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27th January, 2022

To
Director
Ledra College

**SUBJECT: Preliminary review regarding the programme of study
“MBA Business Administration” which is going to be offered by Ledra College,
via the franchise method, in collaboration with the University of Sunderland, UK.**

Based on the Law [N. 136 (I) / 2015 to 35 (I) 2019], I have instructions to inform you of the findings of the **preliminary review**, carried out by CYQAA, for the program of study “**MBA Business Administration**” of the institution “University of Sunderland, UK” which will be offered via the franchise method by your institution.

In your letter of reply, you should include, in accordance with the above-mentioned Law, all the information that the Agency has identified as deficient and/or missing in the preliminary review.

It is expected that your response will be structured, and you will reply with specific references to documentation (annexes and pages) in accordance to the Agency’s Law.

During the preliminary review we have observed the following:

1. Under Part A, you appear to have missed the numbers in your paragraphs. While you start with 4.1, you proceed with paragraph 4.3, missing paragraph 4.2, which you mark as **a** (page 9 of your document). Please, make the appropriate correction in your numbering of the paragraphs.
2. Under Part A, in what should have been paragraph 4.2, you refer to your collaborative partnerships, and in particular to the *Collaborative Provision Agreement between your*

institution and the University of Sunderland. As evidence of the above partnership, you cite **Doc. 4** which you include. You also refer to Annexes (**Annex 1 and Annex 2**) supporting **Doc.4** which you do not include in the order you make reference to. Instead, you submit **Doc. 11** (which you name “Annex 2: Quality Annex”) to support the division of responsibility between your institution and the University of Sunderland, as you present it in paragraph 4.5, under Part A. Please, do submit Annex 1 which is missing, as well as Annex 2 once more and in the right order, as part of your documentation for paragraph 4.2.

3. Under Part A, in paragraph 4.2, in referring to models of collaborative provision, you cite **Doc.5** which you include. You also refer to Annexes (**Annex 3 and Annex 4**) supporting Doc. 5 which you do not include. Please, do submit Annexes 3 and 4 as part of your documentation.
4. Under Part A, in paragraph 4.5 you refer to *the higher education qualification issued in the Republic, as conferring the same rights as those applicable in the territory of the member state of origin of the higher education qualification.* While you provide a sample of the above mentioned qualification as documentation (**Doc. 10**), you do not cite it in the body of your application. Please, do submit again page 9 of your application, making reference to Doc. 10 in the corresponding paragraph.
5. Under Part B, in **paragraph (b)**, you are asked to provide *complete evidence for the academic facilities and services to be offered by the educational institute, as well as those offered by the educational institute whose degree title will be awarded.* While you provide information and the relevant website links directing to the University of Sunderland campuses, you do not do so for your campus. Please, do provide description and website link(s) of your premises.
6. Under Part B, in **paragraph (c)**, you are asked to provide *complete evidence of the criteria for admission, evaluation and graduation implemented by your institution.* On **Doc. 18** (programme specification), which you provide as evidence of the above, under **Programme Title** you list all of the MBA concentrations offered by the University of Sunderland. Please, do list, on Doc. 18 under programme title, only the particular programme which is offered by your institution via the franchise method.
7. Under Part B, in **paragraph (d)** you provide a nominal list of the teaching staff of your institution (**TABLE A**). Your list includes the names of five members of the teaching staff, but in the corresponding Appendix 1 (500.1.04) you provide CVs of six members of the teaching staff. Please, make the appropriate correction(s) so that your nominal list of the teaching staff matches the corresponding Appendix 1 of the teaching staff’s CVs.

8. Under Part B, in **paragraph (d)** you provide a nominal list of the teaching staff of your institution (**TABLE A**). In your list, only two out of five members of the teaching staff appear to be employed full time, and they are at the ranks of Lecturer and Assistant Professor. The Agency would like to highlight that recruiting qualified staff and affording them full-time status is a prerequisite for running successful programmes of study. Please, do submit more information on this matter.

I remain at your disposal for any inquiries.

(Loucia D. Constantinou, PhD)

On Behalf of the President of
The Cyprus Agency of Quality Assurance
and Accreditation in Higher Education