

Doc. 300.1.2

Date: 2nd of May, 2025

Higher Education Institution's Response

- Higher Education Institution:
LARNACA COLLEGE

- Town: LARNACA

- Programme of study
Name (Duration, ECTS, Cycle)

In Greek:

Programme Name

In English:

Management (4 years/ 8 semesters, 240 ECTS, BA)

- Language(s) of instruction: English and Greek
- Programme's status: New
- Concentrations (if any):

In Greek:

Δημόσια Διοίκηση και Διακυβέρνηση,
Διαχείριση Ακινήτων,
Τραπεζική και Χρηματοοικονομική Διοίκηση

In English:

Public Management & Governance,
Real Estate Management,
Banking and Financial Management

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 2021 [L.136(I)/2015 – L.132(I)/2021].

Larnaca College appreciates the comprehensive feedback provided by the EEC on the proposed Bachelor in Management with concentrations. LCA College is committed to continuously improve the academic offerings, and it values the insights shared regarding the structure and specializations within the programme. LCA College acknowledges the recommendation to revise certain courses within the Banking and Financial Management pathway and is already reviewed these to ensure they meet the highest academic and industry standards. Additionally, LCA College recognizes the importance of aligning the Real Estate Management pathway with the standards set by the Council of Registration of Estate Agents and ensures full compliance.

Regarding the strategic dialogue on the optimal scale, scope, and growth of the programme portfolio, LCA College will carefully assess the expansion of new programmes in the context of scaling existing offerings. LCA College remains focused on maintaining a balance between introducing innovative specializations and ensuring the sustainable growth of the existing programmes to maximize the impact and quality of the academic portfolio.

LCA College looks forward to implementing these improvements and engaging in continued dialogue to ensure that the educational offerings meet the evolving needs of the students and the broader industry.

A. Guidelines on content and structure of the report

1. Study programme and study programme's design and development (ESG 1.1, 1.2, 1.7, 1.8, 1.9)

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For Official Use ONLY
1.Introduction to Banking – fine	Thank you for your positive feedback regarding the "Introduction to Banking" course. We are pleased that it meets the expectations set by the EEC. LCA College remains committed to ensuring that this course continues to provide students with a comprehensive understanding of banking principles and industry practices, and it will keep under regular review to ensure its relevance and alignment with current industry trends.	Choose level of compliance:
2.Accounting I – fine	Thank you for the positive feedback on the "Accounting I" course. LCA College is glad to hear that it meets the EEC's expectations. LCA College will continue to monitor and refine the course to ensure it remains aligned with the latest accounting practices and academic standards, providing students with a solid foundation in financial accounting.	Choose level of compliance:
3.Financial Mathematics – fine	LCA College is pleased that it meets the EEC's standards. LCA College will continue to review and update the content to ensure it remains relevant to current financial practices and provides students with the necessary quantitative skills for their studies and future careers.	Choose level of compliance:
4.Corporate Business Law – fine	Thank you once again for the positive feedback on the "Corporate Business Law" course. LCA College is pleased that it aligns with the expectations of the EEC. LCA College will continue to ensure that the course remains up-to-date with the latest legal frameworks and business regulations, providing students with	Choose level of compliance:

	a strong understanding of corporate law in the business context.	
5. International Banking – fine	LCA College is pleased that it meets the expectations of the EEC. LCA College will continue to ensure the course reflects current global banking trends and practices, equipping students with the necessary knowledge to navigate the complexities of international banking.	Choose level of compliance:
6. Accounting II – might be sufficient to write (to stress) that this part is for analyzing financial statements of corporates in the lending department	LCA College agrees that it is important to emphasize the focus on analyzing financial statements of corporates, particularly within the lending department. To address this, LCA College has prepared a revised syllabus that ensures a comprehensive coverage of this area. The updated syllabus specifically highlights the practical application of financial statement analysis in the context of corporate lending, aligning with the needs of students and industry standards. The revised title of the course is ACC 106 Accounting for Bank Lending. (Annex 1)	Choose level of compliance:
7. Money and Banking – fine, it might be considered to extract monetary policy and set up a separate module for that (it is essential to banks)	Larnaca College would like to thank the External Evaluation Committee for its constructive comments regarding the "Money and Banking" course. In response to the suggestion, LCA College has already revised the syllabus by extracting the topic of monetary policy and developing a new, standalone course titled Monetary Policy. This new course provides focused and comprehensive coverage of key areas such as central banking, inflation targeting, interest rate management, and the broader role of monetary tools in economic stabilization. The revised BNK 201 Money and Banking course now concentrates more clearly on banking operations, financial institutions, and regulatory frameworks. We are confident that	Choose level of compliance:

	this curricular enhancement will provide students with a more in-depth understanding of both banking practices and monetary policy as distinct yet interconnected fields (Annex 2).	
8.Financial Management I – Adjustments necessary to the banking sector (currently there is a focus on corporates only) where, for example, working capital etc. is not relevant – this module has to be re-written	LCA College thanks the EEC for the feedback on the "Financial Management I" course. LCA College acknowledges the need for adjustments to better reflect the banking sector, particularly in areas such as working capital, which may not be as relevant in this context. In response to the comment, LCA College has revised the syllabus FIN 203 Financial management I to incorporate these adjustments and ensure that the content is more aligned with the specific needs of the banking sector. The updated syllabus focus on the key financial management practices and tools used in banking, ensuring that students gain a thorough understanding of financial management within this sector (Annex 3).	Choose level of compliance:
9.Auditing I – fine as a general overview	LCA College is glad that the general overview provided in the course meets the EEC's expectations. LCA College continues to ensure that the course offers a strong foundation in auditing principles while keeping it up to date with industry practices and academic standards.	Choose level of compliance:
10.Research Methodology – fine	LCA College is pleased to hear that it meets the EEC's expectations. LCA College continues to ensure that the course remains comprehensive and up-to-date, providing students with the essential skills and knowledge required for effective research in their academic and professional careers.	Choose level of compliance:
11.Financial Management II – if it should be kept, it has to be clarified that for analyzing financial statements of corporates in the lending department (even then,	Larnaca College would like to thank the External Evaluation Committee for its valuable feedback on the "Financial Management II" course. LCA College acknowledges the	Choose level of compliance:

<p>some adjustments at least in the introduction is necessary to link it to the lending department)</p>	<p>importance of clearly linking the analysis of corporate financial statements to the practical functions of the lending department. In response to the recommendations, LCA College has prepared a revised syllabus FIN 204 Financial Management II for the course that incorporates the necessary adjustments, particularly in the introductory section, to emphasize its relevance to credit assessment and lending decisions within financial institutions. The revised content ensures a clearer alignment with industry practices and enhances the applied learning outcomes for students pursuing careers in banking and finance (Annex 4).</p>	
<p>12.Auditing II – not really necessary – however, if it should be kept, it needs adjustments to banks</p>	<p>Larnaca College acknowledges the External Evaluation Committee's observation concerning the Auditing II course. After careful consideration of the recommendation, LCA College has decided to exclude this course from the program. This decision aligns with the aim to maintain a focused and streamlined curriculum, ensuring that all content remains relevant and aligned with industry-specific needs, particularly in the banking and financial sectors.</p>	<p>Choose level of compliance:</p>
<p>13.Advanced Financial Accounting I – if it should be kept, it is absolutely necessary to have a separate module beforehand on bank-specific accounting rules. Afterwards, this module needs to be adjusted to banks (major adjustments will be necessary).</p>	<p>Larnaca College thanks the External Evaluation Committee for its detailed feedback on the Advanced Financial Accounting I course. In response to the recommendation, LCA College wishes to inform the EEC that the course <i>Advanced Financial Accounting I</i> will be excluded from the curriculum. In its place, LCA College is introducing the course BNK 301 <i>Anti-Money Laundering</i> to strengthen the program's focus on contemporary banking practices. This change aims to enhance the relevance of the curriculum by incorporating key regulatory and</p>	<p>Choose level of compliance:</p>

	compliance issues that are critical in today's financial sector (Annex 5).	
14. Banking Operations – fine but it should come earlier in the programme (as a basic knowledge)	LCA College agrees that this course is a basic banking knowledge. In response, the programme structure is adjusted to ensure that the "Banking Operations" course is offered earlier in the second semester instead of the fifth semester, allowing students to build essential knowledge before delving into more specialized topics. The BNK 102 Banking Operations course is offered in the second semester, supporting the progressive development of banking-specific knowledge throughout the program. (Annex 6).	Choose level of compliance:
15. Taxation I – generally acceptable due to the circumstances in Cyprus but some little adjustments for banks might be useful	Larnaca College thanks the External Evaluation Committee for its helpful observations regarding the Taxation courses. In response, a revised syllabus for Taxation I has been prepared to include relevant adjustments reflecting the specific taxation aspects applicable to the banking sector, thereby enhancing the course's practical relevance. Furthermore, following your recommendation (point 17), Taxation II has been excluded, and its essential content has been integrated into the updated ACC 305 Taxation syllabus. This streamlined approach ensures comprehensive coverage while maintaining curriculum efficiency and alignment with industry needs. (Annex 7).	Choose level of compliance:
16. Advanced Financial Accounting II – acceptable although not necessary in that detail – much more relevant (even important) is to focus on bank accounting in detail (here, it is possible, for example, to include Special Purpose Entities and their accounting requirements in terms of consolidation as well as Special Funds. Furthermore, it should be highlighted that bank loans might turn to a consolidation of	Thank you for your valuable feedback regarding the course <i>Advanced Financial Accounting II</i> . In response to the evolving needs of the banking sector and the importance of aligning the curriculum with current industry practices, the course has been revised accordingly. While the original content is acknowledged, the updated course now places greater emphasis on key areas such	Choose level of compliance:

<p>corporates in restructuring cases (banks underestimated that effect when the “new” standard was introduced by the IASB – which led to a postponement of the first-time application). Therefore, adjustments to the banking sector are necessary.</p>	<p>as data protection, cyber security, and consumer protection within the banking context. These additions reflect our commitment to ensuring students are well-equipped to address the regulatory and technological challenges currently facing the financial services industry. Further consideration is given to incorporating bank-specific accounting elements where relevant.</p>	
<p>17.Taxation II – suggestion to skip it and integrate necessary parts into Taxation I.</p>	<p>Larnaca College thanks the External Evaluation Committee for its helpful observations regarding the Taxation II. Taxation II has been excluded, and its essential content has been integrated into the updated ACC 305 Taxation syllabus. This streamlined approach ensures comprehensive coverage while maintaining curriculum efficiency and alignment with industry needs (Annex 7).</p>	<p>Choose level of compliance:</p>
<p>18.Banking Regulations and Compliance – fine but only as an introduction. It is essential to build two or even three more modules on bank regulation (see, for example, books written by Christos Gortsos from Athens)</p>	<p>Larnaca College appreciates the External Evaluation Committee’s insightful feedback on the Banking Regulations and Compliance course. LCA College acknowledges that while this course provides a necessary introduction, a more comprehensive treatment of bank regulation is essential for a deeper understanding of the subject. In response, the above course is replaced with the course BNK 306 Foundations of Regulatory Frameworks, which explores the legal and institutional architecture underpinning financial regulation; Furthermore, two additional courses have been developed to expand the regulatory dimension of the program. These are:</p> <ol style="list-style-type: none"> BNK 404 Risk Governance & Supervisory Practice, focusing on prudential supervision, risk-based oversight, and internal governance structures; And BNK 303 Legal Enforcement, Resolution and Difficult Dilemmas, 	<p>Choose level of compliance:</p>

	<p>which addresses enforcement mechanisms, crisis resolution frameworks, and complex ethical and legal challenges in regulatory practice.</p> <p>These courses are reinforced by authoritative academic sources, including works by Professor Christos Gortsos, and aim to provide students with a robust and well-rounded understanding of modern banking regulation (Annex 8).</p>	
19. Financial Technology in Banking (FINTECH) – fine	<p>LCA College would like to express its sincere gratitude to the EEC for their positive feedback and thorough evaluation. We are delighted that the committee recognizes the strength and relevance of the program, and we truly appreciate the encouraging comments provided.</p>	Choose level of compliance:
20. Advanced Management Accounting I – in this form not essential for banks (relevant for corporates only) – the suggestion is to skip that module	<p>Larnaca College acknowledges the External Evaluation Committee's observation concerning the Advanced Management Accounting I course. Taking into account the recommendation by the EEC and the limited relevance of this content to the banking sector, LCA College has decided to take out the course from the program. In its place, a new course titled BNK 403 Management Accounting for Banks has been developed, focusing specifically on cost control, performance measurement, budgeting, and financial decision-making within banking institutions. This adjustment ensures that the curriculum remains focused and aligned with the practical and regulatory needs of the banking industry, while avoiding overlap with corporate-oriented accounting topics (Annex 9).</p>	Choose level of compliance:
21. Investment Banking – generally fine. However, investment banking in banks goes beyond M&A activities. It might be considered to go deeper into trading (rather than lending or investing). Topic (5)	<p>LCA College thanks the EEC for the constructive feedback regarding the <i>Investment Banking</i> course. LCA College acknowledges the importance of expanding the scope beyond M&A activities to better</p>	Choose level of compliance:

might have been included in module 8 or 11. Topic (6) is relevant for corporates – for banks just if they acquire a bank. The suggestion is to leave it out.	reflect the full range of investment banking functions within banks. In response, LCA College has updated the course to include a strong focus on trading activities. The revised content now covers equity and fixed income trading, derivatives, proprietary trading strategies, market making, risk management, and the relevant regulatory framework. Additionally, LCA College has reviewed the course structure, and in light of the comments, Topic (5) — which overlaps with content in Courses 8 and 11 — has been reconsidered, and Topic (6), which is primarily relevant to corporates, has been removed to maintain a clear banking sector focus (Annex 10).	
22. Professionalism and Ethics – fine (maybe, a slight focus could be on bank-specific ethical problems like the conflict of advising clients but gaining profits by selling specific products etc. – leading to the topic of customer protection)	Larnaca College appreciates the External Evaluation Committee's positive feedback on the ETH 405 Professionalism and Ethics course. In response to the suggestion, the syllabus has been enhanced to include a focused discussion on ethical issues specific to the banking sector, such as the potential conflict between client advisory roles and profit-driven product promotion. These additions aim to deepen students' understanding of ethical dilemmas in financial services and highlight the importance of customer protection, transparency, and regulatory compliance in maintaining professional integrity within banking institutions (Annex 11).	Choose level of compliance:
23. Advanced Management Accounting II – skip that module, it is irrelevant to banks. If it is wished to include something deeper on Management Accounting, it is essential to design a new module related to Management Accounting for banks (very specific area). However, it is not really necessary to cover this topic	In response to the External Evaluation Committee's comments on the Advanced Management Accounting II course, Larnaca College has carefully reviewed its relevance within the context of a banking-focused curriculum. Based on the recommendation and following an internal review, LCA College has decided to remove this	Choose level of compliance:

	<p>course from the program, as its content is not directly relevant to the banking sector. In its place, LCA College has introduced a new course titled BNK 404 <i>Risk Governance and Supervisory Practice</i>, which provides students with a deeper understanding of risk oversight, governance structures, and supervisory mechanisms within the banking industry. This change aligns more closely with the program's focus and the current needs of the financial sector (Annex 12).</p>	
<p>24.Risk Management in Banking – generally fine. However, the topic is so important to banks that this module should work only as an introduction (overview). Topic (6) is too general (Dodd-Frank-Act is not really so important for banks compared to many other (European rules and regulations).</p>	<p>Larnaca College wishes to thank the EEC for the valuable feedback regarding the “Risk Management in Banking” course. LCA College fully acknowledges the importance of this topic to the banking sector and agrees that, within the scope of this program, the course should serve as an introductory overview, providing students with a foundational understanding of key concepts, frameworks, and regulatory considerations. Regarding the observation on Topic (6), LCA College appreciates the point about the limited relevance of the Dodd-Frank Act in comparison to other regulatory frameworks, particularly those within the European context. Based on EECs’ suggestion, the syllabus is revised with more focus on European banking regulations, such as the Basel III framework, the Capital Requirements Regulation (CRR), and the Capital Requirements Directive (CRD IV), which are directly relevant to our learning objectives and regional context (Annex 13).</p>	<p>Choose level of compliance:</p>
<p>The Council of Registration of Estate Agents state that Real Estate and Management pathway does not include enough modules to meet the Council's requirements.</p>	<p>In response to the feedback from the Council of Registration of Estate Agents regarding the Real Estate and Management pathway, LCA College would like to inform the EEC</p>	<p>Choose level of compliance:</p>

	<p>immediate action is taken to address all concerns. The pathway has been strengthened by the inclusion of additional courses, ensuring that now fully meets the Council's requirements. These new courses have been carefully selected to enhance the curriculum and provide students with a comprehensive and robust educational experience</p> <p>(Annex 14)</p>	
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2. Student – centred learning, teaching and assessment (ESG 1.3)

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For Official Use ONLY
We have noted in Section 1 our main recommendations in relation to the content of the proposed BA in Banking and Financial Management.	LCA College would like to sincerely thank the External Evaluation Committee (EEC) for their valuable recommendations regarding the specialization of the BA in Banking and Financial Management . LCA College is pleased to inform you that all the recommendations provided by the committee have been carefully reviewed and successfully implemented by LCA College with new courses and syllabi. These improvements have been incorporated to further enhance the quality and relevance of the program, ensuring that it meets the highest academic and industry standards. LCA College deeply appreciates the EEC's constructive feedback and look forward to the continued success of the program.	Choose level of compliance:
We have noted in Section 1 that the Council of Registration of Estate Agents advises that the Real Estate Management pathway does not include enough modules to meet the Council's requirements.	In response to the Council of Registration of Estate Agents' recommendation, LCA College would like to inform the EEC that LCA College has ensured full compliance with the Council's requirements for this pathway. All the necessary courses have been included, as outlined by the Council, to meet their criteria and provide a comprehensive educational experience for our students in Real Estate Management (Annex 14)	Choose level of compliance:
The syllabi are structured consistently. However, we recommend critically thinking about whether it is appropriate that each module follows the following structure: Student centred learning: 148.5 hours (of which 48.5 independent study, 26 mid-term	<ul style="list-style-type: none"> Larnaca College appreciates the EEC's detailed review and feedback regarding the structure of student-centered learning hours. We would like to clarify that the teaching hours per course are 39 hours, consisting of lectures and workshops. We 	Choose level of compliance:

<p>preparations, midterm exam 3 hours, final exam preparation 34, final exam 3 hours, project preparation 34 hours), Even more, we encourage the College to specify the midterm assessment methods in each module description.</p>	<p>sincerely apologize for the typographical error that appeared in the syllabus and, consequently, in the application form E200.1. The miscalculation does not reflect the actual structure of guided learning hours.</p>	
<p>We encourage the College to require internships or practical work at some point during students' study. This should not be a major issue as we were told that almost all students work alongside their studies.</p>	<p>At Larnaca College, the majority of our students are considered mature learners, with many balancing their academic studies alongside professional work. This practical experience enriches their learning and prepares them for the workforce. However, it is important to note that LCA College also registers a number of international students, many of whom face challenges in securing internships or practical placements within sectors such as banking, real estate, or the public sector. Due to various factors, including visa regulations and the specific requirements of these industries, providing such placements for international students can be a complex undertaking.</p>	<p>Choose level of compliance:</p>
<p>Writing a thesis is not an obligation on any of the pathways of the proposed BA programme. We recommend to think about the introduction of a mandatory thesis (the concrete design could be evaluated) – including a respective syllabus. That might be linked to the module about research methodology.</p>	<p>Larnaca College extends its sincere thanks to the EEC for the valuable recommendation regarding the introduction of a mandatory thesis within the proposed Bachelor of Arts programme. LCA College highly appreciates this academic input and fully acknowledges the intellectual value a thesis component can bring to an undergraduate degree. After careful consideration and consultation with our academic team, LCA College has decided to introduce a mandatory thesis. This decision is aligned with our commitment to fostering rigorous academic inquiry and ensuring our graduates are well-prepared for</p>	<p>Choose level of compliance:</p>

	<p>advanced studies and professional endeavors. The mandatory thesis will be integrated into the course on REM 402 Research Methodology, serving as a culmination of students' research skills and theoretical knowledge acquired throughout their studies. Students will be required to undertake a comprehensive thesis project, which will culminate in a submission of a scholarly work of five thousand words. In conjunction with this introduction, LCA College has revised the syllabus for the REM 402 Research Methodology course to reflect the inclusion of this thesis requirement. A detailed outline of the revised syllabus is provided in Annex 15 of this correspondence.</p>	
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3. Teaching staff (ESG 1.5)

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For Official Use ONLY
<p>We heard that the academic staff of Larnaca College undertake research (underlined by a list of current articles of faculty members in practice-oriented journals). Research is seen as writing articles, and visiting conferences (not necessarily including providing presentations. We would encourage faculty member to continue with the research process, attend conferences, and organize actual research seminars in which faculty would present research papers to others in order to discuss these, a practice that may improve the quality of the research. Most of the articles do not deal with the core content of the respective concentrations. Therefore, we recommend to actively research in the fields of the programme as well, even if this is just visiting respective conferences. As some faculty members have been with the College for many years, it might be fruitful to encourage staff to follow current and upcoming developments.</p>	<p>Larnaca College greatly appreciates the EEC's insightful recommendations regarding the enhancement of the research culture and the alignment of faculty research with program concentrations. In alignment with these suggestions, the LCA College has established a comprehensive research policy (Annex 16), aimed at encouraging faculty members to actively engage in research (Annex 16b), attend academic conferences, and participate in collaborative research initiatives. To further support this effort, each department will host an internal research seminar once per semester, providing faculty with a platform to present and discuss their research findings with colleagues.</p> <p>In response to the recommendation to better align research activities with the core content of our academic programs, the research policy specifically encourages faculty to focus their scholarly work within their areas of expertise, ensuring that research is relevant and contributes meaningfully to the respective fields covered by the programs.</p> <p>These initiatives reflect the commitment of LCA College to cultivate a vibrant research environment that supports both academic excellence and relevance to contemporary industry developments.</p>	<p>Choose level of compliance:</p>
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4. Student admission, progression, recognition and certification (ESG 1.4)

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For Official Use ONLY
As mentioned in Section 1, attention needs to be paid to the syllabus of the Banking and Financial Management pathway, and the Real Estate Management pathway.	<p>LCA College greatly appreciates the recommendations and would like to thank the EEC for the observation regarding the syllabi of the Banking and Financial Management pathway and the Real Estate Management pathway, as noted in Section 1 of the report. LCA College would like to inform the EEC that careful attention has already been given to both pathways to ensure they meet academic standards and align with industry and professional body requirements.</p> <p>Specifically, the syllabi have been reviewed and updated where necessary to reflect current developments in the respective fields. For the Real Estate Management pathway, adjustments were made to ensure full compliance with the requirements set by the Council of Registration of Estate Agents. Similarly, the Banking and Financial Management pathway has been enhanced to incorporate key topics relevant to the financial sector, ensuring students are well-prepared for both professional certifications and industry practice.</p> <p>LCA College remains committed to the continuous review and improvement of the programmes and LCA College is grateful for the constructive feedback.</p>	Choose level of compliance:
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5. Learning resources and student support (ESG 1.6)

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For Official Use ONLY
More engaging and innovative tools could be included to further support students' development.	<p>Larnaca College fully acknowledges the EEC's recommendation to incorporate more engaging and innovative tools to further enhance students' learning experience. In response, LCA College integrates more eengaging and innovative tools, which are already in place to further support students' development.</p> <p>1. Virtual Learning Environment – Microsoft Teams & Moodle for (Synchronous & Asynchronous Learning).</p> <p>Larnaca College uses Microsoft Teams as its primary virtual learning platform to support collaboration, assignments, lectures, and discussions. Each course has a dedicated Teams channel. Synchronous sessions are delivered via Teams Meetings and recorded for asynchronous access, shared through OneDrive or Stream.</p> <p>2. Content Delivery – OneNote Class Notebooks</p> <p>Course materials, lecture notes, readings, and multimedia resources are organised via shared OneNote notebooks. Students can interact in real time by sharing notes, commenting, or collaborating directly within the notebook.</p> <p>3. Assignments and Assessments</p> <p>Assignments are distributed and managed through Microsoft Teams, using clear rubrics. Microsoft Forms is used for quizzes, polls, and surveys. Proctored exams can be conducted using ProctoredU.</p> <p>4. Collaboration Tools</p> <p>Students collaborate using OneDrive and SharePoint, co-authoring</p>	Choose level of compliance:

	<p>documents and presentations in real time.</p> <p>These innovative approaches ensure a dynamic and student-centered learning environment that enhances both academic and professional skills.</p>	
<p>Pedagogical support for teachers and students needs to be established within the college or outsourced.</p>	<p>Larnaca College recognizes the critical role that pedagogical support plays in ensuring high-quality teaching and learning. In line with this , LCA College has adopted a comprehensive, dual-approach strategy that includes both internally established support structures and collaboration with external partners to provide pedagogical support for both faculty and students.</p> <p>1. Internal Support through the Pedagogical Support Unit</p> <p>LCA College has established a committed Pedagogical Support Unit (PSU), which serves as the central hub for promoting teaching excellence across all academic departments. The PSU provides structured, continuous professional development opportunities to both new and experienced faculty members. These include:</p> <ul style="list-style-type: none"> • Workshops and seminars on effective teaching methodologies, curriculum design, assessment strategies, and student-centered learning. • Training sessions focused on integrating digital technologies in the classroom (e.g., Microsoft Teams, OneNote, Forms, Moodle). • Peer observation and mentoring initiatives to promote reflective teaching practices and peer-to-peer learning. 	<p>Choose level of compliance:</p>

	<ul style="list-style-type: none"> • Individualized support for course planning, inclusive teaching practices, and adapting to diverse learner needs. <p>2. Collaboration with External Experts and Institutions</p> <p>To ensure that faculty remain at the forefront of educational innovation, LCA College collaborates with external educational consultants, industry professionals, and university partners. These collaborations provide:</p> <ul style="list-style-type: none"> • Specialized training in emerging teaching trends, digital pedagogy, and quality assurance in higher education. • Guest lectures and webinars to bridge academic theory with real-world practice. • Accredited external courses and certifications that complement internal training and broaden staff expertise. <p>3. Pedagogical Support for Students</p> <p>In parallel, LCA College places strong emphasis on supporting students throughout their academic journey, recognizing that student success is intrinsically linked to the quality of support they receive. Key initiatives include:</p> <ul style="list-style-type: none"> • Academic orientation programmes for new students to familiarise them with digital platforms, academic integrity, and study skills. • Workshops on research skills, academic writing, time management, and critical thinking. • Use of inclusive technologies such as Immersive Reader and real-time captioning to support 	
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	<p>students with different learning needs.</p> <ul style="list-style-type: none"> • Access to academic advisors and learning support staff who provide individual guidance and monitor student progress. <p>4. Continuous Evaluation and Improvement</p> <p>The effectiveness of pedagogical support mechanisms is regularly assessed through:</p> <ul style="list-style-type: none"> • Student feedback surveys and course evaluations • Staff reflection sessions • Review of academic performance data to identify areas for targeted intervention. <p>(Annex 17 a & b)</p>	
Mentors for teachers and students could provide additional support and increase engagement.	<p>Larnaca College recognizes the value of mentorship in fostering a supportive and engaging academic environment. To ensure that new lecturers integrate smoothly into the College's teaching philosophy and institutional practices, each new faculty member is assigned to a mentor—an experienced faculty member who provides guidance, support, and constructive feedback (induction to Larnaca College philosophy and practices).</p> <p>LCA College assigns a faculty member as an advisor to each student registered in a course. The advisor's role is to provide guidance and support, assisting the student with any issues and/or challenges that arise during their studies</p> <p>(Annex 18 a & b)</p>	Choose level of compliance:
The college needs to develop a clear idea on the audience it wants to attract and how to deal with their needs and prior experiences.	<p>One of the core strategic aims of LCA College is to foster a culture of quality and promote its high academic standards. A key focus is building a strong local student base, particularly from Larnaca and nearby</p>	Choose level of compliance:

	<p>areas, by offering accredited programmes eligible for the Cypriot state grant, which provides up to €3,420 per student, depending on family income. This grant enhances accessibility while also supporting the LCA College's long-term sustainability by reducing dependence on international markets and shifting policy environments.</p> <p>Research indicates a growing preference among Cypriot students to study locally. In response, LCA College has introduced targeted undergraduate programmes in Public Management and Real Estate Management, aligned with both market demand and academic trends.</p> <p>Each year, around 9,000 Cypriot students seek higher education, but only about 2,000 are admitted to public universities. Nearly half study abroad—mainly in the UK or Europe—while others choose from the seven private universities in Cyprus. LCA College aims to attract part of this group by offering accredited, professionally recognised programmes at significantly lower tuition fees.</p> <p>Recognising current economic challenges, LCA College has integrated these socioeconomic factors into its strategy, ensuring that its programmes remain affordable and accessible, thereby broadening educational and career opportunities for students from all backgrounds.</p> <p>1. Identifying the Target Audience LCA College has conducted a strategic review to better define its target student demographics. These include:</p> <ul style="list-style-type: none"> Local high school graduates seeking quality undergraduate education. 	
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	<ul style="list-style-type: none"> • International students from Europe, Asia, and the MENA region, interested in affordable, English-taught programmes with a strong professional focus. • Working professionals looking to upskill or pursue further education through flexible, part-time, or distance learning options. • Students aiming for professional qualifications in fields like Banking, Real Estate, and Business Administration. <p>2. Addressing Needs and Prior Experience</p> <p>LCA College is committed to supporting students from diverse educational and professional backgrounds through:</p> <ul style="list-style-type: none"> • Flexible learning modes, including evening and online classes, for those balancing work or family commitments. • Recognition of prior learning, particularly for mature students or those with relevant work experience. • Bridging and preparatory support for students needing academic reinforcement. • Culturally sensitive services and multilingual support for international students. • Career-oriented curricula, developed with input from industry professionals, to align with labor market needs. <p>3. Marketing and Communication Strategy</p> <p>LCA College is refining its outreach efforts to better engage prospective students by:</p>	
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	<ul style="list-style-type: none"> Clearly presenting programme outcomes, career prospects, and professional recognition. Showcasing student and alumni success stories. <p>Using digital channels, social media, and participation in international education fairs to reach a broader audience.</p>	
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6. Additional for doctoral programmes (ALL ESG)

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C.



D. Higher Education Institution academic representatives

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