



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

**Republic of Cyprus**

**External Evaluation Report**

**Institutional Evaluation**

**Institution: IKAROS Aviation Training Center**



## TABLE OF CONTENTS

<b>Instructions.....</b>	<b>3</b>
<b>External Evaluation Committee (EEC).....</b>	<b>4</b>
<b>Introduction.....</b>	<b>5</b>
<b>Findings.....</b>	<b>6</b>
<b>Conclusions and Suggestions of the External Evaluation Committee.....</b>	<b>17</b>
<b>Document Number: 300.2.....</b>	<b>18</b>



## **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:**

<b>NAME</b>	<b>TITLE / ACADEMIC POSITION</b>	<b>UNIVERSITY / INSTITUTION</b>
Christoph Brützel	Professor	IUBH International University Bad Honnef, Germany
Vasillios Pachidis	Professor	Cranfield University, UK
Konstantinos G. Zografos	Professor	Lancaster University, UK
Christos O. Efstathiades	Civil Engineer	Scientific and Technical Chamber, Cyprus
Amalia Chrysostomou	Student	University of Cyprus
Katerina Evangelou	Student Welfare Officer	University of Cyprus

## INTRODUCTION:

### I. The External Evaluation procedure

The Panel studied the Application for Institutional evaluation documentation for IKAROS Aviation Training Center. The academic members of the Panel and the student official, Mrs. Amalia Chrysostomou, met with DI.P.A.E. official at the Hilton Hotel in Nicosia on Friday 1 June 2018 in the morning. This meeting was followed by a day visit to the IKAROS Aviation Training Center and to the maintenance hangar of Bird Aviation at Larnaca International Airport serving for part of practical training of IKAROS Aviation students. While at IKAROS Aviation, a meeting with the management of IKAROS Aviation was held between 10:00 a.m. and 1:00 p.m. and 4:00 p.m. – 6:00 p.m.. The visit at the hangar took place in between. Owner, Chief Operating Officer and Accountable Manager of the Training Organization, George Poumos explained the strategy and standing of IKAROS Aviation Training Center. George Shakides, Training Manager introduced to the concept of the initial academic programme to be launched. Subsequently, separate meetings with the teaching and administrative management of the organization, the teaching staff (instructors of the current training organization) and selected students have been held to discuss the application in further detail. Finally, the panel visited the Training Center infrastructure and library room.

### II. The Internal Evaluation procedure

The Panel studied the application and documentation provided in advance and also during the site visit. There were gaps in the information provided and there were several areas that were discussed during the meeting that were not explicitly documented. Additional information was made available to the Panel. Information provided mostly applied to the current functioning of IKAROS Aviation Training Center as an Approved Maintenance Training Organization (AMTO) according to the requirements of the European Agency for Safety in Aviation (EASA), in particular EASA Part 147, and the respective Means of Compliance and national regulations by the Cyprus Civil Aviation Authorities. Current documentation of the design of the academic institution only partly addressed the respective regulations and guidelines. The panel was informed that compliance of the organization with these standards and regulations are under discussions with University of Central Lancashire, Cyprus, (UCLAN) serving as a strategic partner for providing access to facilities relating to academic requirements.

## FINDINGS:

### 1. INSTITUTION'S ACADEMIC PROFILE AND ORIENTATION

#### - **Mission and Strategic planning**

The current operation of IKAROS Training Center is to provide first class professional training for maintenance personnel in order to qualify for aircraft maintenance licenses at B level according to the requirements of the European Agency for Safety in Aviation (EASA) and the National Civil Aviation Authority standards.

The mission of the organization is to become a Tertiary Education Establishment offering a Higher Diploma in Aircraft Maintenance

- promoting knowledge, learning and education through the practical teaching for the benefit of the society
- cultivate, transmit and implement interdisciplinary exchange of knowledge
- provide high quality studies that are internationally recognized, as well as other curricula based on international standards..

The foreseen benefits from the establishment of Tertiary Education Establishment include

- “to contribute to the local and national economy
- to secure government grants for CY students
- to avoid the VAT levy on students fees
- to secure Country Entry Visas for 3<sup>rd</sup> Country students.”

The strategic plan of the institution forecasts a target number of up to 150 students for 3-year programs

#### - **Connecting with society**

The institution connects to the society via its internet presence and social media platforms, eg Facebook.

#### - **Development processes**

The existing programmes have been designed and developed according to the regulatory requirements for AMTOs. The development of these training programs is widely predetermined by legal requirements on the syllabi with regard to content, structure and workload of individual modules.

The Panel understands that the application of the institution for accreditation as a Tertiary Education Establishment aims at qualifying existing and future syllabi designed in compliance with the AMTO regulation for a Higher Diploma graduation and to provide ECTS credits to trainees/students suitable to be transferred to study

programmes of other Tertiary Education Establishments offering Bachelor and Master of Engineering study programs.

The development of the foreseen Higher Diploma program is planned to be widely based on the current syllabi and to be supplemented in order to comply with the respective academic requirements.

The Institution has no own organization in place qualified to design and develop study programs beyond the scope of the regulatory requirements applying to AMTOs. The existing competencies and qualifications initially are supposed to be supported by University of Central Lancashire, Cyprus (UCLAN).

A program for the Higher Diploma in Aviation Maintenance basing on the current syllabi on the AMTO has been submitted for accreditation by CYQAA.

## 2. QUALITY ASSURANCE

### **System and quality assurance strategy**

The institution has an effective quality assurance strategy and quality management program in place on its training programs in order to assure compliance with EASA and National CAA regulations and requirements. These rigid requirements in the first place are driven by safety targets and to a wide degree predetermine structure, content, teaching load and teaching methodologies of the training program and individual modules.

The current AMTO provides training required in order to qualify for participation in license examinations performed by the National Civil Aviation Authorities. Internal examinations serve for monitoring the ongoing learning progress of trainees in order to assure qualification for the examination by the authorities.

There is no quality assurance organization in place assuring specific quality management requirements applying to Tertiary Education Level Establishments.

The training syllabi contain modules corresponding to content which is part of academic teaching at Tertiary Education Level and might so qualify for being part of Higher Diploma.

### **Ensuring Quality for the Programmes of Study**

An Internal Evaluation Committee has been established, assigned to constantly evaluate the institution and to promote and enhance its programmes of study. The core priority of this committee is to harmonize quality of vocational education and to continuously adapt modern quality practices throughout the organization. Besides the Quality Manager of the AMTO the committee includes Management of administration and teaching, administrative and teaching staff representatives as well as student representatives.

Elementary Rules of Examination (Assessment and Grading Process, Attendance Policy) are in place.



### **3. ADMINISTRATION**

Currently most of the positions of the administrative staff are held by individuals who also have other roles in the institution. It seems to be adequate for the present number of trainees and size of the institution. Neither the application nor the additional information received from the management during the on-site meeting provided evidence that an enhancement of this organizational structure has been designed yet.

#### **Student support organization**

Currently there is no structured student welfare service formed by specialized personnel in order to meet students' needs (financial, psychological, academic, social, leisure etc). Additionally, there are no individual offices where students can discuss these issues. Support currently is provided to the trainees by their instructors and the Planning Administration Officer.

Attendance is monitored to ensure compliance with regulatory standards. Student progress is monitored and supported so that students are able to raise issues to be addressed in a timely fashion.

#### **Academic staff support organization**

Currently there is no dedicated organization in place serving the specific requirements of academic staff. Awareness is given that it has to be designed and implemented yet.

### **4. TEACHING AND LEARNING**

### - **Planning the Programmes of Study**

The existing programmes have been designed and developed according to the regulatory requirements for AMTOs. The development of these training programs is widely predetermined by legal requirements on the syllabi with regard to content, structure and workload of individual modules.

The Panel understands that the application of the institution for accreditation as a Tertiary Education Level Establishment aims at qualifying existing and future syllabi designed in compliance with the AMTO regulation for a Higher Diploma qualification, and to provide ECTS credits to trainees/students suitable to be transferred to study programmes of other Tertiary Education Level Establishments offering Bachelor and Master of Engineering study programs.

The development of the foreseen Higher Diploma program is planned to be widely based on the current syllabi and to be supplemented in order to comply with the respective academic requirements.

The Institution has no own organization in place qualified to design and develop study programs beyond the scope of the regulatory requirements applying to AMTOs. The existing competencies and qualifications initially are supposed to be supported by University of Central Lancashire, Cyprus (UCLAN).

A program for the Higher Diploma in Aviation Maintenance basing on the current syllabi on the AMTO has been submitted for accreditation by CYQAA.

### - **Teaching Organization**

The teaching organization is designed to fulfill the requirements of the current training organization.

Information materials to the application contain an organizational chart displaying a “School of Aviation Studies” under the Academic & Technical Director in parallel to the Instructors department. Staffing of the School of Aviation Studies organization will include academic as well as non academic instructor staff.

There is no more detailed design of the School of Aviation Studies and its staffing other than the existing training organization in place.

Current good practices have to be expanded to cover the requirements of academic institutions with regard to ethical standards and academic integrity.

## 5. ACADEMIC AND TEACHING STAFF

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

25 percent of the current instructors/teaching staff fulfill qualification requirements for teaching at Higher Diploma level.

Employment of additional academic full-time teaching staff is intended. Currently academic teaching staff is mostly employed on part-time or contracted base.

Four out of 16 members of the teaching body are currently employed with IKAROS Aviation Training on a full-time basis. There is awareness that 8 fulltime teaching staff members will be required at minimum to support the study program.



## 6. RESEARCH

The institution does not aim at performing research.

## 7. RESOURCES

Based on the documentation that was provided regarding the financial state of the institution, IKAROS Aviation Training seems to have adequate financial resources and operational cash flow to support its operation.

According to the owner and CEO/COO almost all profit (which is around 15-20% of revenue each year) is retained and invested into the institution in order to ensure organic growth.

Student tuition fees are in line with those of other respective institutions in Cyprus.

## 8. BUILDING FACILITIES

INFORMATION AND EVIDENCE	YES / NO
<p><b>1.</b> 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><b>1.1</b> A topographical plan which displays in a clear manner the extent of the development.</p> <p><b>1.2</b> 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><b>YES</b></p> <p><b>YES</b></p>
<p><b>2. LICENCES</b></p> <p><b>2.1</b> An Operating License, issued by the <i>Local Authorities</i></p> <p><b>2.2</b> 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><b>NO</b></p> <p><b>NO</b></p> <p><b>YES</b></p> <p><b>YES</b></p> <p><b>NO</b></p> <p><b>NO</b></p>
<p><b>3.</b> Number of teaching rooms and their respective areas, capacity and the percentage of daily occupancy for all units.</p>	<p><b>YES</b></p>
<p><b>4.</b> Number of offices for academic personnel and their respective areas and capacity.</p>	<p><b>NO</b></p>
<p><b>5.</b> Number of laboratories and their respective areas and capacity.</p>	<p><b>YES</b></p>
<p><b>6.</b> Number of rooms/offices for directors/administrators and their respective areas and capacity.</p>	<p><b>YES</b></p>

7. Number of rooms/offices for administrative services and their respective areas and capacity.	<b>YES</b>
8. Parking spaces designated for students  <b>Number: 3</b>	<b>NO</b>
9. Parking spaces designated for academic and teaching personnel  <b>Number: 4</b>	<b>NO</b>

Please justify this review and note any additional comments you may have on each of the above items.

1.1 There is a topographical map that displays the extent of the development. The development extends in a part of an existing factory building. The plan is from the building permit (Larnaca Municipality - 59/17) of the “Metal Furniture Factory”.

1.2 General site plans exist from the application for change of use from “Metal Furniture Factory” to “Aviation Training Centre” and for changes in the building, which is claimed to be submitted late 2017 (Applications ΛΑΡ/608/2017 Π/Μ & ΛΑΡ/609/2017 Change of Use). The whole facilities are located in a ground floor within and around an existing factory building. The plan marks but not allocates parking spaces. Moreover, some minor differences exist from the plan and the in-situ status. An additional classroom exists at the spot where storages and record room are shown in the plan. Furthermore, in the southeast of the building a not shown small extension exists.

2.1 At present there is neither “planning” or “building” permit or “final approval” for use as Aviation and Training Centre. The current building permit for use of the premises is “Metal Furniture Industry”. An application for change of use from “Metal Furniture Factory” to “Aviation Training Centre” and for changes in the building, is claimed to be submitted late 2017 (Applications ΛΑΡ/608/2017 Π/Μ & ΛΑΡ/609/2017 Change of Use).

- 2.1 (a) A visual inspection form E.O.E. 102 is submitted. The form is completed but, in the part, “*Ενότητα Στ: Πόρισμα*” it is not clearly stated whether the “Inspection Certificated” is issued.
- 2.1 (b) A visual inspection for the Building’s Seismic Sufficiency Form E.O.E.Σ.Ε.Κ 103 is submitted. In the form the premises are claimed to be designed with importance factor of 1,2 but in the current permits/plans the coefficient is stated to be 1,0.
- 2.1 (c) An inspection certificate form 104 is submitted.
- 2.1 (d) There is no Fire Safety Certificate. The data submitted refer to the terms that where set by the Fire Department for during the application for a building permit of the building as a “Metal Furniture Industry”.
- 2.1 (e) There is no Certificate for Adequate Electrical and Mechanical Installations. Nothing relevant was submitted.
- 3 There are 3 teaching rooms in the plans and 4 in-situ (total capacity 90 persons), organized within the existing building envelop. For the number of students that is claimed, they can be considered to be satisfactory.
- 4 There is only one office for the Academic Personnel. If we consider that the staff is currently approximately 20 persons (4 permanent staff and 15 part time) it cannot be considered satisfactory.
- 5 The total area of 480 sq. m. can be considered to be satisfactory.
- 6 The rooms/offices for directors/administrators can be considered to be satisfactory.
- 7 The rooms/offices for administrative services can be considered to be satisfactory.
- 8 In the application it is stated that there are 3 parking spaces for the students and 4 for the staff. On the spot there are no designated parking spaces and in the application for change of use from “Metal Furniture Factory” to “Aviation Training Centre” and for changes in the building, 13 parking spaces are indicated in the North side of the building (they are not yet approved and they may correspond to use of the remaining part of the existing building).
- 9 Please refer to 8 above.



## 9. STUDENT WELFARE SERVICES

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

The structure of IKAROS training centre, at this stage, in addition to the small number of trainees (around 30) does not allow the existence of separate offices with specialized personnel for the support and counselling of them as in higher education institutions eg Social Worker, Psychologist Counselor, Student Affairs Officer, Career Officer, etc .

Currently, all of the above student welfare services are provided by the Planning and Administration Officer who, in personal meetings with students, guides and supports them.

**Special access for students with disabilities:**

Ikaros ensures equal access to academic studies for trainees with disabilities. However, due to the nature of the profession, trainees with a disability must be well informed, before registering, about the training part of the degree, as well as the responsibilities they will have in order to obtain the degree.

**Recreation areas:**

There are no dedicated recreation areas for students in place. Trainees share facilities with administrative staff and teaching body.

At Ikaros premises there is a dining room where one can eat or just relax during breaks. Also, there is an area at the entrance of the building and outside.

**Policy and statutes for academic student support:**

Trainees are provided with all the necessary academic advice and guidance throughout their training. Due to the small number of trainees, instructors have direct contact with them offering immediate support. No scholarships are currently being offered to the trainees but the initiative is for students to be implemented in the future.

**Policy and statutes for financial student support:**

No scholarships are currently being offered to the trainees. If trainees have difficulties in paying off their tuitions IKAROS offers them with flexible payment methods.

**Counseling services:**

Trainees in need of psychological or other counselling services can either contact Planning and Administration Officer or their Instructor.

**Career office:**

Within the premises there is an office (IPAS-IKAROS Personnel Agency Solutions) which deals with informing trainees and vacancies related to their field of expertise.

**Service linking the institution with business:**

IKAROS has several collaborations within the aviation industry such as Lufthansa and Joramco.

**Mobility office:**

Currently, IKAROS does not offer Tertiary Education Level Establishment exchange programs for studies and placements. However, trainees may choose to go for training in the other permanent premises of IKAROS abroad.

### **Student clubs/organisations/associations:**

Currently there are three clubs (football, dancing and aeromodelling) are in place.

Planning and Administration Officer encourages trainees to create clubs with distributed funds, which they can use to organize events, excursions and various other recreational and artistic activities to gain experience, socialization and culture development.

## 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

Library and technical equipment serves needs of current training organization. Access to academic literature is supposed to be provided through the use of the e-library of UCLAN (University of Central Lancashire, Cyprus) based on a signed agreement.

## **CONCLUSIONS AND RELATIONS OF THE EXTERNAL EVALUATION COMMITTEE<sup>1</sup>**

**- The current situation of the institution, good practices, weaknesses which have been identified in the process of institutional evaluation by the External Evaluation Committee, suggestions for improvement.**

### **Situation**

IKAROS Aviation Training is the only one Cyprus approved Aircraft Maintenance Training Organization currently having 30 trainees participating in a 3 year programme.

The company has adequate organization and financial and human resources to run its current training operation at Larnaca industrial area.

Infrastructures and organization is designed to serve the current training organization not adequately serving specific requirements of Tertiary Education Level Establishments on the site. However there is an agreement in place to provide additional infrastructure support at University of Central Lancashire, Cyprus.

### **Strength**

The current operation of IKAROS Aviation Training is well designed to provide training for aircraft maintenance in order to prepare for the respective license examinations of the National Civil Aviation Authorities at B level.

The organizational design and processes are compliant with international and national standards and requirements. IKAROS is certified as an approved Aircraft Maintenance Training Organization (AMTO) according to EASA Part 147 and the respective regulations and Means of Compliance from the Cyprus National Civil Aviation Authorities.

The company has a strong vision to deliver high quality training. An open culture supports a constructive learning atmosphere and a sustainable continuous improvement process.

Regulatory requirements support high standards of quality management and good practices in order to ensure safety and serviceability of aircraft.

The training syllabi contain modules corresponding to content which is part of academic teaching at Tertiary Education Level and might so qualify for being part of Higher Diploma.

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<sup>1</sup> 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.

## **Weaknesses**

Building facilities lack adequate operating licenses from the local authorities.

Teaching Organization is not adequately structured and staffed with qualified personnel to teach at the intended Higher Diploma level.

Student support organization is not adequately structured and staffed to serve Tertiary Education Level Establishments.

The institution has no own organization and resources for design and development of Higher Diploma study programs as well as of personnel development of academic staff in place and therefore to a large extent relying on external support.

Quality assurance and quality management are designed to serve regulatory requirements for AMTOs but not for serving the particular needs of Tertiary Education Level Establishments. Current good practices have not yet expanded to cover the requirements of academic institutions with regard to ethical standards and academic integrity.

## **Recommendations**

Appropriate measures should be taken to overcome institutional weaknesses

1. The applicants need to issue all operating licenses from the Local Authorities (Planning and Building Permit (this way they will ensure all necessary provisions for parking places, disable users, etc.) as well as a Fire Safety Certificate and a Certificate for Electrical and Mechanical Installations. Furthermore, the institution must duly complete the visual inspection form E.O.E. 102. Regarding the number of the offices for the academic personnel, they surely need to be increased.
2. Teaching organization should be designed and staffed to fully meet requirement of Tertiary Education Level Establishments. Respective guidelines and means of compliance should be followed.
3. An adequate student support organization should be implemented before launching Higher Diploma study programmes. In particular the institution has to establish a team with specialized personnel in order to meet students' needs.
4. The institution should build up adequate own resources for design and development of Higher Diploma study programs. To support and enhance programmes of study, IKAROS may wish to consider the creation of an Industrial Advisory Board (IAB) to provide consultation on current industry trends/needs and help shape curricula. IKAROS more than that may consider to invite external subject matter experts to offer consultancy.



5. Quality Assurance systems and Quality Management practices should be expanded to entail requirements of Tertiary Education Level Establishment including ethical and academic integrity standards.

**FORM: 300.2**

**Quality Standards and Indicators  
Institutional Evaluation**

**Institution: IKAROS Aviation Training Center**

**Date of External Evaluation: June 1, 2018**

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
Christoph Brützel	Professor	IUBH International University Bad Honnef, Germany
Vasillios Pachidis	Professor	Cranfield University, UK
Konstantinos G. Zografos	Professor	Lancaster University, UK
Christos O. Efstathiades	Civil Engineer	Scientific and Technical Chamber, Cyprus
Amalia Chrysostomou	Student	University of Cyprus
Katerina Evangelou	Student Welfare Officer	University of Cyprus

**Date and time of the on-site visit: June 1, 2018**

**Duration of the on-site visit: 1 day**

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>Justify the numerical evaluation and write additional comments that you may have for this criterion.</p> <p>1.1.6 The current structure of the organisation is geared towards professional training. The academic body does not currently exist and is supposed to be supplemented by UCLAN organisation and professionals.</p> <p>1.1.7 There is presently no mechanism for the development of academic programs.</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
Justify the numerical evaluation and write additional comments that you may have for this criterion.						
<b>1.3</b>	<b>Development processes</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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.				X	
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		
Justify the numerical evaluation and write additional comments that you may have for this criterion.						
1.3.1 There are most effective procedures and measures in place to hire instructors according to the regulations of EASA. Procedures and measures for academic staff are not in place currently.						
1.3.3 Currently not in place.						
Additionally, write:						
- Expected number of Cypriot and foreign students.						

40 Cypriot students

40 Foreign students

- Countries of origin of foreign students and number from each country.

Asia

Middle East

Greece

<b>2. QUALITY ASSURANCE</b>						
<b>2.1</b>	<b>System and quality assurance strategy</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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	n / a				
	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>2.1.1 There is a most effective quality management and assurance system in place according to EASA Part 147 AMTO (Approved Maintenance Training Organisation) regulation and means of compliance. Academic quality assurance is not in place yet.</p> <p>2.1.2 Not applicable for AMTO. There is an expectation that this may be jointly developed with UCLAN but no concrete evidence was submitted to support this.</p>						
<b>2.2</b>	<b>Ensuring Quality for the Programmes of Study</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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.	N / A				
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				
<p>2.2.1 Design of current syllabi are dictated in detail by the EASA regulation. 2.2.5 Not yet in place but essential to support the new programme of study. Recommendation to purchase and implement an accepted industry standard such as TurnItIn.</p> <p>2.2.7 and 2.2.11.6 Not Applicable for the AMTO and not designed for academic education. 2.2.11.1 Building Facilities lack required certifications. 2.2.11.2 Access to academic library is supposed to be provided by UCLAN. 2.2.11.5 Currently not in place.</p> <p>Also, write the following:</p> <ul style="list-style-type: none"> <li>- Percentage of students taking part in examinations 100%</li> <li>- Success exam rates of students 70%</li> <li>- Average grade of degree, percentage score breakdown Given the nature of an AMTO institution prepares them for the licence examination to be performed by the National Civil Aviation Authority (75% is required to pass there is no kind of diploma supplement indicating individual grades)</li> <li>- Average duration of studies to obtain a degree 3 years licence training</li> <li>- Work assessments and percentage score/results analysis Not Applicable.</li> <li>- Percentage analysis of performance in Practice Exercise 50%</li> <li>- the ratio of students/teachers per subject, in theoretical and practical Subjects 15:1</li> </ul>							

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.	N/A				
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.	N/A				
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.	N/A				
3.1.8	The Institution applies procedures for the prevention and disciplinary control of academic misconduct of students, academic and administrative staff, including plagiarism.	N/A				
General remark. Given to the nature of the AMTO there is no academic administration in place. Awareness is given that it has to be designed and implemented yet.						



<b>4. TEACHING AND LEARNING</b>						
<b>4.1</b>	<b>PLANNING THE PROGRAMMES OF STUDY</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.1.1	The Institution provides an effective system for designing, approving, monitoring and revising Programmes of Study.	n/a				
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>4.1.1 Existing programmes of AMTO are determined by regulation. No organizational design for academic study program development in place yet</p> <p>*) Evaluation procedure are in place for instructors (student evaluation). Train the trainer procedures according to AMTO requirements in place.</p>						
<b>4.2</b>	<b>ORGANISATION OF TEACHING</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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>All marks relate to the current training organization and are subject to be transferred to the academic teaching organization.</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.	n/a				
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.	n/a				
5.1.5	The ratio of Special Teaching Staff and the members of the Academic Personnel is satisfactory.	n/a				
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>General remark: Current and future teaching staff requirements designed to fulfil AMTO requirements. Teaching staff with focus on academic requirements is foreseen to be hired and to be complemented by guest lecturers and UCLAN.</p> <p>5.1.6 According to application 25 % of current teaching/instructor staff full time employed by IKAROS Aviation Training</p> <p>5.1.7 It was stated that 8 full-time academic staff are going to be needed to support the new programme of study (currently there are 4 full-time staff out of the total 16). The requirement of 70% of the staff to have an academic qualification higher than the level they teach at is not fulfilled.</p> <p>Write:</p> <ul style="list-style-type: none"> <li>- Number of academic staff working full-time and having exclusive work</li> </ul> <p>4</p>						

- Number of Special teaching staff working full-time and having exclusive work  
n/a
- Number of Visiting Professors  
12 Instructors
- Number of Special Scientists on lease services  
n/a

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.	n.a.				
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.	n.a.				
6.1.3	The Institution provides adequate facilities and equipment to cover the staff and students' research activities.	n.a.				
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.	n.a.				
6.1.5	The Institution uses a policy for the protection and exploitation of intellectual property, which is applied consistently.	n.a.				
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.	n.a.				
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.	n.a.				
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.	n.a.				
6.1.9	The external, non-governmental, funding of research activities of academic staff is similar to other Institutions in Cyprus and abroad.	n.a.				

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.	n.a.				
6.1.11	The Programmes of Study implement the Institution's recorded research policy.	n.a.				
<p>Justify the numerical evaluation and write additional comments that you may have for this criterion.</p> <p>The institution aims for teaching a Higher Diploma level only.</p>						

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
<p>*) The institution is a private Training Center supposed to create shareholder value in the first place. However according to the information provided mission, strategies and management of the training center promote reinvesting profits for the further development of the institution.</p>						

### CONCLUDING REMARKS – SUGGESTIONS

Write any comments and / or suggestions for the Institution as a whole or for individual components and criteria within the present evaluation.

see above

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

Name:	Signature:
Christoph Brützel	
Vasillios Pachidis	
Konstantinos G. Zografos	
Christos O. Efstathiades	
Amalia Chrysostomou	
Katerina Evangelou	

Date: June 2, 2018