. In this case, the relevant committees design the specific service, and through the decisions of the collective bodies, its planning is validated and implemented

7.4 Purchasing

7.4.1 Purchasing process

7.4.1.1 The College ensures that the products / services it purchases comply with the defined requirements for purchases. The type and scope of the control exercised on the supplier and on the products / services purchased depends on:

- the importance of subcontracting / procurement to the compliance of the product with the requirements
- the impact of the purchased product / services on the implementation of the college services
- the performance of the supplier,
- the requirements of the parties concerned

7.4.1.2 Suppliers / subcontractors are evaluated prior to their inclusion in the list of approved suppliers / subcontractors. The list is approved by the Finance Committee.

7.4.1.3 The choice of suppliers / subcontractors takes the form of an initial assessment and then periodically re-evaluating them. Where appropriate, selection, evaluation and re-assessment criteria shall be established.

7.4.1.4 The records of the evaluation results and of any necessary actions resulting from the evaluation shall be kept in accordance with the requirements of Chapter 4.2.4.

7.4.1.5 The college ensures the adequacy of the specified purchase requirements prior to their disclosure to the supplier.

7.4.1.6 Purchase documents are reviewed and approved before shipment to the supplier.

7.4.2 Services provided by External Associates

7.4.2.1 For the provision of academic education services, the college may use services from external associates, i.e. temporary educational and technical personnel. The qualifications of this staff are clearly defined in job descriptions, and are the criteria for the selection and evaluation of external associates through a relevant procurement process that has been developed and included in the Quality Management System.

7.4.2.2 Provided that the selection and evaluation process of external associates is followed each time, when such cooperation is needed, there is no need for a status of approved external associate.

7.4.3 Verification of Products and Services

The college has established and implemented the controls or other activities necessary to ensure that the product or service purchased meets the specified requirements.

7.4.3.1 Authorized personnel shall carry out the specified checks on all incoming products /services prior to their use / acceptance, in accordance with the documented procedures.

7.4.3.2 Products or services released prior to carrying out the specified audits shall be identified and recorded in such a way as to enable them to be identified in the event of non-compliance with the specified requirements.

7.4.3.3 The type and extent of the control exercised on the products or services purchased depends on the supplier's performance, on the evidence provided (e.g., certificates of suitability) as well as on the potential impact on quality and product safety.

7.4.3.4 Records of inspection results shall be kept to demonstrate compliance with the defined requirements.

7.5 Provision of Services

7.5.1 Implementation of Services Provided

7.5.1.1 Akademia College has established arrangements for these processes, including:

- (a) the criteria for reviewing and approving the processes
- (b) the system and student assessment criteria
- (c) the procedure and student admission criteria
- (d) a complaints procedure
- (e) a policy and a process for preventing and dealing with plagiarism
- (f) a curriculum evaluation procedure
- (h) a process to assure the quality of the learning process
- (i) a process of ensuring transparency in decision-making
- (i) a staff assessment process,
- (k) use of specific methods and processes,
- (d) records requirements (see chapter 4.2.4), etc.

7.5.1.2 The Directors and Heads of the Departments are responsible for the placement of competent and evaluated staff for the provision of the offered services of the college.

7.5.1.3 All stages of the provision of services that directly or indirectly affect quality have been identified and covered by documented procedures, regulations and work instructions. The correct implementation of the procedures and the work instructions is the responsibility of all staff and the monitoring by the management is continuous.

7.5.1.4 In particular, the procedures describe how the work is done, as well as the responsibilities and authorities of the staff involved. These procedures define the framework for providing the expected services to the student's in full and in a timely manner, aiming to create a climate of trust and credibility for the college.

7.5.1.5 Every effort has been made to ensure that the documents and forms used are simple and easy to implement.

7.5.2 Traceability of Services

To maintain traceability, a combination of elements and code numbers are used, such as, but not limited to:

- Name of student
- Student registration number, etc.

In addition, in order to ensure the validity of the of the design implementation of the training programs, the number of the approval of the programmes of study is referenced in all planning documents (e.g. timetables, teacher curricula, etc.).

7.5.3 Management of Student Property and Personal Data

7.5.3.1 The college receives from the student personal data and other data used to ensure traceability and to enable the provision of college services such as, but not limited to, registration documents, medical examination certificates, dissertations, etc.

7.5.3.2 In this case, data and documents provided by the student are checked to ensure their suitability and correctness, as well as the adequacy of the data for the execution of the requested task. If problems are identified, the student is promptly informed to take the appropriate corrective actions.

- 7.5.3.3 Any documents and data received by the college from the student are recorded in box files or electronic records and are kept safely, as provided by the college procedures and legislation
- 7.5.3.4 It should be stated at this point that the personal data of college students are not disclosed to third parties and are in no way publicized or in any way exploited. This information is only used to the extent that it is strictly necessary for the college to fulfill the terms and conditions of the services provided.
- 7.5.3.5 The college ensures by appropriate measures the exclusion of loss, damage or destruction of data and property of students placed under its custody or possession. In the event of material or data being destroyed or forfeited under the responsibility of the college or communicated without the consent of the person concerned, the management, through its competent bodies, shall inform the person concerned and arrange for compensation for any damage that may have been caused.
- 7.5.3.6 In addition, the college, through the operation of the library and in particular the lending process, also manages the material of other libraries.
- 7.5.4 Handling, Storage, Preservation and Delivery
- 7.5.4.1 All data relating to the service provided by the college to its students and directly related to each student's course (e.g. grades) are managed and maintained safely, both in databases, as well as physical records, and before they are delivered to the students, the necessary checks are carried out according to the processes included in the Quality Management System
- 7.5.4.2 The Directors and the Heads of Departments ensure that the above practices are followed by all personnel in their area of responsibility. All college staff follows the rules and best practices for handling and safe retention of data in the implementation of processes.
- 7.6 The methodology, responsibilities and documents required are covered in more detail in documented manuals, regulations, procedures and guides :
- Internal Regulations of the School
 - Human Resource Manual
 - Department Manuals

8.0 MEASUREMENT, ANALYSIS AND IMPROVEMENT

8.1 General

The Management of Akademia College has established the necessary measurements and indicators in order to:

- demonstrate that its services comply with the established requirements
- ensure that the Quality Management System is always up to date and designed to meet the needs and expectations of students as well as the legislation requirements
- ensure that the effectiveness of the Quality Management System is continuously improving

8.2 Monitoring and Measurement

8.2.1 Measuring Students Satisfaction

Akademia College collects information regarding the satisfaction of its students so that it continuously improves the quality of the curricula it provides and adapts the Quality Management System according to their changing needs.

The information is recorded in questionnaires, which are distributed to students following the completion of each course (including internship), in accordance with the provisions of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education. In addition, to ensure the satisfaction of the students, the institution has established a complaints management process, through which it manages all complaints from its students.

8.2.2 Measuring the Performance of the Quality Management System

In order to systematically check the compliance of the Quality Management System, internal audits are carried out by the Internal Evaluation Committee at planned intervals. These audits ensure the correct implementation of the System and identify possible weaknesses so that it can be continually improved.

The frequency of audits is determined taking into account the status and importance of the processes and areas to be audited, as well as the results of previous audits. Irrespective of this, every aspect of the management system is inspected at least once a year.

Internal audits are carried out by appropriately trained personnel, independent of the activity being audited, in accordance with the documented procedures.

The results of the audits are recorded and communicated by the Internal Evaluation Committee to the College Council and the staff directly responsible for the review of the Quality Management System and the implementation of appropriate corrective and preventive actions. The implementation and effectiveness of corrective and preventive actions is verified and recorded in the framework of surveillance audits. The institution maintains a documented procedure for conducting internal audits.

8.2.3 Measuring Process Performance

Akademia College systematically sets appropriate indicators to measure the effectiveness of processes that make up the Quality Management System. These indicators are monitored and discussed by the Management during the management review meetings and are subject to review at the next system review.

8.2.4 Control of Quality of Services Provided

During the course of implementation of the study at the institute, the student, through the regular completion of satisfaction questionnaires per course, enables the management of Akademia College to check the quality of the curricula provided at regular intervals.

8.3 Control of Non-Conformities

Inevitably, during any process, there is the possibility of providing services that do not fully comply with the specified requirements of both the student and the Quality Management System, as well as the applicable legal and regulatory requirements. In such cases, a non-conformance report is raised and managed in such a way as to reduce or avoid as far as possible the effects of the non-conformance.

The above is further analyzed in the relevant documented procedure of the Quality Management System for the handling of Non-Conformances. Relevant non-conformities are recorded in the quality records in accordance with the documented procedure for Control of Records.

8.4 Data Analysis

Akademia College has defined a series of data collected during the implementation of the Quality Management System, which are then analyzed and evaluated in the framework of the Management Review of the Quality Management System.

These data provide, inter alia, information on student satisfaction, process characteristics and trends, supplier performance, etc.

8.5 Continuous Improvement

8.5.1 Submission of Improvement Proposals

During the management reviews, the performance of the System is assessed, measures are proposed to improve it and, if necessary, the policy and quality objectives are redefined.

Akademia College continuously improves the effectiveness of the Quality Management System through the application of the Quality Policy, Quality Goals, Internal and External Audits, Data Analysis, Corrective and Preventive Actions and Review by Management. In addition, each employee can make suggestions for improving the Quality Management System or the overall operation of Akademia College

8.5.2 Implementation of Corrective and/or Preventive Actions

Effective implementation of the Quality Management System is directly dependent on mechanisms which monitor and evaluate its performance. In this context, Akademia College has developed systems for analyzing and solving existing and expected problems with the implementation of the Quality Management System. In addition, Akademia College has established and applies procedures for the recording, investigation, evaluation and effective resolution of all complaints from his students.

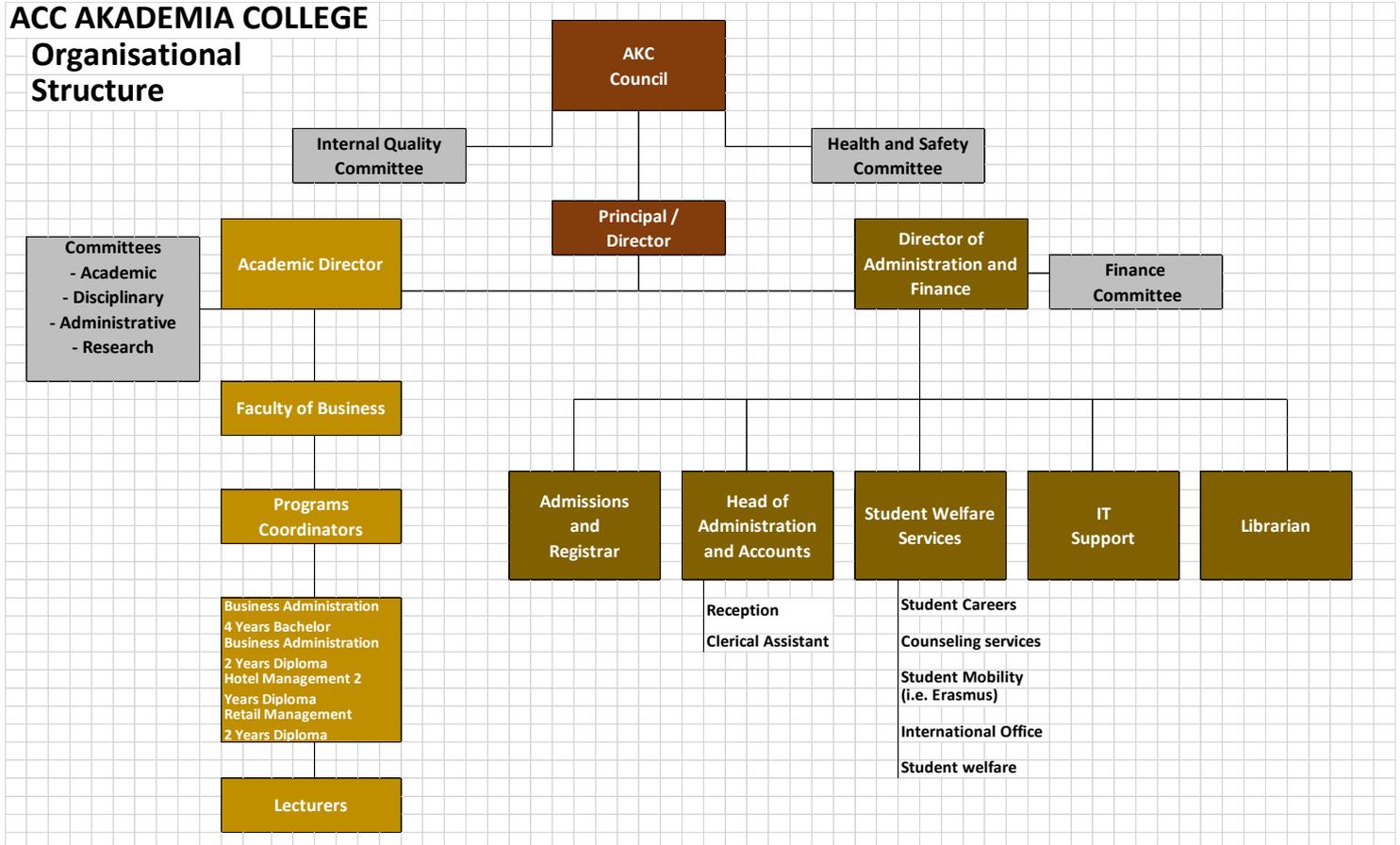
The principle of the institution is to identify and eradicate the root causes of the problems and not to apply epidermal solutions to treat the symptoms. The implementation and effectiveness of corrective and preventive actions is closely monitored by the Internal Evaluation Committee and the relevant data are periodically submitted to the School Council for the review of the Quality Management System.

The steps for submitting improvement proposals and implementing corrective and/or preventive actions are described in detail in the documented Corrective and Preventive Action procedure.

8.6 The methodology, responsibilities and documents required are covered in more detail in documented manuals, regulations, procedures and guides:

- Internal Regulations of the School
- Human Resource Manual
- Department Manuals

I ACC AKADEMIA COLLEGE ORGANISATION STRUCTURE



II PROCESS FLOW DIAGRAM

