Doc. 300.1.2

Date: 05/06/2025

Higher Education Institution's Response

- **Higher Education Institution:**
  Freshart College

- **Town: Paphos**

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

  In Greek:

  Διοίκηση Επιχειρήσεων (2 έτη / 120 ECTS / Δίπλωμα)

  In English:

  Business Management (2 years / 120 ECTS / Diploma)

- **Language(s) of instruction: English**

- **Programme's status:** New

- **Concentrations (if any):**

  In Greek: Concentrations
  In English: Concentrations

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 or 300.1.1/1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area. The answers' documentation should be brief and accurate and supported by the relevant documentation. Referral to annexes should be made only when necessary.*

- *In particular, under each assessment area and by using the 2nd column of each table, the HEI must respond on the following:*

    - *the areas of improvement and recommendations of the EEC*
    - *the conclusions and final remarks noted by the EEC*

- *The institution should respond to the EEC comments, in the designated area next each comment. The comments of the EEC should be copied from the EEC report **without any interference** in the content.*

- *In case of annexes, those should be attached and sent on separate document(s). Each document should be in *.pdf format and named as annex1, annex2, etc.*

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

To broaden the programme's global outlook, it is recommended to expand international collaborations. Increasing their scope and diversity could provide students with greater exposure to global perspectives, thereby enriching the learning experience. This enhancement is planned to be addressed through participation in an Erasmus+ initiative during the 2026-2027 academic year.	**Actions Taken**:
	
	As recommended this enhancement is planned to address through our proposed participation in Erasmus+ initiative during the 2026-2027 academic year, however we have already started contacting and opened our discussion with the institutions below that will benefit our students and ongoing staff.
	
	  1. University of Iceland, Reykjavik
	  2. University of the National Education Commission, Kraków
	  3. Academy of Fine Arts, Kraków
	  4. Jagiellonian University, Kraków
	  5. Tampere University of Applied Sciences, Finland
	
	Once the Business Management Diploma is officially accredited, it will strengthen and enhance our academic portfolio and widen our collaborations with international institutions.
	
	The addition of the Business Management diploma with our existing Fine Art Diploma, which has already established a strong foundation in the creative disciplines, is expected to broaden our institutional reach and increase our eligibility for strategic partnerships under international programs such as Erasmus+. With this expansion, we aim to participate more actively in Erasmus+ initiatives, for the upcoming 2026–2027 academic year. These developments will provide our students and faculty with new opportunities and professional development, and it will also strengthen our presence internationally.
	
	As a college we assure to continue our efforts to enhance and improve the scope and diversity to provide greater exposure to our students to the global perspectives.
		Choose level of compliance:

There is potential to develop additional industry partnerships, offering students a wider range of practical experiences. By fostering collaborations with more companies and expanding internship opportunities, the employability of graduates can be enhanced through increased hands-on experience in their respective fields.	**Actions Taken:**
	
	We completely agree with the suggestion and the importance of practical experience and taking this into consideration we have discussed and agreed with our Student Welfare office to participate and collaborate with additional stakeholders related to business, management and marketing expertise. This will allow us to organize and establish seminars, workshops, and field visits to enhance students' practical and employability skills and gain expert knowledge of the industry.
	
	We have managed to come in understanding with below external stakeholders to offer their support dealing in different expertise.
	
	    ➢ Hospitality and Service industry
	    ➢ Financial and Accounting industry
	    ➢ Marketing and recruitment industry
	
	Please refer to **Annex 5a, 5b, 5c** for the Memorandums of Understanding signed between our college and external stakeholders.
	
	Further to enhance and support the practical experience for the interested students we have included in the programme curriculum the following elective course:
	
	    ➢ Internship **(Annex 12)**
	
	In addition, our college will continue to enhance and enrich further industrial links and as the college will be fully committed to provide assistance, support and allowances to student welfare office establishing and maintain regular connections with our external stakeholders and the related industries to help our students and as well our graduates to explore their career opportunities.
		Choose level of compliance:

The EEC also suggests the introduction of an arts-focused track, allowing students to select elective courses related to the arts. This initiative, without hurting the core of the program, would facilitate synergies between programmes and serve as a distinguishing feature for the institution.	**Actions Taken:** We honestly appreciate this suggestion from the EEC committee to facilitate the synergies between the two programmes and we as a college along with our Academic team, do agree and are excited with the new possibilities. After careful consideration we have included four new electives, as follows: 1. Introduction to Visual Arts 2. Art and Culture 3. Marketing for Arts 4. Business Administration for Arts These electives will lay a good foundation and a pathway for our Art students to get introduced to Business and our Business students to get introduced to Arts. The interested Business Management students can choose the electives in 3rd and 4th Semester as follows: **Semester 3** ➤ **Annex 9 -** MKT 005 - Marketing for Arts ➤ **Annex 10 –** FA101 - Introduction to Visual Arts **Semester 4** ➤ **Annex 11 -** FA212 - Art and Culture ➤ **Annex 13 -** BUS 012 - Business Administration for Arts Please refer to the revised Course Distribution per Semester **(Annex 1)** We shall make the required efforts and changes to upgrade and introduce the necessary similar electives in our existing Fine Art Diploma as and how applicable. The proposed electives which will indulge our Fine Art students who will be interested in learning business are as follows: 1. Introduction to Business 2. Principles of Management 3. Marketing for Arts 4. Business Administration for Arts	Choose level of compliance:

	We shall seek the necessary advise and include the new electives in our next upcoming Fine Art programme evaluation.	
Expanding external involvement and increasing opportunities for practical experience would further strengthen its quality and impact.	**Actions Taken:** The inclusion of the new Internship elective **(Annex 12)** and the arrangements with the external stakeholder (**Annex 5a,b,c**) along with our efforts to engage and support student welfare office to play an active role in expanding the external involvement of industry experts and bring in guest lecturers. This will strengthen the quality of the practical experience required in the programme and we shall continue to explore different practices to improve soft skills and develop real world business awareness for our students.	Choose level of compliance:

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
Maintaining and enhancing links with external stakeholders to ensure the programme remains updated and relevant for potential employers.	**Actions Taken:** Further to the involvement and engagement with external stakeholders with reference provided in **Annex 5a, 5b, and 5c.** Our student welfare office shall continuously explore job fairs, attend employment seminars, participate in various social groups through LinkedIn and Facebook, in order to collect the latest requirements, improvements in the relevant industry and recommend Academic Department in communication with the relevant lecturers to update the syllabus in order to meet the needs of the latest requirements and conditions of the market so that the programme remains up to date and relevant to the current market needs and opportunities. In addition, the college has subscribed to paid annual membership to the renowned "THE ECONOMIST". This magazine contains the latest current affairs, innovations, along with financial and business expert articles from	Choose level of compliance:

	around the globe. Access to this magazine will be made available in our library for all our students and lecturers free of charge.	
An increased offering of internships and formal student placement opportunities can provide students with hands-on knowledge and professional networking opportunities.	**Actions taken:** Further to the inclusion of Internship elective **(Annex 12)** is developed in relevance to provide and mentor our students with hands-on knowledge and gain professional networking opportunities. The Student Welfare office shall be active in the market and notify our students regularly on our channels regarding the upcoming job fairs, workshops and seminars which would enhance their market awareness and increase employability skills and opportunities.	Choose level of compliance:
The EEC recommends that the college establishes formal collaboration agreements with local businesses and organizations, creating opportunities for internships and job placements during or after the students' studies. This would enhance students' practical learning and increase their employability upon graduation.	**Actions Taken:** Further to the collaboration with our existing external stakeholders we shall identify other local opportunities in relevant industry and business sectors to provide paid or unpaid internship opportunities to our students during their summer breaks and interested students can continue with internship elective during their final semester where they can get the opportunity to improve their knowledge with real time business activities. We shall continue our efforts to collaborate with the local recruitment agencies and job portals to assist our graduates with the latest job openings and employment opportunities in and around the city.	Choose level of compliance:

3. Teaching staff
(ESG 1.5)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
The course content may need to be adapted to align with the students' skills without becoming overly specialized for their current knowledge levels.	**Actions Taken:** After the thorough discussion with the Programme Coordinator, Academic Department and the lecturers concerned, we have identified courses that require introductory modules to adapt the students with entry level and/or no prior skills. Since it's a Diploma programme almost all the courses have introductory and basic prerequisite sessions during the first week of the semester. The below course content has been modified and required changes have been included that would ease the syllabus content in the course. • BUS 002 - Business Mathematics • BUS 008 - Business Statistics • BUS 003 - Business Communication • CST 001 - Computer Applications Please refer to **Annex 14** for the revised courses.	Choose level of compliance:
In particular, the elective courses should allow clearer specializations. It is recommended that the syllabus undergo a thorough review by the appointed lecturers to ensure cohesion and appropriateness.	After completion of compulsory subjects during the first year, the students have the choice to select the electives of their interest. In the second-year electives are structured into two Semesters (3rd and 4th) which provides a pathway for our students to choose electives in their field of interest. Please refer to the table below as an example.	

Interest	Semester 3	Semester 4
Business and Marketing	Digital Marketing **or** Entrepreneurship	E Commerce **or** International Marketing **or** Internship
Business and Art	Introduction to Visual Arts **or** Marketing for Arts	Art and Culture **or** Business Administration for Arts **or** Internship
Business Management	Fundamentals of Operational Management	Business Ethics and Social Responsibility **or** Internship

Management should consider allocating additional preparation time, especially during the first two years, to support lecturers in developing course materials and ensuring the programme's smooth implementation.	**Actions Taken:** The Quality Assurance Committee and Academic Office agree with the recommendation and have revised the relevant Policy **(Annex 3, page 5).** In addition to the existing 2h 50min preparation and delivery time which covers a one-hour lecture period, an extra one-hour preparation time for every one-hour lecture period is added for first time taught courses (i.e. an additional 39 hours/semester) which allows the lecturer to research and prepare the new course teaching material. This will apply for the first two years of running the programme.	Choose level of compliance:
The limited number of staff members might limit the ability of the programme to adapt to possible future contingencies.	**Actions Taken:** As college we try to keep close connections with a pool of professionals and their academic networks. Our Academic department and Quality Assurance Committee are committed to justifying the academic needs and recruitment as and when required. Considering the recommendation we have recruited two new part-time lecturers to support the programme and teach the new electives added into the programme. Please refer to **Annex 6** and **Annex 7** for Short CVs. Further to the suggestion of merging the Arts with the Business programme, we are pleased to include the experienced Faculty from Arts to teach two Art elective courses. Please refer to **Annex 8** for Short CVs. Please refer to **Annex 1** for the revised Course Distribution per Semester and to **Annex 2** for the revised "TEACHING STAFF, COURSES AND TEACHING PERIODS IN THE PROGRAMME OF STUDY".	Choose level of compliance:

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
Currently, there is no policy in place regarding the use of AI in teaching and academic work. It is crucial to establish guidelines for the appropriate use of AI tools, as this is directly linked to academic integrity.	**Actions Taken:** We appreciate the interest and the suggestion for the AI policy. Following the recommendation we have developed and implemented an AI policy into our Academic structure administered by the Quality Assurance Committee. Please refer to **Annex 4**.	Choose level of compliance:
Both students and staff should receive training on how to use such tools responsibly within the learning process.	As per AI policy **(Annex 4)** the College will offer comprehensive training programs for faculty and administrative staff time to time as recommended by the Quality Assurance Committee and college policies and students will receive required assistance and training throughout the semester to enhance their understanding and proficiency in the use of Artificial Intelligence tools and fair use policies. As a college we shall organize workshops, seminars, and online courses designed to cover the fundamental principles of AI, ethical considerations, established fair use policies, in both academic and administrative structure. In addition, the Quality Assurance Committee and Academic Office has decided to allocate extra hours for the part-time staff before and after the semester in order to receive the necessary trainings.	Choose level of compliance:

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
While the IT infrastructure was recently updated, the EEC noted some minor technical difficulties during presentations that might indicate the need for further investments and/or training of the teaching staff. This should include providing students with VPN remote access to the library.	We appreciate the valuable feedback provided and while we have made significant updates to our IT infrastructure and will continue to do so, we acknowledge that there may still be areas for improvement and in this regard the following actions will take place: Staff training: We recognize the importance of providing our faculty and staff with the necessary training to effectively use the updated systems. Invest in further upgrades: We are committed to continuously improving our infrastructure and will allocate additional resources to address any gaps in performance. VPN remote access to the library: College agreed and approved required allowance to provide students with secure remote access to library resources, which will be implemented as soon as possible by our IT and network support team and will be made available from the upcoming semester Fall 2025 to all our students.	Choose level of compliance:
The College should also monitor the challenges and opportunities that Artificial Intelligence presents and evaluate if and which resources are required in this context.	The College acknowledges the importance of monitoring the impact of Artificial Intelligence. The Internal Evaluation Committee in line with the AI policy will continue to monitor and evaluate AI-related developments, assess potential benefits and risks, and identify resources needed to face the challenges. This includes evaluating how AI can enhance teaching, learning, and operations, while ensuring ethical and responsible use. The college is committed to stay informed and responsive to AI-related opportunities and challenges.	Choose level of compliance:

Finally, the College should consider the potential need for internships and student placements for its students.	**Actions Taken:** We completely agree with the recommended consideration, and we will give the utmost importance and commitment to providing the required assistance for our students' placement. In this regard we have added an Internship elective **(Annex 12)** which will encourage students to get the required practical knowledge and improve their employability skills. In addition, to support the internship and placement challenges we have allocated extra hours and budget allowances to our student affairs office. Regular updates on job placements and training to stay in line with current needs will be provided to our students. As a college we shall continue expanding our network with industry experts and partners in addition to our existing external stakeholder arrangements **(Annex 5a,b,c).** These initiatives and efforts are aimed to integrate academic learning with real-world experience and support our students with career readiness.	Choose level of compliance:

6. Additional for doctoral programmes
(ALL ESG)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
Not applicable	Not applicable	Choose level of compliance:

7. Eligibility (Joint programme)
(ALL ESG)

Areas of improvement and recommendations **by EEC**	Actions Taken by the Institution	For Official Use ONLY
Not applicable	Not applicable	Choose level of compliance:

Conclusions and final remarks

Conclusions and final remarks **by EEC**	Actions Taken by the Institution	For Official Use ONLY
Providing teaching staff with adequate preparation time and professional development opportunities, tailored to the future student population, will be essential for the successful implementation of the curriculum. This has been acknowledged by the College's leadership team.	**Conclusion:** We are grateful for the recommendations the EEC has made, and we appreciate the valuable feedback and comments highlighting the improvements which must be made to enhance the quality and impact of the programme. **Comments identified and recommendations made by EEC will be implemented** The college will be committed to provide necessary training, support and extra hours to our teaching staff and also equip required resources to the Academic Office and Quality Assurance Committee to achieve the desired outcomes. The college shall continue expanding professional networks and external stakeholder arrangements to provide students with their required practical knowledge and skills. As described, the college will allocate the necessary budget and allowances for the student affairs office to perform and achieve necessary arrangements to improve the placement opportunities for the students and graduates. We welcome any further suggestions and recommendations from the EEC to achieve better results by providing the best quality education at Freshart College.	Choose level of compliance:

B.

Higher Education Institution academic representatives

Name	Position	Signature
Demetris Koutalis	College Director	
Dr Leandros Savvides	Programme Coordinator	
Penelope Demetriou	Academic Director	
Agnieszka Bernas	Quality Assurance Officer	
Click to enter Name	Click to enter Position	
Click to enter Name	Click to enter Position	

Date: 05/06/2025