



Cyprus Agency of Quality Assurance and Accreditation in Higher Education

Republic of Cyprus

External Evaluation Report

Institutional Evaluation

Institution:Akademia College.....



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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 and 47 (I)/2016].

The document is duly completed by the External Evaluation Committee for Institutional Evaluation. The ANNEX (Doc. Number 300.2) constitutes an integral part of the external evaluation report.

EXTERNAL EVALUATION COMMITTEE:

NAME	TITLE / ACADEMIC POSITION	UNIVERSITY / INSTITUTION
Anita Eves	Professor of Hospitality Management	University of Surrey
Rhodri Thomas	Professor of Tourism and Events Policy	Leeds Beckett University
Alexandros Paraskevas	Professor of Strategic Risk Management	London Geller of Hospitality and Tourism
Katerina Evangelou	University Officer Academic Affairs and Student Welfare	University of Cyprus
Alexis Valiantis	Civil Engineer	Technical Chamber of Cyprus
Demetris Hatzisavva	Student	Technical University of 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.

II. The Internal Evaluation procedure

- Comments concerning the quality and the comprehensiveness of the application submitted by the institution of higher education (Doc. Number 200.2), as well as on the overall response to, and participation in the quality assurance procedures, on behalf of the institution.

FINDINGS:

1. INSTITUTION'S ACADEMIC PROFILE AND ORIENTATION

- **Mission and Strategic planning**
- **Connecting with society**
- **Development processes**

Commendations:

- Connections with local businesses
- Clear mission for the future
- Followed a clear process of strategic planning, including SWOT
- Clear link between mission and practices
- Clear orientation and focus, academic profile will develop as plans are implemented.

Akademia college is a small institution teaching professional short courses and a Diploma in Hotel Administration (from February 2020). It is seeking to balance activities towards academic provision as it moves forward. Its focus is on education that fits the needs of the local industry, which primarily comprises the tourism sector. It plans, in the first instance, to concentrate student recruitment in the local area, to satisfy an evidenced need for improved skills in hotel middle management.

The college has recently moved to new premises, which have been adapted to meet the needs of staff and students. The location was selected to be geographically close to two significant tourism areas (providing opportunities to connect with the target audience – students and industry). The college is looking to recruit up to 50 (in total student), and sees its small size, including small class sizes) as a positive. This may also represent a weakness, because it will not benefit from economies of scale. This also favours informal associations, both with students and industry, which are likely to prove problematic as the institution grows. It is recommended that more formal processes are implemented in this area.

Much of operationalisation of the strategy is currently aspirational, but appropriately measured in ambition.

Recommendations:

1. To consider formalizing relationships with practitioners.
2. To implement formal processes for interactions with students and other stakeholders.
3. To establish an Advisory Board to direct future activities, to include representatives from the college, local industries, local authorities and other stakeholders
4. To review effectiveness of proposed governance structure
5. To formalize an action plan that will allow the college to achieve its ambitions.
6. To review terms of reference for each committee.

2. QUALITY ASSURANCE

- **System and quality assurance strategy**
- **Ensuring Quality for the Programmes of Study**

Commendations

- Articulated process for regular review of the quality and appropriateness of provision
- Control of student-centred activities to ensure consistency in approach
- Responsiveness to student feedback
- Development of tools and instruments to ensure quality

The basics of QA procedures are in place and developing. There is a clear organizational structure, and committees have been established to monitor and assure quality. In discussion, the broad processes were outlined. The Quality Manual presented committee structures with clear Terms of Reference, and composition. However, more detail is needed of how this will be operationalized.

The operationalization of the quality processes will, as they are implemented, require review and refinement.

In presenting the quality processes, descriptive KPIs were referred to, however, these need to be quantified with clear metrics.

Staff had academic freedom to devise course materials and assessments, but these were monitored to ensure quality and appropriateness of level. A process of peer review was to be implemented as a means of monitoring and improving teaching quality.

Processes for moderation of marks were presented and appeared robust.

Instruments were presented targeted at capturing student module evaluations, but a programme-level process should also be developed.

Documentation pointed to receipt of reports from stakeholders, but processes to respond to these need development

Recommendations

1. Formalise processes to capture the student voice, and to respond appropriately and in a timely manner.
2. Review Quality Manual to make it more grounded in institutional practice, and to show clearly how quality practices will be implemented.

Condition

To define specific metrics for KPIs in order to be able to evaluate progress and effectiveness of strategies.

3. ADMINISTRATION

Support services have been established to cover a wide range of activities, and students were aware of how to access these. The institution appears compliant with statutory requirements, especially given the small size.

There appeared to be adequate administrative systems in place for recording relevant data and to ensure the smooth running of the operation.

4. TEACHING AND LEARNING

- **Planning the Programmes of Study**
- **Teaching Organization**

Commendations

- Staff approachability and enthusiasm
- Staff connections with industry
- Curriculum designed to meet the needs of industry
- Use of visiting Professors and external speakers to enrich programme
- Frequent visits to exemplars of good practice in industry to enliven the programme
- Use of contemporary industry software in teaching

The one programme to be offered currently by the institution had been designed with input from industry to ensure its relevance. It had a logical flow through the two years, and the inclusion of an internship is a valuable element. This requires collaboration with industry, which has been forthcoming, but requires formalization in terms of expectations of the different parties to ensure sound educational outcomes.

Organisation of teaching was appropriate, and designed to maintain the small class sizes, which the institution sees as a unique selling point. Recent acquisitions of software enable the vocational focus and space is versatile and flexible enough to enable different teaching approaches. Staff also articulated the intention to incorporate a wide range of creative practices in the classroom, which would encompass diverse learning needs.

Assessment followed a common structure, comprising attendance, mid-term assessment and a final exam. Students reported only in-class tests and exams in the first year they had experienced, although documentation points to greater variety. They did, however, feel they had been adequately supported in how to

achieve, and for forthcoming coursework. Whilst recognizing that the assessment structure is common in Cyprus, the panel felt that students were perhaps over-assessed, and that the rigid structure could be flexed to allow less focus on exam, and the development of soft skills through assessment.

Students appeared to be unaware of plagiarism, and documentation suggested students are encouraged to attend plagiarism workshops. Although students are required to confirm submitted work is their own, it is suggested that plagiarism support is formalized and compulsory.

Recommendations

1. To review assessment structure to incorporate more innovative and authentic assessment methods
2. To make plagiarism support more formal and compulsory

5. ACADEMIC AND TEACHING STAFF

- **Suitability of Academic and Teaching Staff**
- **Qualifications**

Commendations

- Staff with diverse educational backgrounds, including hospitality specialists, linguists, etc
- Highly motivated staff with a student-centred and industry orientation
- Plans for continual staff development
- Mentoring and orientation of new staff

All teaching staff have qualifications above Diploma level and are thus suitably qualified to teach the programme. Their qualifications are in subjects relevant to the institution, and many also have professional experience in industry, which they can bring to their teaching. New staff recently recruited were better qualified, a target for the institution, and also brought other valuable skills and experience. This approach should continue if the institution is to achieve its strategic aims, and particularly if it aspires to ultimately offer a degree-level programme.

All staff will receive training, with the aim of achieving a formal qualification as certified trainers. Ad hoc seminars are also planned to continually develop skills in staff, including both teaching and research.

Recruitment processes, as described were appropriate and robust. Career progression was based on appraisal, but could be made more formalized, with clear job specifications for each level. There was a mentoring philosophy to support new staff.

Students reported that staff were approachable, and helpful.

Recommendations

1. Develop a more formal staff development plan
2. Develop clear job specifications for each level, to facilitate more obvious paths to promotion



3. Provide guidance to current staff on improving their academic orientation, including updating themselves on recent literature to bring to their teaching

6. RESEARCH

The institution has ambitious plans for research through its newly established research centre. Some of these plans are, perhaps, not realistic given the size and focus of the institution, and could be usefully revisited. For instance, a focus on applied research and/or consultancy may be more appropriate, and something students could become engaged in.

The institution has appointed a PhD-qualified individual to lead the centre, and plans that future appointments will be, at least in part, at PhD level to support a research culture. Existing staff will be offered seminars to develop research and consultancy skills.

Recommendations

1. That the lead for the research centre is given opportunities to liaise with industry and other established research institutions.
2. To revisit scope of research centre.

7. RESOURCES

Commendation

- Investment in resources to support teaching and learning

The institution has developed computer labs, with appropriate industry software, to support learning. It has also invested in communication and library systems, which were seen during the visit and will improve student learning and the student experience. In particular, Moodle will allow better communication with students, and a depository for all course materials, in one place.

The current, utilized space is adequate, and there is scope for expansion into other levels as student numbers increase.

The Library, although small, is adequate and complies with statutory requirements. In addition, the availability of learning resources through electronic systems and access to other, larger, University libraries, means provision is adequate.

Recommendation

1. Create a separate budget for improvement/development of resources, and to develop the research centre.

8. BUILDING FACILITIES

Instructions: Please note whether the following are considered satisfactory / sufficient for the institution to function properly and to achieve its objectives.

INFORMATION AND EVIDENCE	YES / NO
<p>1. The following should be copies from the original building permit. On the copies, there should be a visible official stamp of approval from the respective authorities.</p> <p>1.1 A topographical plan which displays in a clear manner the extent of the development.</p> <p>1.2 A general site plan which marks the building facilities, allocated parking spaces (for students, academic and teaching personnel, visitors and disabled individuals), sports premises and outdoor areas.</p>	<p>YES</p> <p>YES</p>
<p>2. LICENCES</p> <p>2.1 An Operating License, issued by the <i>Local Authorities</i></p> <p>2.2 The following Operating License Certificates, duly completed:</p> <p>a) Visual Inspection Form E.O.E. 102</p> <p>b) Visual Inspection for the Building's Seismic Sufficiency Form E.O.E.Σ.E.K 103</p> <p>c) Inspection Certificate Form 104</p> <p>d) Fire Safety Certificate, issued by the <i>Fire Department</i></p> <p>e) Certificate for Adequate Electrical and Mechanical Installations, issued by the <i>Electromechanical Department</i>.</p>	<p>YES</p> <p>YES</p> <p>YES</p> <p>YES</p> <p>YES</p>
<p>3. Number of teaching rooms and their respective areas, capacity and the percentage of daily occupancy for all units.</p> <p>Teaching Room: 52 students – 83m²</p> <p>Library / Study Room: 15m²</p>	

<p>4. Number of offices for academic personnel and their respective areas and capacity.</p> <p>Academic Faculty office: 6-8 academics - 20m²</p>	
<p>5. Number of laboratories and their respective areas and capacity.</p> <p>No laboratories.</p>	
<p>6. Number of rooms/offices for directors/administrators and their respective areas and capacity.</p> <p>Directors office: 16m²</p>	
<p>7. Number of rooms/offices for administrative services and their respective areas and capacity.</p> <p>Lobby, Reception, Waiting Room: 54m²</p> <p>Archive and storage rooms on mezzanine level: 104m²</p>	
<p>8. Parking spaces designated for students</p> <p>Six (6) No parking spaces for students</p>	
<p>9. Parking spaces designated for academic and teaching personnel</p> <p>Four (4) No total parking spaces for personnel in nearby Plot No 132</p>	

NOTES AND REMARKS

All required Certificates and Licences are duly submitted and filled out in a well-organized manner. Given the fact that the building permit was issued on 18/07/2019, it makes sense that the school is allowed for some time to complete the following works in order to apply for a Final Approval of Works Certificate:

- a) Construct 4 parking spaces in plot 132 Sheet/Plan 2-288-380. It is noted that the plot is already in use as a parking by the College, but according to

the Building Permit issued, the following configuration should be made according to the relevant drawing which is part of the permits:

- Plant trees at the plot perimeter
 - Demarcate parking spaces
 - Lay suitable paving material within the plot
- b) Construct minor external works at the perimeter of the College such as boundary wall and/or fencing.

CONCLUSIONS

The results of the Building Facilities Review are considered satisfactory / sufficient for the institution to function properly and to achieve its objectives.

9. STUDENT WELFARE SERVICES

	YES/NO
1. Special access for students with disabilities (PWD)	YES
2. Recreation areas	YES
3. Policy and statutes for academic student support	YES
4. Policy and statutes for financial student support	YES
5. Counseling services	YES
6. Career office	YES
7. Service linking the institution with business	YES
8. Mobility office	YES
9. Student clubs/organisations/associations	YES
10. Other services	YES

The administration staff that offers student guidance and support appears to be adequate for the number of students. Moreover, the Student Welfare staff have the required qualifications, sufficient professional experience and expertise in their field.

1. Special access for students with disabilities:

The institution ensures equal access to academic studies for students with disabilities (PwD). ACC Akademia has a well-developed system and procedures for admitting disabled students and making sure they progress in their studies. PwD can fill in a Disability Support Services Form explaining what kind of disability or health problem they have and what special accommodations and services they need during their studies. The Counselor in collaboration with an external qualified practitioner in clinical psychology, will then make an assessment and decide on the learning support for each student.

2. Recreation areas:

The institution has a small cafeteria, located on the ground floor, which can be used by students, staff and visitors daily. It also offers waiting areas on the ground floor equipped with coffee and vending machines which students can use during their breaks. However, the institution must consider creating more recreation areas for its students.

ACC Akademia has also collaboration agreement with an Athletic Club in the area so its students can use their facilities for free.

3. Policy and statutes for academic student support:

ACC Akademia seems to have a supportive learning environment in which students receive guidance and personal support. The College has procedures for identifying students that require additional support. Due to the small number of students, instructors have direct contact with students offering them immediate academic support. The College has also developed a feedback questionnaire for the students in order to evaluate, at the end of each semester, its Support Services.

4. Policy and statutes for financial student support:

The institution offers opportunities for financial support to students with financial difficulties based on academic, social and financial criteria. Also, as stated, if students have difficulties in paying off their tuitions the institution will offer them more flexible payment methods. In addition, the College offers to high school graduates-applicants scholarships based on their academic performance.

5. Counseling services:

Students in need of psychological or other counselling services can contact the Counsellor for private guidance and support. The Counsellor is a professional educational psychologist. The Counsellor also organises events and workshops on various issues that challenges students such as stress, emotional concerns, poor grades, psychological health or other personal issues.

6. Career office:

The Career office offers the right information to students on any work vacancies related to their field of studies. The Career officer also provides essential services in personal guidance and development and guide students how to prepare for a job interview, write a personal statement or a CV. The Career Office also organises workshops, events and seminars to help students identify and develop their employability skills throughout the year. In addition, it organises 'Career Days' to connect students to the hospitality industry.

7. Service linking the institution with business:

The College has strong links with the local business community whereas management and staff members are well connected with hospitality industry mainly within the region. Through this connection, the college will strive to improve the networking opportunities and employability for the benefit of its students.

8. Mobility office:

The College participates in the students ERASMUS+ exchange program and makes efforts to increase student mobility. The Student Welfare Office assists the students in finding and applying for Erasmus programs.

9. Student clubs/organisations/associations:

The College offers 4 clubs according to the students needs: Hiking club, Movie club, Wine club and Tourism and Hospitality Management club. Also, students have the opportunity to organize excursions, events and various other recreational and volunteering activities.

10. INFRASTRUCTURE

INFORMATION AND EVIDENCE	YES/NO
1. Library	YES
2. Computers available for use by the students	YES
3. Technological support	YES
4. Technical support	YES

The Library is adequate for the existing and proposed number of students.

The institution has invested in computers for student use, and for teaching. The numbers of these are adequate for existing and proposed numbers of students.

Technological and technical support appeared adequate.

For further comments refer to relevant section.

CONCLUSIONS AND RELATIONS OF THE EXTERNAL EVALUATION COMMITTEE¹

The institution is well-placed to achieve its short-term objectives, and if proposed measures are implemented to achieve longer term aspirations.

There is much to commend, including links with industry and the local community and passionate teachers with a clear student-orientation.

The committee makes the following recommendations, and gives one condition:

Recommendations:

1. To consider formalizing relationships with practitioners.
2. To implement formal processes for interactions with students and other stakeholders.
3. To establish an Advisory Board to direct future activities, to include representatives from the college, local industries, local authorities and other stakeholders
4. To review effectiveness of proposed governance structure
5. To formalize an action plan that will allow the college to achieve its ambitions.
6. To review and clarify terms of reference for each committee.
7. Formalise processes to capture the student voice, and to respond appropriately and in a timely manner.
8. Review Quality Manual to make it more grounded in institutional practice, and to show clearly how quality practices will be implemented.
9. To review assessment structure to incorporate more innovative and authentic assessment methods
10. To make plagiarism support more formal and compulsory
11. Develop a more formal staff development plan
12. Develop clear job specifications for each level, to facilitate more obvious paths to promotion
13. Provide guidance to current staff on improving their academic orientation, including updating themselves on recent literature to bring to their teaching
14. That the lead for the research centre is given opportunities to liaise with industry and other established research institutions.
15. To revisit scope of research centre.

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.: 300.2. 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.



16. Create a separate budget for improvement/development of resources, and to develop the research centre.

Condition

To define specific metrics for KPIs in order to be able to evaluate progress and effectiveness of strategies.

Quality Standards and Indicators Institutional Evaluation

Institution:Akademia College.....

Date of External Evaluation:16 October 2019.....

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 and 2016” [N. 136 (I)/2015 and N. 47(I)/2016].

The document describes the quality standards and indicators applied for institutional evaluation 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 highlighted that, in the case of standards and indicators that cannot be applied due to the status of the institution, 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 / ACADEMIC POSITION	INSTITUTION / BODY
Anita Eves	Professor of Hospitality Management	University of Surrey
Rhodri Thomas	Professor of Tourism and Events Policy	Leeds Beckett University
Alexandros Paraskevas	Professor of Strategic Risk Management	London Geller of Hospitality and Tourism
Katerina Evangelou	University Officer Academic Affairs and Student Welfare	University of Cyprus
Alexis Valiantis	Civil Engineer	Technical Chamber of Cyprus
Demetris Hatzisavva	Student	Technical University of Cyprus

Date and time of the on-site visit: ...10am to 17.30 16 October 2019.....

Duration of the on-site visit:7.5 hours.....

1. INSTITUTION'S ACADEMIC PROFILE AND ORIENTATION						
1.1	Mission and Strategic planning	1	2	3	4	5
1.1.1	The Institution has formally adopted a mission statement which is available to the public and easily accessible.			X		
1.1.2	The Institution has developed its strategic planning aiming at fulfilling its mission.			X		
1.1.3	The Institution's Strategic planning includes short, medium-term and long-term goals and objectives, which are periodically revised and adapted.			X		
1.1.4	The offered Programmes of Study align with the aims and objectives of the Institution's development.				X	
1.1.5	The academic community is involved in shaping and monitoring the implementation of the Institution's development strategies.			X		
1.1.6	In the Institution's development strategy, interested parties such as academics, students, graduates and other professional and scientific associations participate in the Institution's development strategy.			X		
1.1.7	The mechanism for collecting and analysing data and indicators needed to effectively design the Institution's academic development is adequate and effective.			X		
<p>1.1.1: This will be made available once accreditation is achieved.</p> <p>1.1.2: The strategy is appropriate and achievable, but a clear plan is required for the operationalisation of the strategy.</p> <p>1.1.7: KPIs need to be quantified.</p>						

1.2	Connecting with society	1	2	3	4	5
1.2.1	The Institution has effective mechanisms to assess the needs and demands of society and takes them into account in its various activities.			X		
1.2.2	The Institution provides sufficient information to the public about its activities and offered Programmes of Study.			X		
1.2.3	The Institution ensures that its operation and activities have a positive impact on society.			X		
1.2.4	The Institution has an effective communication mechanism with its graduates.		X			
<p>1.2.2: This will be actioned once the programme is accredited.</p> <p>1.2.3: Although discussions suggested positive impact, this needs to be more clearly evidenced.</p> <p>1.2.4: It is encouraging that the institution has recognised the need to communicate with graduates and plans to do so.</p>						
1.3	Development processes	1	2	3	4	5
1.3.1	Effective procedures and measures are in place to attract and select academic staff to ensure that they possess the formal and substantive skills to teach, research and effectively carry out their work.			X		
1.3.2	The institution has a two-year growth budget that is consistent with its strategic planning.				X	
1.3.3	Planning academic staff recruitment and their professional development is in line with the Institution's academic development plan.			X		

1.3.4	The Institution applies an effective strategy of attracting students / high-level students from Cyprus.			X	
1.3.5	The Institution applies an effective strategy to attract high-level students from abroad.	N A			
1.3.6	The funding processes for the operation of the Institution and the continuous improvement of the quality of its Programmes of Study are adequate and transparent.			X	
<p>1.3.4: The students targeted are appropriately qualified for the level of study. Recent relocation means that the college is located close to its target market.</p> <p>1.3.5: Current plans do not include overseas students.</p>					

2. QUALITY ASSURANCE						
2.1	System and quality assurance strategy	1	2	3	4	5
2.1.1	The committee and the internal quality assurance system work systematically and effectively.			X		
2.1.2	Quality assurance policies are being developed with the active engagement of interested parties.			X		
2.1.3	The quality assurance system adequately covers all the functions and sectors of the Institution's activities:					
	2.1.3.1 The teaching and learning			X		
	2.1.3.2 Research		X			
	2.1.3.3 The connection with society				X	
	2.1.3.4 Management and support services			X		
2.1.4	The Quality Assurance system promotes a culture of quality.			X		
<p>2.1.2: The engagement of interested parties needs to be more evident.</p> <p>In most cases above, systems have the potential to promote a culture of quality, but have yet to be implemented.</p>						
2.2	Ensuring Quality for the Programmes of Study	1	2	3	4	5
2.2.1	The responsibility for decision-making and monitoring the implementation of the Programmes of Study offered by the Institution lies with the academic personnel.				X	
2.2.2	The system and criteria for assessing students' performance in the subjects of the Programmes of Studies offered by the Institution are clear, sufficient and known to the students.			X		
2.2.3	The quality control system refers to specific indicators and is effective.			X		

2.2.4	The results from student assessments are used to improve the programmes of Study.			X		
2.2.5	The policy dealing with plagiarism committed by students as well as mechanisms for identifying and preventing it are effective.			X		
2.2.6	The Institutionalised procedures for examining students' objections / disagreements on issues of student evaluation or academic ethics are effective.			X		
2.2.7	The Institution publishes information related to the programmes of Study, credit units, learning outcomes, methodology, student admission criteria, completion of studies, facilities, number of teaching staff and the expertise of academic and teaching staff.			X		
2.2.8	The Institution has a clear and consistent policy on the admission criteria for students in the various programmes of Studies offered.				X	
2.2.9	The Institution ensures that effective methodology is applied in the learning process.				X	
2.2.10	The Institution systematically collects data in relation to the academic performance of students, implements procedures for evaluating such data and has a relevant policy in place.			X		
2.2.11	The Institution ensures adequate and appropriate learning resources in line with European and international standards and / or international practices, particularly:					
2.2.11.1	Building facilities			X		
2.2.11.2	Library			X		
2.2.11.3	Rooms for theoretical, practical and laboratory lessons			X		
2.2.11.4	Technological Infrastructure			X		
2.2.11.5	Support structures for students with special needs and learning difficulties				X	
2.2.11.6	Academic Support				X	
2.2.11.7	Student Welfare Services			X		

2.2.2: System is under development, and it appears this will be appropriate. It has yet to be implemented.

2.2.3: KPIs need to be qualified

2.2.5: Little evidence that students have a full understanding of plagiarism, and attendance of seminars on this is cited as recommended. As indicated elsewhere, this should be strengthened and seminars made compulsory.

2.2.6: More detail of the processes involved are needed.

2.2.7: Materials are ready for publication after accreditation is given.

2.2.10: More evidence of this is required.

Information relating to students taking exams, success rates, etc is provided in the report from the college.

3. ADMINISTRATION						
3.1	Administration	1	2	3	4	5
3.1.1	The administrative structure is in line with the legislation in force and the Institution's declared mission.				X	
3.1.2	The members of the academic and administrative staff and the students participate, at a satisfactory degree and on the basis of specified procedures, in the management of the Institution.				X	
3.1.3	Adequate allocation of competences and responsibilities is ensured so that in academic matters, decisions are made by academics and the Institution's Council competently exercises legal control over such decisions.			X		
3.1.4	The Institution applies effective procedures to ensure transparency in the decision-making process.			X		
3.1.5	The Boards of Departments and Schools, as well as the institutionalised Committees of the Institution, operate systematically and exercise fully the responsibilities provided by legislation and / or the Constitution and / or the Internal Regulations of the Institution.			X		
3.1.6	The Council and the Senate operate systematically and autonomously and exercise the full powers provided for by the Statute and / or the Constitution of the Institution without the intervention or involvement of a body or person outside the law provisions.			X		
3.1.7	The manner in which the Council and the Senate operate and the procedures for disseminating and implementing their decisions are clearly formulated and implemented precisely and effectively.			X		
3.1.8	The Institution applies procedures for the prevention and disciplinary control of academic misconduct of students, academic and administrative staff, including plagiarism.			X		
<p>3.1.3: Although a council was in evidence in organisational structures, there was some uncertainty over its purpose, which therefore needs to be clarified.</p> <p>3.1.8: See 2.2.5 above</p> <p>In many cases procedures are yet to implemented, thus it is difficult to comment on effectiveness.</p>						

4. TEACHING AND LEARNING						
4.1	PLANNING THE PROGRAMMES OF STUDY	1	2	3	4	5
4.1.1	The Institution provides an effective system for designing, approving, monitoring and revising Programmes of Study.			X		
4.1.2	An effective mechanism for evaluating programmes of Study is ensured by the students and the academic staff of the Institution.			X		
4.1.3	The Programmes of Study are in compliance with the existing legislation and meet the professional qualifications requirements in the professional courses, where applicable.			X		
4.1.4	The Institution ensures that its Programmes of Study integrate effectively theory and practice.			X		
<p>4.1.1and 4.1.2: As systems are yet to be implemented, it is not possible to comment on effectiveness.</p> <p>4.1.4: This is a clear focus for the college and plans should facilitate this integration, but again it will take time for this to become apparent.</p>						
4.2	ORGANISATION OF TEACHING	1	2	3	4	5
4.2.1	The Institution establishes student admission criteria for each programme, which are adhered to consistently.			X		
4.2.2	Recognition of prior studies and credit transfer is regulated by procedures and regulations that are in line with European standards and/or international practices.				X	
4.2.3	The number of students in the teaching rooms is suitable for theoretical, practical and laboratory lessons.				X	
4.2.4	The teaching staff of the Institution have regular and effective communication with their students..				X	
4.2.5	The teaching staff of the Institution provide timely and effective feedback to their students.			X		
<p>4.2.5: New procedures for formalised feedback were articulated in discussion, and should, in the future lead to more effective feedback to students.</p>						

5. ACADEMIC AND TEACHING STAFF						
5.1	Suitability of Teaching staff qualifications	1	2	3	4	5
5.1.1	The number of academic staff - full-time and exclusive work - and the subject area of the staff sufficiently support the Programmes of Study.			X		
5.1.2	The teaching staff of the Institution have the relevant formal and substantive qualifications for teaching the individual subjects as described in the relevant legislation.			X		
5.1.3	The Visiting Professors' subject areas adequately support the Institution's Programmes of Study.			X		
5.1.4	The Special Teaching Staff and Special Scientists have the required qualifications, sufficient professional experience and expertise to teach a limited number of Programmes of Study.	NA				
5.1.5	The ratio of Special Reaching Staff and the members of the Academic Personnel is satisfactory.	NA				
5.1.6	The ratio of the number of subjects of the Programme of study taught by academic staff working fulltime and exclusively to the number of subjects taught by part-time academic staff ensures the quality of the Programme of Study.			X		
5.1.7	The ratio of the number of students to the total number of teaching staff is sufficient to support and ensure the quality of the Programme of Study.				X	
<p>5.1.1: Since the completion of the initial documentation, the college has appointed more ft and PhD qualified staff.</p> <p>Details of staffing are to be found in the institution's submission.</p>						

6. RESEARCH						
6.1	Research	1	2	3	4	5
6.1.1	The Institution has a research policy formulated in line with its mission.			X		
6.1.2	The Institution consistently applies internal regulations and procedures of research activity, which promote the set out research policy and ensure compliance with the regulations of research projects financing programmes.	NA				
6.1.3	The Institution provides adequate facilities and equipment to cover the staff and students' research activities.			X		
6.1.4	Through its policy and practices, the Institution encourages research collaboration within and outside the Institution, as well as participation in collaborative research funding programmes.			X		
6.1.5	The Institution uses a policy for the protection and exploitation of intellectual property, which is applied consistently.	NA				
6.1.6	The results of the academic staff research activity are published to a satisfactory extent in international journals which work with critics, international conferences, conference proceedings, publications, etc. The Institution also uses an open access policy for publications, which is consistent with the corresponding national and European policy.	NA				
6.1.7	The Institution ensures that research results are integrated into teaching and, to the extent applicable, promotes and implements a policy of transferring know-how to society and the production sector.	NA				
6.1.8	The Institution provides mechanisms which ensure compliance with international rules of research ethics, both in relation to research activity and the rights of researchers.	NA				
6.1.9	The external, non-governmental, funding of research activities of academic staff is similar to other Institutions in Cyprus and abroad.	NA				

6.1.10	The policy, indirect or direct of internal funding of the research activities of the academic staff is satisfactory, based on European and international practices.			X		
6.1.11	The Programmes of Study implement the Institution's recorded research policy.			X		

6.1.1: The college does have a research policy, however this too ambitious and not in-line with its mission. As indicated earlier, this should be reviewed.

Where NA is indicated above, this reflects the infancy of the centre and what could be expected at this point.

7. RESOURCES						
7.1	RESOURCES	1	2	3	4	5
7.1.1	The institution has sufficient financial resources to support its functions, managed by the Council/Senate.				X	
7.1.2	The Institution follows sound and efficient management of the available financial resources in order to develop academically and research wise.				X	
7.1.3	The Institution's profits and donations are used for its development and for the benefit of the university community.					X
7.1.4	The Institution's budget is appropriate for its mission and adequate for the implementation of strategic planning.				X	
7.1.5	The Institution carries out an assessment of the risks and sustainability of the Programmes of Study and adequately provides feedback on their operation.			x		
7.1.6	The Institution's external audit and the transparent management of its finances are ensured.			X		
It is clear that there has been significant investment in the college to improve facilities, staffing and resources.						

CONCLUDING REMARKS – SUGGESTIONS

The institution is well-placed to achieve its short-term objectives, and if proposed measures are implemented to achieve longer term aspirations. There is much to commend, including links with industry and the local community and passionate teachers with a clear student-orientation. The student support services are strong particularly given its size.

The committee makes the following recommendations, and gives one condition:

Recommendations:

1. To consider formalizing relationships with practitioners.
2. To implement formal processes for interactions with students and other stakeholders.
3. To establish an Advisory Board to direct future activities, to include representatives from the college, local industries, local authorities and other stakeholders
4. To review effectiveness of proposed governance structure
5. To formalize an action plan that will allow the college to achieve its ambitions.
6. To review and clarify terms of reference for each committee.
7. Formalise processes to capture the student voice, and to respond appropriately and in a timely manner.
8. Review Quality Manual to make it more grounded in institutional practice, and to show clearly how quality practices will be implemented.
9. To review assessment structure to incorporate more innovative and authentic assessment methods
10. To make plagiarism support more formal and compulsory
11. Develop a more formal staff development plan
12. Develop clear job specifications for each level, to facilitate more obvious paths to promotion
13. Provide guidance to current staff on improving their academic orientation, including updating themselves on recent literature to bring to their teaching
14. That the lead for the research centre is given opportunities to liaise with industry and other established research institutions.
15. To revisit scope of research centre.
16. Create a separate budget for improvement/development of resources, and to develop the research centre.

Condition

To define specific metrics for KPIs in order to be able to evaluate progress and effectiveness of strategies.

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

Name:	Signature:
Anita Eves	
Rhodri Thomas	
Alexandros Paraskevas	
Katerina Evangelou	
Alexis Valiantis	
Demetris Hatzisavva	

Date:17 October 2019.....