Doc. 300.1.2

Date: …25/10/2019……

Higher Education Institution's response

- **Higher education institution:**

  Akademia College

- **Town:** Deryneia

- **Programme of study (Name, ECTS, duration, cycle)**

  In Greek: …………………………………………………….

  ……………………………………………………………………

  In English: Hotel Administration 2 Years

  Diploma

- **Language of instruction:** English

- **Programme's status**
  New programme: Yes
  Currently operating: ……………

A. Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.1.1) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area.*

- *In particular, under each assessment area, the HEI must respond on, without changing the format of the report:*

    - *the findings, strengths, areas of improvement and recommendations of the EEC*
    - *the deficiencies noted under the quality indicators (criteria)*
    - *the conclusions and final remarks noted by the EEC*

- *The HEI's response must follow below the EEC's comments, which must be copied from the external evaluation report (Doc. 300.1.1).*

- *In case of annexes, those should be attached and sent on a separate document.*

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1. **Study programme and study programme's design and development**
   (*ESG 1.1, 1.2, 1.8, 1.9*)

EEC comments
1.2: These are in the process of development, with convincing evidence of quality assurance regulations in plan. These are, however, yet to be implemented.

Our response (actions taken):

All quality assurance procedures will be implemented from February 2020.

EEC comments
1.3.2: This information will be uploaded following accreditation. A skeleton website has been developed for inclusion of this.

Our response (actions taken):

The college website currently provides the latest information regarding the programmes of study and activities. Once the accreditation process is complete, information will be updated to reflect the new changes.

https://www.akc.ac.cy/study-us/undergraduate-studies/programmes-of-study

EEC comments
1.3.5: A new process for the capture of student feedback has been developed, but is yet to be implemented.

Our response (actions taken):

Please see our response to recommendation 7 given in the Institutional Accreditation External Evaluation Report.

EEC comments
1.8.8: Students are yet to be enrolled into this programme, hence it is not possible to evaluate this. The College, however, has a history of similar provision.

EEC comments
1.24: This information will be posted into public-facing systems following accreditation.

Our response (actions taken):

The college website currently provides the latest information regarding the programmes of study and activities. Once the accreditation process is complete, information will be updated to reflect the new changes.

https://www.akc.ac.cy/study-us/undergraduate-studies/programmes-of-study

Provide information on:

1. **Employability records**

EEC comments

As students are yet to be enrolled on this programme, it is not possible to comment. The College, however, has excellent links with local industry and is confident that students will find employment. The programme also was developed specifically to meet an identified shortage of developmental provision for middle managers.

2. **Pass rate per course/semester**

EEC comments

It is not possible to comment, as students are yet to be enrolled into the programme. Experience with previous similar programmes suggests a high progressions rate.

3. **The correspondence of exams' and assignments' content to the level of the programme and the number of ECTS**

EEC comments

Exams and assessments appear to be of an appropriate level for the qualification, with students suggesting they felt well-prepared to complete these.

Findings:

The College wishes to offer a new programme in Hotel Administration (Diploma), which has been designed, but is yet to be implemented. The proposed programme covers key areas that would be expected within the subject, and has a logical flow from semester to semester, and year to year. The inclusion of an internship is a strength, as is access to the Erasmus programme. The programme has been developed to meet local needs, which corresponds to the physical move of the college to be closer to prospective employers.

Strengths:

Focus on local educational needs in key industries Strong links with industry
Internship Erasmus
Opportunity to engage in additional languages

EEC Recommendation:
Review whether sustainability and/or Hospitality Health and Safety should be compulsory - either as discrete modules or as themes running through the programme in other modules.

Our response (actions taken):

Done. The college thanks the EEC for a valuable and constructive discussion during their visit in terms of modules and programme content. Both modules of Sustainability and Health & Safety have been removed from the programme and will naturally be incorporated as themes throughout the programme. See Annex A Revised Course Distribution.

EEC Recommendation:
Review whether Tourism Economics is an appropriate compulsory module given the orientation of the programme.

Our response (actions taken):

Done. ECO300 Tourism Economics has been removed from the programme following the EEC recommendation. See Annex A Table 2: Course Distribution per Semester

EEC Recommendation:
Consider the introduction of an entrepreneurship-related module.

Our response (actions taken):

Done. The college has agreed with the EEC recommendation and have included BUS300 Entrepreneurship module as compulsory in the second year, third semester. See Annex B Course Descriptions BUS300 Entrepreneurship Course Description

EEC Recommendation:
In Guest Relations, consider the incorporation of more consumer behaviour aspects.

Our response (actions taken):

Done. After the discussion with the EEC at the site meeting, the college decided to include a separate module of Consumer Behaviour in the programme with more introductory topics discussed within the Guest Relations module. See See Annex B Course Descriptions BUS401 Consumer Behaviour Course Description.

Study programme and study programme's design and development

EEC Rating:

| *Non-Compliant* | ☐ | *Partially Compliant* | ☐ | *Compliant* | ☒ |

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2. Teaching, learning and student assessment (*ESG 1.3*)

EEC comments
2.3: Although identified as a weakness in the self-assessment, a new system has now been implemented.

Our response (actions taken):

Done. Please see our response to recommendations 2 and 7 given in the Institutional Accreditation External Evaluation Report.

EEC comments
2.6: Assessment and grading criteria have now been developed, but are yet to be fully implemented.

Our response (actions taken):

Done. Please see our response to recommendation 7 given in the Institutional Accreditation External Evaluation Report. The college has revised the assessment in line with EEC suggestions, which will be implemented from February 2020 and all information will be accessed through Moodle LMS by students and faculty.

EEC comments
2.10/11/12: The institution has now invested in a research centre, and associated resources, which will allow this to develop once the programme is implemented. Inquiry learning, however, is already evident in the existing programme.

Our response (actions taken):

Done. Please see our response to recommendation 13 given in the Institutional Accreditation External Evaluation Report.

EEC comments
Findings:
The college is small, but aspires only to up to 50 students, with class sizes of around 10. This is a strength of the programme, encouraging active participation of students in the learning process. Recent investment in facilities and resources, including IT and staff, will greatly improve the student learning experience, and is to be commended. The assessment process is clear, albeit somewhat standardised in structure. It is suggested that a less rigid, and exam-focused, approach be explored. Grade descriptors have recently been devised, which will guide both teaching staff and students in expectations at each level. The research culture is currently limited, but with the new research centre should develop. The current scope of the research centre is too ambitious, and its focus needs to be reflected on, including how students might engage with it to develop their research skills as appropriate to the level.

Strengths:
Class sizes
Investment in resources and staff Practice orientation

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EEC Recommendations:
Reflect on focus of research centre and how this can contribute to students' research skill, appropriate to their level.

Our response (actions taken):

Please see above response to 2.10/11/12 and our response to recommendation 15 given in the Institutional Accreditation External Evaluation Report.

EEC Recommendations:
Review assessment structure, to reduce exam focus.

Our response (actions taken):

Done. Please see our response to recommendation 9 given in the Institutional Accreditation External Evaluation Report and Annex B Course Descriptions

EEC Recommendations:
Consider using one of the mid-terms as a formative, rather summative piece, so that it is more formalised than ad hoc.

Our response (actions taken):

Done. Please see our response to recommendation 9 given in the Institutional Accreditation External Evaluation Report and Annex B Course Descriptions.

Teaching, learning and student assessment

EEC Rating:

Non-Compliant   ☐   *Partially Compliant*   ☐   *Compliant*   ☒

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3. **Teaching Staff** (*ESG 1.5*)
    In addition to your response to EEA's comments on the teaching staff:
    a.   fill in TABLE 1: TEACHING STAFF at the end of this form and
    b.   send the curriculum vitae of all the program lecturers on the forms posted on the Agency's website as an annex. (Form 500.1.03 for Universities and Form 500.1.04 for Higher Education Institutes)

EEC comments
3.2.2: This is an emerging area of activity for the college.

Our response (actions taken):

Following the recommendation of the EEC, the Research Centre has revised its scope and has developed workshops for faculty (Annex E Research Skills Development) and students (Annex C Academic and Research Skills Development). Please see our response to recommendations 10 and 13 given in the Institutional Accreditation External Evaluation Report. The college has set KPI benchmark for research publications. Please see our response to the EEC Condition given in the Institutional Accreditation External Evaluation Report.

EEC comments
3.10: This is an emerging area of activity, but some staff do have a small number of publications.

Our response (actions taken):
With the creation of the Research Centre, research skills development workshop and the KPI research benchmarks, the teaching staff research activity will increase with publications and participation in local and international conferences. See Annex D Staff Curriculum Vitae

EEC comments
3.11: Previous practice has largely been through mentoring, but a recent appointment has been made, specifically to increase training opportunities in teaching methods. A peer review process is also to be implemented.

Our response (actions taken):
Done. Please see our response to recommendation 11 given in the Institutional Accreditation External Evaluation Report.

EEC comments
3.12: Feedback to staff about their teaching has, to date, largely been informal, although students report that feedback is acted on. A new questionnaire has been devised to capture feedback and formalise the process, but has yet to be implemented.

Our response (actions taken):

Done. Please see our response to recommendation 11 given in the Institutional Accreditation External Evaluation Report.

EEC comments

Strengths:

Enthusiasm and commitment of staff Approachability of staff

Investment in staff with higher level qualifications to support programme

EEC Recommendations

That a structured staff development programme is put in place to develop appropriate research skills in staff.

Our response (actions taken):

Done. Please see our response to recommendation 13 given in the Institutional Accreditation External Evaluation Report.

Teaching Staff

EEC Rating:

| *Non-Compliant* | ☐ | *Partially Compliant* | ☐ | *Compliant* | ☒ |

4. Students (*ESG 1.4, 1.6, 1.7*)

EEC comments

The small size of the institutions allows it to be close to its students, and to adapt to their needs.

Strengths:

Size

Evident concern for student welfare, that is recognised by the students Proportion of students engaging in Erasmus.

Positive programme evaluation by students, which will become more formalised.

EEC Recommendations

Formalise programme feedback processes

Our response (actions taken):

Done. Please see our response to recommendation 7 given in the Institutional Accreditation External Evaluation Report.

Students

EEC Rating:

| *Non-Compliant* | ☐ | *Partially Compliant* | ☐ | *Compliant* | ☒ |

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5. Resources (*ESG 1.6*)

EEC comments
5.2/10/11: The Library is in the process of updating its stock, and students also can borrow books through the University of Cyprus. The college has also, recently, subscribed to EBSCO, which will give students access to academic journals.

5.8: A new communications platform (Moodle) has been acquired, which should enhance internal communication.

Strengths:

Investment in on-line systems and software to enhance the student learning experience, including Moodle, Oracle and Koha.
Computer lab

EEC Recommendations
Continue to invest in recent editions of core texts as the programme moves forward.

Our response (actions taken):
With the submission of the Programme Accreditation Application, the college purchased the textbooks for the first year of studies. The remaining second year textbooks are to be purchased once final accreditation approval is given in light of the module recommendations and changes made by the EEC.

Resources

EEC Rating:

| *Non-Compliant* | ☐ | *Partially Compliant* | ☐ | *Compliant* | ☒ |

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6. Additional for distance learning programmes *(ALL ESG)*

Not applicable

7. Additional for doctoral programmes *(ALL ESG)*

Not applicable

8. Additional for joint programmes *(ALL ESG)*

Not applicable

B. Conclusions and final remarks

EEC Conclusions and final remarks

The College is compliant, and generally well-equipped to deliver the objectives of the programme. They have invested in resources and staff to meet these objectives, and are in the process of implementing a range of actions to further enhance provision.

Our response (actions taken):

The college would like to thank the EEC for the positive and constructive recommendations they provided during their site visit.

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C. Higher Education Institution academic representatives

Name	Position	Signature
Costas Charalambous	Director	
Dr. Eirini Daskalaki	Academic Director & Head of Research	
Susan Taylor	Director of Administration & Finance	
Efstathios Kolongou	Programme Coordinator	
Eleftherios Charalambous	Lecturer	

Date: …………………………….

TABLE 1: TEACHING STAFF

Full Name	Employee Status	Senior Academic Title	Taught Course	Course Code
Efstathios Kolongou	Permanent Full-Time	MA (cand.) in Occupational Safety & Health BA in Tourism Enterprises	Hotel Information Systems	HIS100
			Food & Beverage Management	HOS101
			Front Office Management	HOS200
			Housekeeping Management	HOS201
			Supervision in the Hospitality Industry	HOS300
			Food & Beverage Cost Control	HOS400
			Event Management	HOS401
Yiannis Kouis	Non-Permanent Part-Time	MA in Hotel Administration	Special Interest Tourism	HOS111
			Guest Relations	HOS202
			Hospitality Marketing & Sales	MKT300
Nicolas Constantinou	Non-Permanent Part-Time	MA in Hotel Strategic Management	Introduction to the Hospitality Industry	HOS100

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Full Name	Employee Status	Senior Academic Title	Taught Course	Course Code
Eleftherios Charalambous	Non-Permanent Part-Time	MPA in Public Administration	Hospitality Accounting	ACC100
			Hotel Revenue Management	ACC300
			Entrepreneurship	BUS300
			Consumer Behaviour	BUS401
Dr. Eirini Daskalaki	Permanent Full-Time	PhD in Intercultural Communication & Business Strategy in Hospitality	Business Communication	BUS100
Christos Michail	Non-Permanent Part-Time	MA in Russia Language, German Language, English Language (Pedagogies)	Russian Language I	RUS100
			Russian Language II	RUS200
Elena Tsapparila	Non-Permanent Part-Time	MA in Interpreting & Translating	German Language I	GER300
		BA in German Language & Literature	German Language II	GER400
Zafeiro Anastasiou	Non-Permanent Part-Time	MSc in Educational Psychology	Personal & Professional Development	BUS200

Full Name	Employee Status	Senior Academic Title	Taught Course	Course Code
Stella Zorbas	Non-Permanent Part-Time	PhD (cand.) in Curriculum and Instruction MA in Educational Leadership	Professional English	ENG100
Dr. Costas Photiou	Non-Permanent Part-Time	PhD in Human Resource Management	Organisational Behaviour for the Hospitality Industry	MGT401