

Doc. 300.1.2

Date: February 2, 2023

Higher Education Institution's Response

- **Higher Education Institution:**
American University of Beirut Mediterraneo

- **Town:** Paphos

- **Programme of study**
Name (4 years, 240 ECTS, Cycle)

In Greek:

Τμήμα Πληροφορικής

In English:

Bachelor in Computer Science (4 years, 240 ECTS)

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

In Greek: Concentrations

In English: Concentrations



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].

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)

The American University of Beirut - Mediterraneo is appreciative for the External Evaluation Committee (EEC) and is very pleased with the “**Compliant**” rating of the three sub-areas.

The university underlines the findings of the EEC: “***The programme is designed with a strong base of Mathematics and Computer Science courses and some additional special courses.***”

EEC noted “***The main strength of the new AUBM programme is that it is based on the analogous programme offered in Beirut by the Department of Computer Science of the AUB. Moreover, the initial Faculty and supporting administrative staff are expert, as their members come all from AUB. The policy for Quality Assurance exposed by AUBM in Paphos is based on the one developed and used by AUB in Beirut. The structure of programme is sound and supports the progresses of the students, giving them the possibility of choosing among different alternative personal curricula. The courses offered are at the state-of-the-art.***”

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For official use Only																																	
<p>Tables 3 and 4 at page 56 of the proposal contain a list of 14 names of professors and instructors who should teach the CS courses in AUBM. The EEC was introduced to four of these 14 people, who were identified as those who will teach the first year after transferring to Paphos on a permanent basis. The EEC feels that a possible risk is that the new Faculty of AUBM is still involved with duties in AUB: the EEC recommends that the Faculty and administrative staff start their duties in Paphos well in advance before the first students arrive in Fall 2023. Furthermore, the recruitment process of new Faculty should start before the end of 2023. A complete plan for recruitment for the first 4 years would be required.</p>	<p>The institution received a permission from CYQAA to secure the teaching staff that are needed for the first year or two, as it is not reasonable to hire academic and administrative staff for all the 4 years of study from year 1.</p> <p>The teaching staff that the university will start instruction in September 2023 will be seconded from AUB. They will move and reside in Cyprus and have all their duties performed at AUB Mediterraneo. The first teaching staff cohort will run the recruitment process for the subsequent years following the process that is included in the program application section <i>B. PROGRAMME’S CONTENT</i>, subsection <i>7. Policy for recruitment and promotion of teaching staff</i>.</p> <p>The institution commits to send to CYQAA, on continuous basis, the names and profiles of the new hires, in addition to the job advertisements that will be posted for both faculty and staff.</p> <p>In line with top quality institutions of higher education, the student-faculty ratio is set at 15. Around 50% of the teaching staff will be of professorial rank, i.e. professor, associate professor, and assistant professor. The other 50% will be lecturers and instructors, both full-time and part-time, such that no more than 30% of the total teaching staff are part-timers. The table below shows teaching staff with respect to students for the first 10 years of operations:</p> <table border="1" data-bbox="533 1957 1268 2033"> <thead> <tr> <th>Year</th> <th>2023</th> <th>2024</th> <th>2025</th> <th>2026</th> <th>2027</th> <th>2028</th> <th>2029</th> <th>2030</th> <th>2031</th> <th>2032</th> </tr> </thead> <tbody> <tr> <td>Students</td> <td>200</td> <td>396</td> <td>600</td> <td>873</td> <td>1041</td> <td>1259</td> <td>1477</td> <td>1692</td> <td>1873</td> <td>2091</td> </tr> <tr> <td>Teaching Staff</td> <td>14</td> <td>27</td> <td>40</td> <td>59</td> <td>70</td> <td>84</td> <td>99</td> <td>113</td> <td>125</td> <td>140</td> </tr> </tbody> </table> <p>As for the recruitment of non-academic personnel, it will be also done in accordance with the 10 year institutional</p>	Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Students	200	396	600	873	1041	1259	1477	1692	1873	2091	Teaching Staff	14	27	40	59	70	84	99	113	125	140	<p>Choose an item.</p>
Year	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032																									
Students	200	396	600	873	1041	1259	1477	1692	1873	2091																									
Teaching Staff	14	27	40	59	70	84	99	113	125	140																									

staffing plan, which extends over multiple phases. Staff will be increasingly recruited to accommodate for the growing number of students at the university.

Unit	Positions
Secretarial Support (Executive Leadership)	Administrative Assistant
Academic Support/Student Affairs	Accessible Education Officer; Career Services and Mobility Officer; Student Counselor
Academic Support/Student Enrollment Services	Registrar; Student Services/Records Assistant; Financial Aid Officer; Admissions Officer; Admission Advisor; Data Management Specialist
Academic Support/Library	Librarian; Library Assistant
Academic Support/Office of Research	Grants Officer
HR and Benefits	HR/Benefits Officer; HR/Benefits Assistant
Information Technology	IT Manager; Field Support Engineer; Systems Engineer; Computer Lab Supervisor
iPark	iPark Manager
Finance	Finance Manager; General Accountant; Procurement Agent
Communications & Events	Communications and Events Officer
Quality Assurance and Institutional Improvement	Quality Assurance and Institutional Improvement Officer
Advancement	Stewardship Coordinator; Advancement/ Development Gifts Coordinator
Facilities	Facilities Engineer
Institutional Compliance & Ethics	Institutional Compliance Officer

2. Student – centred learning, teaching and assessment (ESG 1.3)

The American University of Beirut - Mediterraneo is appreciative for the External Evaluation Committee (EEC) and is very pleased with the “**Compliant**” rating of the three sub-areas.

The university underlines the findings of the EEC: “***The degree under evaluation is based closely on the corresponding Computer Science degree at AUB. It is evident that it was designed by a team with considerable experience in degree development... The course descriptions are clear and at an appropriate level of detail, and the bibliography of recommended textbooks is appropriate and up to date. Generally, there is confidence that it is a well thought-out, balanced degree, offering to the students a variety of courses, helping them find their area of interest prior to seeking employment.***”

EEC noted “***The small size of the student cohort (up to 50 in each year) should help to create a tightly knit learning community, enhancing the overall student experience and increasing student satisfaction. Various other extra-curricular activities, from hackathons to movie nights, also help build a strong sense of community amongst students.***

The system of personal advisors for academic matters seems to be working very well, and it was highly commended by the AUB students and alumni.

The policy of requiring the completion of at least a 40% weight of assessment components at least a month prior to the final exams is helping the students with their workload management. It was highly commended by the AUB students.

As it emerged from the discussion with the AUB students and alumni, students have a central role in the Department’s life, and equally important, they are aware of that. The adoption in Paphos of a similarly transparent process, where student feedback is acted upon and these actions are clearly communicated to the students, should facilitate further student integration to the life of the Department.”

EEC commented that: “it is not clear why the student survey for the evaluation of the advisors is using a 3-point Likert scale, when a 5-point scale seems to be the standard.

Institution’s Response: Students fill the 5-point Likert scale survey, enclosed in the application, to evaluate their advisors and assess advising. The results are shared with faculty members and used by the department chair in the annual evaluation of the faculty member. The 3-point Likert scale will not be used.

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For official use Only
<p>The Department has not formed yet any strong relationships with companies and organisations that will offer student internships. Since the fostering of such links takes time, it is recommended that such a process is initiated well before the first internships are expected to take place.</p>	<p>The computer science department at AUB (Beirut campus) has a large database of companies, mostly regional and international where students get internships and job opportunities.</p> <p>Given that the students in the program will seek internships after completing the third year, as soon as the license is granted, the computer science department at AUBM, with the help of the career centers in Beirut, will actively start identifying and reaching out to European organizations to facilitate the placement of students in internships, and later for job opportunities. This is particularly feasible as Paphos is transforming into a fully-fledged smart city,</p>	<p>Choose an item.</p>



	<p>and hence, there will be multiple organizations and companies that would benefit from the CS students as interns.</p> <p>Moreover, internships can also take the form of research visits at local and international research groups, which can build on current connections of the faculty members that will join AUBM. Such an option is typically followed by students who are interested in graduate studies after graduation.</p> <p>Already a strong relation has been established with Wargaming, a leading game development company based in Nicosia.</p>	
<p>There is no provision for the double marking of any piece of assessment, a rather appropriate choice for a continuous assessment system. However, we recommend that the Department considers the implementation of a shadowing process, where a percentage of assessments are checked and commented upon by another member of staff before they are released to the students. A sample of marked student submissions could also be checked by a moderator for adherence to the marking criteria and for the consistency of the marking.</p>	<p>We welcome this suggestion, and we will adopt it to ensure a consistent, transparent and fair assessment of all students.</p>	<p>Choose an item.</p>
<p>We recommend the formulation of a more explicit policy for students with learning disabilities (e.g. dyslexia), or neurodiverse students (e.g. students in the autistic spectrum with reduced attention spans). Certain provisions for such students should be considered, for example: when possible, making the teaching materials available in advance; allowing extra exam time and extending tight coursework deadlines; giving a training course to their advisors, increasing awareness of the conditions.</p>	<p>The Office of Student Affairs (OSA) facilitates equal access for students with disabilities to academic, social, and recreational activities and programs. The office works in collaboration with students, faculty, and staff to implement services and accommodations that remove barriers to participation in a robust and well-rounded student experience. The provision of such accommodations is in accordance with the university's commitment to these goals, its non-discrimination policy, and relevant US federal law. The office works in an individualized and confidential manner to provide the needed accommodation to students with special needs and disabilities. These accommodations will then be communicated to the instructors and the student advisors and must be acknowledged and implemented. All course syllabi will include such policy and new faculty orientation will include a training on learning disabilities. This process is already followed in AUB and will be followed at AUBM.</p>	<p>Choose an item.</p>

<p>The EEC panel has concerns around the risk of overteaching and over-assessment. This would overload both the Faculty and the students, as they will be given 10 courses per year requiring about 200 hours in class per semester, with multiple coursework assessments sometimes weekly. We would encourage careful consideration of workload and workload schedule to ensure students have the opportunity for reflective self-directed learning.</p>	<p>To ensure a balanced workload for students, constant coordination among faculty members and department chairperson would be ensured. The Registrar oversees and manages the Class and Final Exam Schedules for all courses. The faculty members can indicate the different deadlines for the different activities involved in each course, and which can flag conflicts. Students receive in the first period of the semester a syllabus of the course that details the course description, learning outcomes, assessment tools and the weight that each tool contributes to the students' final grade. Reasonable requests from students would be also accommodated to change or adjust deadlines throughout the courses.</p>	<p>Choose an item.</p>
<p>The EEC panel has concerns regarding the absence of a final year individual capstone project.</p>	<p>This suggestion is well received. One elective will be replaced by a capstone course. Kindly find enclosed the syllabus of the Capstone course.</p>	<p>Choose an item.</p>

3. Teaching staff (ESG 1.5)

The American University of Beirut - Mediterraneo is appreciative for the External Evaluation Committee (EEC) and is very pleased with the “**Compliant**” rating of three sub-areas.

The university underlines the findings of the EEC:

- **“Overall the teaching staff seem well placed to deliver the programme;**
- **The staff are research active and seem suitably disposed to continue research activities;**
- **The number of teaching staff is adequate to cover the first cohort of students and to support the operation of the first year of the programme;**
- **Ultimately the teaching load that will be apportioned to the staff is on the high side. If the University truly has aspirations to strive for credible and globally competitive research output this needs to be addressed. The research output will be further compromised with the absence of PhD students;**
- **Procedures for recruitment seem appropriate and tested and tried. These procedures do seem to garner applications from a global base and do seem to support the recruitment of good Faculty.”**

EEC also noted that:

- **“Teaching performance is intended to be routinely assessed for each module upon completion of delivery. Anonymous student questionnaires are used for this purpose and individuals made aware of their performance against the Departmental average.”**
- **Training support around teaching is available. However a more systematic and coordinated set of supports ought to be made available to those staff who would benefit from such.**
- **Teaching methodologies as evidenced from approaches adopted at AUB seem appropriate, innovative and student centric;**
- **There is clear evidence that research activities and findings inform and positively bleed into teaching materials. This is encouraged as informed educational material must be built upon and informed by both research activity and applied research activity;**
- **Use of Moodle as an integrated learning environment together with integration of plagiarism detection within it is appropriate.**

EEC commented that: “Conflicting versions of the questionnaires are contained within the documentation one with a 3-point Likert scale the other with a 5-point scale. We would instruct that the 5-point scale ought to be used.”

Institution’s Response: Students fill the 5 point Likert scale survey, enclosed in the application, to evaluate their advisor and assess advising. The results are shared with faculty members and used by the department chair in the annual evaluation of the faculty member. The 3-point Likert scale will not be used.

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For official use Only
Training support around teaching is available. However, a more systematic and coordinated set of supports ought to be made available to those staff who would benefit from such.	As indicated in Appendix 07.14.691.004_appx7 - General Education Program, the Institute of Liberal Arts (ILA) is the entity responsible to train and equip new hires with the needed skills to promote and support high quality teaching and learning at the university. This support comes in multiple forms such as workshops, mentoring programs, and collaborative peer groups. The ILA Coordinator will enforce quality practices in communicating both quantitative and qualitative	Choose an item.

	assessment of submitted work and of class participation and advises the faculty on appropriate ways to solicit feedback from students during the teaching term to supplement the end-of-term evaluation process.	
There is little evidence of intention to integrate visiting esteemed lecturers from prestigious international Universities. The EEC panel would strongly encourage such short (typically a few days) visits as this internationalises the educational experience, existing staff will benefit from close exposure to leading experts and it will foster credible international collaborations.	The university highly encourages the use of visiting professors at all levels, through the existing EU programs, MoU's, or any other means. The department will be welcoming both research as well as teaching visiting faculty, to provide workshops, summer and winter schools, research seminars, and teaching duties. Visiting faculty members will be hired on a regular basis. AUBM is currently in advanced discussions with Trinity College to establish student and faculty exchange programs. More such collaboration will be established with other esteemed institutions in Cyprus and Europe.	Choose an item.
At present, when students fail a module/component they must wait a year until this is re-examined. This is not appropriate. A programme of re-sit examinations needs to be put in place. Discussions exposed intent to potentially recruit two student cohorts within the one academic year. Were this to be done this would necessitate delivering modules twice per year. While this would facilitate the resit issue it would double the teaching burden and place additional strains on an already burdened staff. Additional staff would be a requirement for this approach.	We welcome this suggestion, and all courses will have a make-up exam for students who fail any course or seek to improve their grades. This is a common practice in many European universities.	Choose an item.
Additional plagiarism detection software needs to be incorporated to thwart plagiarism of code. Plagiarism is becoming more subtle and sophisticated and the tools to control such need to evolve similarly.	As indicated in section <i>B. PROGRAMME'S CONTENT</i> , subsection <i>13. Plagiarism policy and system</i> , students and teaching staff will be given access to anti-plagiarism software "Turnitin". It is an internet-based service intended to help identify and prevent plagiarism cases. Turnitin will be integrated with the learning management system (LMS), which means that instructors and students can use it directly within the LMS. The institution will investigate what additional effective tool can be used to minimize plagiarism.	Choose an item.
The EEC panel was concerned around the staff identified to teach the modules. In Table 3	The institution received a permission from CYQAA to secure the teaching staff that are needed for the first year or two, as it is not reasonable to hire academic	Choose an item.

<p>and 4 (pages 56-57) there are some 14 names listed. In answer to questions the panel was advised that initially a number of staff would be seconded from AUB to bootstrap the first year of the programme and that subsequently (during the first year of operation) additional staff would be hired through international recruitment. The names listed in these tables do not align with the answers given.</p>	<p>and administrative staff for all the 4 years of study from year 1.</p> <p>The teaching staff that the university will start with in September 2023 will be seconded from AUB. They will move and reside in Cyprus and have all their duties performed at AUB Mediterraneo. The first teaching staff cohort will run the recruitment process for the following years following the process that is included in the program application section <i>B. PROGRAMME'S CONTENT</i>, subsection <i>7. Policy for recruitment and promotion of teaching staff</i>.</p> <p>The institution commits to send to CYQAA, on continuous basis, the names and profiles of the new hires, in addition to the job advertisements that will be posted for both faculty and staff.</p>	
--	---	--

4. Student admission, progression, recognition and certification (ESG 1.4)

The American University of Beirut - Mediterraneo is appreciative for the External Evaluation Committee (EEC) and is very pleased with the “**Compliant**” rating of four sub-areas.

The university underlines the findings of the EEC: ***The EEC perception is that the student admission criteria, progression, recognition and certification are all very clear and up to a level in order to attract good quality candidates...The Student Evaluation System of AUB in Beirut is intended to be replicated in AUB Mediterraneo. Students’ suggestions were taken into consideration and whenever appropriate resulted in curricula revisions. The overall process appears transparent, as students mentioned they were made aware of said revisions. The abundance of group projects enforced throughout the curriculum, will help students during the programme, as well as post-graduation, with their employment. The programme offers a great variety of courses, dedicated to developing different skills, which appear to help students decide what area interests them the most, prior to seeking employment. The programme is compliant with EQF Level 6 qualifications for Computer Science.***

EEC noted “***The admission criteria and standards are set high enough to ensure that the quality of the candidate students is good enough. There is a very clear students’ assessment policy and procedure for each course which will be communicated to students before they begin their studies.***”

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For official use Only
NA	NA	Choose an item.

5. Learning resources and student support (ESG 1.6)

The American University of Beirut - Mediterraneo is appreciative for the External Evaluation Committee (EEC) and is very pleased with the “**Compliant**” rating of four sub-areas.

The university underlines the findings of the EEC: “**The programme has a very good structure and support. The expert and passionate staff are well organised and it is expected they will provide high quality support to students. The necessary procedures are in place and good practices will be applied as they will be mirrored from the AUB in Beirut.**

Students that participated in the interview through videoconferencing have been studying in AUB in Beirut, they were very enthusiastic about their studies and the support they receive from the AUB in Beirut. A strong student support system will be established, to cater for both academic and more practical/psychological needs, e.g., the peer-to-peer mentorship programme, the availability of onsite psychologists as well as the hotline provided for emergencies.”

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For official use Only
The internship, as it is a major required course, needs to be re-evaluated to ensure that students will actually have the chance to apply for placement in Cyprus or will have the necessary funding to travel abroad. The institution has, as yet, not initiated strong relations with any prospective companies regarding placement of students. It is recommended that for a compulsive internship to be feasibly implemented, the University should cater towards accommodating the students in that sense.	The institution already established a strong relation with Wargaming, a leading game development company based in Nicosia. Since internships are normally conducted in the summer of the third year of study, the university has around 4 years to establish strong relationship with local and regional companies. Moreover, the computer science department at AUB (Beirut campus) has a large database of companies, mostly regional and international companies which AUBM will tap into given that a good relation with these companies has already been established.	Choose an item.
There are no plans for construction of dormitories for the students. It is recommended that more permanent and viable solutions are proposed.	It is to be noted that the institution has no obligation to secure housing for students. However, and knowing the importance of student housing, specifically for parents, the institution is in advanced discussions with local hotels in Pafos to secure accommodation for students.	Choose an item.
The continuation for funding of the programme is critical for its sustainability.	Every unit in the university has its own budget allocated based on the expected expenses. The computer science department has its own budget that mainly covers the salaries and benefits of the teaching and administrative staff, in addition to expenses related to enhancing student experience, departmental activities and research requirements.	Choose an item.
It is recommended to make a special effort to attract a	The admissions team encourages diversity in admission and adopts conscious strategies to	Choose an item.



significant ratio of female students.	encourage female students to join the program through recruitment campaigns at high schools, and through social media. The institution will monitor the gender balance and devise appropriate corrective actions as needed.	
---------------------------------------	---	--



6. Additional for doctoral programmes
(ALL ESG)

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For official use Only
NA	NA	Choose an item.



7. Eligibility (Joint programme) (ALL ESG)

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	For official use Only
NA	NA	Choose an item.

Conclusions and final remarks: *“The primary strength of the AUBM programme is that it is based on an analogous programme offered in Beirut by the Department of Computer Science of the AUB. Moreover, the initial Faculty and supporting administrative staff present with considerable experience accrued from AUB.”*

EEC noted a number of programme strengths that were identified:

- ***“There was a palpable sense that all staff, academic and professional, were strongly committed to, and passionate about, the establishment of AUBM;***
- ***The policy for Quality Assurance exposed by AUBM in Paphos is based on the one developed and used by AUB in Beirut;***
- ***The structure of programme is sound and supports student progression, giving them the possibility of choosing among different alternative personal curricula;***
- ***The courses offered are well-informed by the state-of-the-art;***
- ***The programme appears to be compliant with EQF Level 6 qualifications for Computer Science, however the EEC panel notes that there is little discussion about this point in the proposal;***
- ***There are complete descriptions of all the compulsory and elective courses, as well as the general education elective courses that will be offered. The course descriptions are clear and at an appropriate level of detail;***
- ***The planned methods of delivery are suitable, and their variety is appropriate;***
- ***There is clear evidence that research activities and findings inform and positively bleed into teaching materials. This is encouraged as informed educational material must be built upon and informed by both research activity and applied research activity;***
- ***The admission criteria and standards are set sufficiently high to ensure the quality of the candidate students;***
- ***Students that participated in the interview through videoconferencing that have been studying in AUB in Beirut, were very enthusiastic about their studies and the support they receive from the AUB in Beirut. If this experience is satisfactorily transferred and localised to AUBM this will provide a positive student experience.”***

The American University of Beirut – Mediterraneo expresses its sincere gratitude and appreciation to the members of the External Evaluation Committee for their time and effort in this thoughtful review. The university welcomes the EEC’s suggested areas for improvements in its Evaluation Report that aim for the assurance of continuous improvement.

Conclusions and final remarks by EEC	Actions Taken by the Institution	For official use Only
<p>The EEC panel has concerns around the staff identified to teach the modules. In Table 3 and there are some 14 names listed. In answer to questions the panel was advised that initially a number of staff would be seconded from AUB to bootstrap the first year of the programme and that subsequently (during the first year of operation) additional staff would be hired through international recruitment. The names listed in these tables do</p>	<p>The institution received a permission from CYQAA to secure the teaching staff that are needed for the first year or two, as it is not reasonable to hire academic and admin staff for all the 4 years of study from year 1.</p> <p>The teaching staff that the university will start with in September 2023 will be seconded from AUB. They will move and reside in Cyprus and have all their duties performed at AUB Mediterraneo. The first teaching staff cohort will run the recruitment process for the following years following the process that is included in the program application section <i>B. PROGRAMME’S CONTENT</i>, subsection 7. <i>Policy for recruitment and promotion of teaching staff.</i></p>	<p>Choose an item.</p>

<p>not align with the answers given;</p>	<p>The institution commits to send to CYQAA, on continuous basis, the names and profiles of the new hires, in addition to the job ads that will be posted for both faculty and staff.</p>	
<p>Ultimately the teaching load that will be apportioned to the staff is on the high side. If the University truly has aspirations to strive for credible and globally competitive research output this needs to be addressed;</p>	<p>Similar to AUB (Beirut Campus), the teaching load for each professorial rank full-time faculty member will be 12 ECTS per semester (i.e., two courses per semester), which is a standard teaching load in many research-centered universities. This load will be adopted from the very first year, without exceptions to ensure the faculty members have the sufficient time to conduct research.</p>	<p>Choose an item.</p>
<p>There is little evidence of intention to integrate visiting esteemed lecturers from prestigious international Universities. The EEC panel would strongly encourage such short (typically a few days) visits as this internationalises the educational experience, existing staff will benefit from close exposure to leading experts and it will foster credible international collaborations;</p>	<p>The institution highly encourages the use of visiting professors at all levels, through the existing EU programs, MoU's, or any other means. The department will be welcoming both research as well as teaching visiting faculty, to provide workshops, summer and winter schools, research seminars, and teaching duties. Visiting faculty members will be hired on a regular basis. AUBM is currently in advanced discussions with Trinity College to establish student and faculty exchange programs. More such collaboration will be established with other esteemed institutions in Cyprus and Europe.</p>	<p>Choose an item.</p>
<p>At present, when students fail a module/component they must wait a year until this is re-examined. This is not appropriate. A programme of re-sit examinations needs to be put in place;</p>	<p>We welcome this suggestion, and all courses will have a make-up exam for students that fail any of these courses or seek to improve their grades. This is a common practice in many European universities.</p>	<p>Choose an item.</p>
<p>The EEC panel has concerns around the risk of over-teaching and over-assessment. This would overload both the Faculty and the students, as they will be given 10 courses per year requiring about 200 hours in class per semester, with multiple coursework assessments sometimes weekly. We would encourage careful consideration of workload and workload schedule to ensure students have the opportunity for reflective self-directed learning;</p>	<p>To ensure a balanced workload for students, constant coordination among faculty members and department chairperson would be ensured. The Registrar oversees and manages the Class and Final Exam Schedules for all courses. The faculty members can indicate the different deadlines for the different activities involved in each course, and which can flag conflicts. Students receive in the first period of the semester a syllabus of the course that details the course description, learning outcomes, assessment tools and the weight that each tool contributes to the students' final grade. Reasonable requests from students would be also accommodated to change or adjust deadlines throughout the courses.</p>	<p>Choose an item.</p>

The EEC panel has concerns regarding the absence of a final year individual capstone project.	This suggestion is well received. One elective will be replaced by a capstone course. Kindly find enclosed the syllabus of the Capstone course.	
---	---	--

B. Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
Wassim El Hajj	Rector	
Haidar Safa	Professor, chair	
Ali Chehab	Professor	
Shady Elbassuoni	Associate Professor, program co-ordinator	
Boushra Rahal	Quality Assurance and Institutional Improvement	
Rania Hussein	Strategy and Risk	

Date: Feb 2, 2023

