



31 January 2022

To Whom it May Concern
The Cyprus Agency of Quality Assurance and Accreditation in Higher Education
Lemesou Avenue, 5, 2112 Nicosia
Cyprus

Subject: Response to questions raised by The Cyprus Agency of Quality Assurance and Accreditation in Higher Education (CYQAA) regarding cross-border / franchise programmes of study at Ledra College in partnership with the University of Sunderland

Further to your letters dated 19 and 20 January 2022 addressed to Dr James Scott and Dr Tracey Platt (reference numbers below), please find below detailed responses to the questions raised by the CYQAA concerning application for approval for the following programmes to be offered by Ledra College, Nicosia, Cyprus in partnership with the University of Sunderland:

| Ref | Programme Title | Model of Collaboration |
|---------------|-----------------------------------|------------------------|
| 07.14.079.002 | BA (Hons) Business and Management | Full Franchise |
| 07.14.079.003 | BSc (Hons) Psychology | Full Franchise |
| 07.14.079.004 | Master of Business Administration | Full Franchise |
| 07.14.079.005 | LLB (Hons) Law | Full Franchise |

Responses to CYQAA questions:

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| 1. How do you check that students admitted to the programme meet the admission criteria? |
| Response a) <i>Under the Collaborative Provision Agreement terms, the University finally approves student admissions and issues offer letters. Ledra College staff are experienced in the demands of international qualifications and will filter student applications in the first instance, before sending these to Sunderland for a final decision.</i> |
| 2. Do you have information about the profile of incoming students? |
| Response a) <i>Ledra largely recruits from the international market, however with the introduction of the University of Sunderland programmes, their main market will be students recently graduated from local institutions.</i> b) <i>Offering the MBA also gives students the opportunity for further study.</i> |

3. How do you ensure that students have a good command of the programme's teaching language?

Response

- a) *In accordance with the Collaborative Provision Agreement between the University of Sunderland and Ledra College and the Quality Assurance Agency Quality Code, all teaching of the awards must be carried out in the English Language.*
- b) *During the partnership approval carried out by the University, it was established that Ledra College's English Language proficiency requirements align with the University's minimum requirements. Possession of an appropriate standard of proficiency in the English Language is a requirement for entry to the University of Sunderland programmes. The University provided Ledra College with a list of recognised English Language tests and equivalencies and scrutinised the list of tests used by Ledra College and subsequently confirmed that these are acceptable for entry to the Sunderland programmes.*
- c) *The University's partnership approval panel also established that when needed, students at Ledra College have access to English Language support. The College offers free language courses covering key language and academic skills such as essay writing, reading, and academic grammar. Students told the panel that they have found these free courses very useful.*
- d) *The University is thus confident that because English Language proficiency is an entry requirement, and that additional support is available to students free of charge, that students who complete its awards at Ledra College have an acceptable command of the English Language.*

4. What are the minimum required qualifications of the teaching staff?

Response

- a) *The precise minimum required qualifications are not specified by the University but in practice the University would expect tutors to be qualified to a level above that which will be taught, for example master's level for an undergraduate programme.*
- b) *In accordance with standard practice and the terms of the Collaborative Provision Agreement and operations manual, all Ledra College teaching staff CVs must be approved by the relevant Sunderland faculty before they teach on the University awards. Tutor CVs are mapped against the modules they are allocated to teach to ensure their profile is appropriate for the specific module content.*
- c) *Teaching staff CV matrices approved by the University in the context of the partnership approval show that all tutors are qualified to above degree level and that most tutors hold PhDs which easily meets University of Sunderland teaching staff requirements.*

5. What knowledge do you have of the exam papers administered?

Response

- a) *Under the Full Franchise collaborative model under which the Sunderland programmes will operate under the terms of the Collaborative Provision Agreement, all assessments and examinations (where these are adopted) are designed, approved, and issued by the University of Sunderland in respect of all programmes offered through the partnership with Ledra College.*
- b) *The University also carries out marking, moderation and assessment feedback, as well as appointing and remunerating external examiners whose roles would be allocated to cover the delivery of the proposed programmes from Ledra College.*
- c) *Ledra has Examination Rules and Regulations in place including Invigilator responsibilities, which are laid out in the College Quality Assurance Handbook. Appeals policies and procedures are also in place, however, Ledra staff confirmed they would follow Sunderland Regulations as appropriate. Understanding of Sunderland assessment criteria, rules and regulations is included in the staff development plan devised for delivery to Ledra College staff.*

**6. How do you check that the programmes are implemented based on quality criteria?
What evidence do you request from Ledra College?**

Response

- a) *Ledra College's systems for quality managing provision were checked by the University partnership approval panel. The panel noted that Ledra College is already recognised in country by CYQAA to offer several higher education qualifications which gave confidence that Ledra College complies with the relevant accreditation regulations.*
- b) *The panel also noted that Ledra College continuously reviews and evaluates its provision to ensure it is fit for purpose and meets with all in-country approval requirements.*
- c) *Ledra College has in place a comprehensive Quality Assurance Manual detailing all systems and processes for ensuring on-going quality of the portfolio of programmes offered.*
- d) *At partnership approval, the University requests a substantial evidence set from the proposed partner to help provide assurance that programmes would be delivered and managed in a high-quality manner. Documentation seen by the panel included:*

Introduction to Ledra College and exploration of its future plans (ppt presentation):

- *Videos of Facilities at Ledra College*
- *Ledra College Sunderland Strategic Plan*
- *Building Facilities and Resources*

Ledra College Quality Assurance Handbook

- *Application for Evaluation submitted to the CYQAA for BA International Relations, Global Economy and Strategy dated July 2019*
- *BA International Relations, Global Economy and Strategy Approval Letter from the CYQAA*
- *Ledra College Assessment Criteria*

Teaching effectiveness and staff development:

- *Ledra College CPD Handbook*
- *Ledra College CPD Research Document – Promoting Quality of Teaching: A Dynamic Approach to Teacher Professional Development*
- *Example Staff Development Activities*
- *Staff Induction Details*

Annual review (including the appointment of External Examiners):

- *Details of Ledra's experience of complying with the requirements of external organisations such as awarding bodies.*
- *External Examiner Report Template*

Management of the Student Voice/Student Representation

- *Student Evaluation Form*
- *Student Representatives Guide*

Student Support together with:

- *Student Induction Information*
- *Ledra College Student Handbook*

Student Admissions and Recruitment:

- *Student Admissions Requirements*
- *About the Study Abroad Office*
- *Sample Promotional Materials - Ledra Prospectus 2020-21*

Teaching Staff Appointments:

- *Ledra College Policy and Procedure on the Recruitment and Selection of Staff*
- *Ledra College Lecturers Summary*
- *Staff CVs and Sample staff publications*

External Review of Ledra College:

- *BA International Relations, Global Economy and Strategy Approval Report from the CYQAA*
- *Langada Building Municipality Agreement*
- *Athalassas Building Municipality Agreement*
- *City and Guilds Additional Qualification Approval*
- *City and Guilds Visit Report for Additional Qualification*

Ledra College Library Book List

7. Have you ever visited classes where your programmes are taught in Cyprus? What is the teaching methodology followed?

Response

- a) *The University of Sunderland programmes have not begun yet at Ledra College. In accordance with University guidelines and the UK Quality Assurance Agency Quality Code, programmes offered through collaborative arrangements with partner institutions may not commence until all in-country approval requirements are met.*
- b) *The teaching methodologies followed in relation to the University of Sunderland programmes should be carried out in accordance with the module and programme guides issued by the University.*
- c) *In accordance with the terms of the University of Sunderland Collaborative Provision Agreement and related operations manual, Centre Leaders employed by the University of Sunderland have been appointed to oversee delivery and management of the University's awards at Ledra College. Amongst other activities Centre Leaders will carry out observation of Ledra College teaching sessions to ensure University expectations are being met and to provide tutors with further guidance. If international travel restrictions remain in place (due to the ongoing Covid-19 pandemic) then Centre Leaders will carry out their roles virtually. Full details of the Centre Leader role are accessible here: [University of Sunderland Centre Leader Role Descriptor](#)*
- d) *In advance of programme commencement, the University has been delivering and will continue to deliver a comprehensive staff development programme to Ledra College staff, incorporating:*
- *Introduction to the University's operations manual and discussion of roles and responsibilities for quality assuring and managing the Sunderland programmes, including annual and periodic review and minor curriculum modifications for approval by the University.*
 - *Explanation of the University's assessment policies including assessment criteria, programme academic regulations, academic misconduct rules, student appeals, assessment feedback and role of external examiners.*
 - *Detailed explanation of the programme content, including discussion of teaching materials contextualisation activities.*
 - *Systems for submission and return of student work.*
 - *Introduction to the University of Sunderland on-line library services.*
 - *Explanation of Sunderland systems for admission of students including processing of APL/agreed student progression arrangements.*
 - *Guidance on Sunderland's rules for approval of Ledra College marketing materials that refer to the University's awards.*
 - *Guidance on the operation of Staff Student Liaison Committees*

Should you require any further information, please do not hesitate to contact Dr Scott, Dr Platt or myself, Ms Lyndsay Brown, Quality Officer.

Yours sincerely,

Ms Lyndsay Brown
Quality Officer, Academic Registry

(On behalf of
Dr James Scott
Head of School of Law and Tourism
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Dr Tracey Platt
PL – Team Leader, School of Psychology
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