

Doc. 300.1.3

Date:

Feedback Report from EEC Experts

- **Higher Education Institution:**
C.D.A. College (Nicosia)
- **Town:** Nicosia
- **School/Faculty:** School/Faculty
- **Department:** Department/Sector
- **Programme of study under evaluation
Name (Duration, ECTS, Cycle)**

In Greek:

Γραμματειακές Σπουδές (1 ακαδημαϊκό έτος, 60 ECTS,
Πιστοποιητικό)

In English:

Secretarial Studies (1 academic year, 60 ECTS,
Certificate)

- **Language(s) of instruction:** Greek
- **Programme's status:** Currently Operating
- **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. External Evaluation Committee (EEC)

<i>Name</i>	<i>Position</i>	<i>University</i>
Antonios Georgopoulos	Professor	University of Patras
Alexandros Sahinidis	Professor	University of West Attica
Simos Chari	Professor	University of Manchester (Alliance Manchester Business School)
Petros Louca	Student	University of Cyprus



B. Guidelines on content and structure of the report

The EEC based on the external evaluation report (Doc.300.1.1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4) and the Higher Education Institution's response (Doc.300.1.2), must justify whether actions have been taken in improving the quality of the programme of study in each assessment area.

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

EEC's final recommendations and comments on the HEI's response

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
<p>All the branches should create an overarching document that demonstrates how each unit on the program contributes to the intended learning outcomes of the overall program. This is a requirement of CYQAA.</p>	<p>As per the EEC committee's recommendations and as per the requirements of the CYQAAA an overarching document that demonstrates how each unit on the program contributes to the intended learning outcomes of the overall program is created. See Annex 1</p>	<p>The college's response is very detailed and covers what was requested by EEC. Compliant.</p>
<p>The leadership and the program directors across all branches need to reassess the structure of the program and consider the following changes / suggestions. The ECC strongly believes that these will significantly improve the program: Considering its practical nature and importance, the unit "Office Automation" should be a core unit and not an elective. The EEC recommends that these should be merged with the unit of "Intro to Computers"</p> <p>Considering that the graduates of the program need to have a holistic understanding of how a business is run (hence, the introductory units on Accounting and Marketing) the unit of "Intro to Management / Business" is missing from the core units of the program.</p> <p>Considering the niche/specialized nature of the unit "Intro to Logistics", this could be an elective and not core</p>	<p>As per the EEC committees' recommendations the structure of the program is reassessed and the changes / suggestions of the EEC were implemented. The Elective Module "SEC 113 - Office Automation" is merged with the core module "SEC 101 – Introduction to Computers" and it is renamed to "SEC 101 - Εισαγωγή στους Ηλεκτρονικούς Υπολογιστές & Αυτοματισμός Γραφείου (Introduction to Computers & Office Automation)".</p> <p>In addition to the comments of the EEC, the Internal Committee of the College decided to add a core module "SEC 111 – Εισαγωγή στις Επιχειρήσεις (Introduction to Business)" so as for the students of the certificate to have a holistic understanding of how a firm / business is run. Moreover, the module "SEC 111 – Intro to Logistics" from core becomes elective and the course syllabus of the module "Intro to Marketing" was revised so as to</p>	<p>The college successfully adopted all the committee's recommendations. Fully compliant.</p>

<p>unit. The EEC suggests that the basic theory of supply chain and (inbound and outbound) logistics is covered with the units of “Intro to Management” and “Intro to Marketing.”</p> <p>Finally, the EEC suggests incorporating basic theory of consumer psychology in the unit of “Customer Service” and rename the unit “Customer Psychology and Service Excellence”</p>	<p>refer to the basic theory of supply chain and logistics. Finally, as per the suggestions of the EEC, the course syllabus of the core module “SEC 112 – Customer Service” is reviewed and renamed to “SEC 112 – Customer Psychology and Service Excellence”. It important to note that the syllabus was enriched and incorporated with the basic theory of consumer psychology which is an essential element of a successful customer service.</p> <p>See Annex 2 & 3</p>	
<p>Analyze whether students are being over assessed as it appears that every course in the same semester, across all branches, has multiple assessment methods.</p>	<p>The multiple assessment methods seen on the course syllabuses serve as a guide to the lecturers on the methods they can select to use through their module. The lecturer can choose from a list of assessment methods and adjust them to their course. The assessment of a course will be consisted of two parts. The assessment which will represent the continuous evaluation of a student’s progress and the result of the final written examination at the end of an academic semester. In the specific program of study, a system of continuous assessment and Final Examination is applied. The continuous assessment of each module varies depending on the nature of the module and it corresponds to the 40% of the overall grade. The Final examination weighs 60% and the Passing mark is 50%.</p> <p>During the semester, the instructor has the opportunity to evaluate the students through various methods assessments.</p>	<p>The College's response regarding the evaluation methods is fully satisfactory. Fully compliant.</p>

	<p>Not all assessment methods correspond to each module but the instructors can choose which methods corresponds best to the nature of their module. The instructor informs the students of his/her assessment methods on the course outline which is given to the students in the beginning of each semester and it is explained in detailed in class.</p> <p>For example: Continuous Assessment – 40% Class Participation: 5% Mid – Term: 20% Assignment: 15%</p> <p>Continuous Assessment can consist of tests / quizzes, assignments written or oral, individual or group project, mid-term exams. The final examination is carried out at the end of the semester. The average of the scores is the continuous assessment score.</p> <p>See Annex 1 & 4</p>	
<p>EEC also encourages some differentiation in terms of assessment methods so that students are exposed to different assessments and their combinations. It will be useful to map assessment against courses and learning outcomes (similar to the course mapping against learning outcomes). This will help the programme team, across all branches, to formulate a coherent assessment strategy</p>	<p>There is differentiation in terms of assessment methods depending on the culture of each module but there is also room for improvement and that is why we have asked the opinion of all lectures so as to revise and refresh the assessment methods of their course.</p> <p>Also, we as management and Internal Committee we encourage our Academic Staff to mingle and have frequent meetings so as to discuss and share ideas on their taught courses. These frequent meetings, give the opportunity to all academic staff to improve their teaching skills and make their lessons more interesting.</p>	<p>Regarding the differentiation of evaluation methods, we consider the College's answer satisfactory and therefore acceptable. Compliant.</p>



	<p>As a college, and due to the peculiarity of our organization – 4 branches across the island- we have a policy that all of our Academic Staff and especially academic staff of the same field to meet up with colleagues in the beginning of the academic year and exchange and share ideas on their field of expertise.</p>	
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2. Student - centred learning, teaching and assessment (ESG 1.3)

EEC's final recommendations and comments on the HEI's response

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
<p>The college needs to ensure that the students that do not progress to the 2nd and 3rd year of the program, have a holistic understanding of how a business is run and more specialized knowledge on secretarial-related subject areas. Even though the foundation year is the stepping stone for Year 2 and 3, there is a need to detach the first year of the program from those of Year 2 and 3.</p>	<p>The Program is autonomous and at graduation the students receive a Certificate. Students who graduate from "Secretarial Studies" (1 Year, 60 ECTS, Certificate) would have a holistic understanding of how a business is run and more specialized knowledge on secretarial - related subject areas. With the addition of the modules "Intro to Business" and the restructuring of the modules "Intro to marketing", "Customer Psychology and Service Excellence" and "Intro to Computers & Office Automation" the program would offer an overall learning to candidates and it would also be more competitive.</p> <p>Students who graduate from the 1 Year Certificate can further continue their studies if they wish, into a Diploma or Higher Diploma level.</p>	<p>The explanation by the College is adequate. Compliant.</p>
<p>The EEC suggests restructuring the proposed program of study (See section 1 of the report) to ensure its competitiveness and viability.</p>	<p>As per the EEC committees' recommendations the structure of the program is reassessed and the changes / suggestions of the EEC were implemented. The Elective Module "SEC 113 - Office Automation" is merged with the core module "SEC 101 – Introduction to Computers" and it is renamed to "SEC 101 - Εισαγωγή στους Ηλεκτρονικούς Υπολογιστές & Αυτοματισμός</p>	<p>All the Committee's recommendations were fully accepted and incorporated into the program of study. Fully compliant.</p>

	<p>Γραφείου (Introduction to Computers & Office Automation)”. In addition to the comments of the EEC, the Internal Committee of the College decided to add a core module “SEC 111 – Εισαγωγή στις Επιχειρήσεις (Introduction to Business)” so as for the students of the certificate to have a holistic understanding of how a firm / business is run. Moreover, the module “SEC 111 – Intro to Logistics” from core becomes elective and the course syllabus of the module “Intro to Marketing” was revised so as to refer to the basic theory of supply chain and logistics. Finally, as per the suggestions of the EEC, the course syllabus of the core module “SEC 112 – Customer Service” is reviewed and renamed to “SEC 112 – Customer Psychology and Service Excellence”. It important to note that the syllabus was enriched and incorporated with the basic theory of consumer psychology which is an essential element of a successful customer service. See Annex 2 & 3</p>	
<p>As per the requirements of CYQAA, the college needs to perform a mapping exercise that highlights how each unit taught on the curriculum contributes to the intended outcomes of the overall program.</p>	<p>As per the EEC committee’s recommendations and as per the requirements of the CYQAAA an overarching document that demonstrates how each unit on the program contributes to the intended learning outcomes of the overall program is created. See Annex 1</p>	<p>The college's response is adequate and accepted based on Annex 1. Compliant.</p>
<p>The EEC suggests that the teaching staff at Nicosia College to fully embrace the student-centred learning approach and</p>	<p>CDA College ensure that the programs are delivered in a way that encourages students to take an active role in creating the</p>	<p>Annex 8 shows the College management’s intention to adhere to student -centered learning, through a variety of tools,</p>

<p>incorporate the learner in the discovery and delivery of knowledge. To this extent, the EEC suggests collaborations between the teaching teams of the different branches. Teaching staff from different colleges on a ‘teaching-away day’ could share best practices and effective pedagogical approaches that encourage a student-centred approach to teaching. Also, the EEC suggests that experienced staff is paired with junior staff in a mentorship program.</p>	<p>learning process, and that the assessment of students reflects this approach. CDA College consistently apply pre-defined and published regulations covering all phases of the student “life cycle”, e.g. student admission, progression, recognition and certification. As a college, and due to the peculiarity of our organization – 4 branches across the island- we have a policy that all of our Academic Staff and especially academic staff of the same field to meet up with colleagues in the beginning of the academic year and exchange and share ideas on their field of expertise.</p> <p>See Annex 8</p>	<p>mechanisms, and methods. Compliant.</p>
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<p>The college should strive to improve even further its engagement with industry and external stakeholders.</p> <p>The C.D.A College of Nicosia could involve an external advisory board to ensure the continuous update and development of the program.</p>	<p>The management of the College as well as the Internal Committee before deciding whether to evaluate or reevaluate a program of study proceeds with market research and takes into consideration the opinion and suggestions of various stakeholders that the College cooperates with. For example, for the specific program of study, the opinion of well-established lawyers was asked and they pointed out the importance of secretarial staff who is aware not only of secretarial duties but also to have a basic knowledge of legal terms and thus we have decided to include an elective course “Γραμματέας Νομικών Επαγγελματιών (“Secretary for legal matters”).</p> <p>Moreover, we have also asked the opinion of entrepreneurs and they have also pointed out the importance of a strong secretarial team especially in the front office. For them, it is very important to have a perfectly organized administration office. Although, lately secretaries were replaced with more qualified staff such BA holders etc., they have made it very clear that the role of a proper secretary is irreplaceable and very important for a company. A good secretary is the foundation of the whole organization and if the foundations are put together correctly then the result is undoubtable.</p> <p>Furthermore, the 1 Year Program is the first accredited program of the College and it’s been running</p>	<p>The College's explanation is fully satisfactory, i.e. the College has close partnerships with external partners and businesses (e.g., lawyers, entrepreneurs) and is seeking to expand these partnerships to further align its program of study with new market trends.</p> <p>Compliant.</p>
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	<p>successfully for over 2 decades. However, we always try to ensure the continuous update and development of the program and that's why we have decided to make it more attractive to the needs of today's market. It is also important to note that in Nicosia we only offer a certificate in the Secretarial Studies.</p>	
<p>The teaching staff should ensure that the students not over assessed throughout the duration of their studies</p>	<p>See Annex 1 & 4</p>	<p>Compliant.</p>

3. Teaching staff (ESG 1.5)

EEC's final recommendations and comments on the HEI's response

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
<p>The management and the public relations of C.D.A will need to explore ways to increase the student and parent interest in the market. If there is a trend of disinterest in secretarial studies in the market, the program may need to be abandoned.</p>	<p>The Management and the Public Relations Department of the college uses various marketing methods so as to promote its programs. All of our programs of study are feasible although in some cases some programs enrolments are reduced. See Annex 5 Program of Studies Promotion Strategies</p>	<p>According to appendix 5, the College does implement strategies to promote the study program. But the need to expand these strategies in the future is imperative for the long-term competitiveness and survival of the program. Partially compliant.</p>
<p>Teaching mobility among the staff through the Erasmus program can be improved.</p>	<p>C.D.A. College, holds the Erasmus Charter with the code CY NICOSIA30 since 2014, has been actively engaged in the Erasmus+ program, promoting international education and cooperation. 1 Year Programs (Certificate level) are not entitled to take part in Erasmus mobilities but our academic staff because they teach in other programs, they are encouraged to take part in Erasmus mobilities. In other words, all academic staff is given the opportunity to take part in Erasmus programs so as to improve their teaching as well as learning skills. See Annex 6</p>	<p>The College supports the mobility of its teaching staff, whereas it should also strengthen the corresponding mobility of its students. Compliant.</p>
<p>There is room for expanding the number of agreements with other tertiary education institutions from abroad.</p>	<p>See Annex 6 with all the agreements of our college.</p>	<p>Appendix 6 presents that the College has collaborations with corresponding institutions abroad mainly at the teaching level. Indeed, it is important to expand these collaborations in the future to increase the international transfer of know-how. Compliant.</p>

<p>The monitoring of the careers of alumni and the continuous contact with them is something that will help the college to formulate its strategies and ultimately increase student intake</p>	<p>All CDA College graduates automatically become members of the CDA College Alumni Association (C.D.A.AL.A.). The aim of the Alumni Association is to maintain contact with the College graduates by inviting them to attend College activities and by communicating to them the College's news. The association is designed so that it may receive information from graduates concerning their employment and career development. The graduate alumni survey is conducted every five years. The purpose of this survey is to track the career development of CDA College graduates two and five years after graduation as well as to solicit feedback on the quality of educational and broader CDA College experience that they went through.</p>	<p>Fully compliant.</p>
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4. Student admission, progression, recognition and certification (ESG 1.4)

EEC's final recommendations and comments on the HEI's response

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
<p>Small enrolment poses a threat to program sustainability. The College may need to promote the program more aggressively or adapt to market changes favouring longer education programs.</p>	<p>As explained to the EEC, the program of study is feasible although the small enrollment numbers. Moreover, the specific program of study is considered feasible with 5 students, a number which is achieved in all campuses with Larnaca & Paphos campus having bigger numbers of enrollments because of lack of competition in these cities. Limassol and especially Nicosia are the two campuses who face the most competition but fortunately we fulfil our target goal which is registering at least 5 students per academic year at the certificate level.</p> <p>Some of our promotion strategies are depicted in Annex 5</p>	<p>The recommendation of our committee refers to the long-term survival of the study program in question, as there is sharp competition in Nicosia in particular. this recommendation sends a danger signal for further loss of attractiveness of the specific program, although we understand the difficulties. For this reason, the strategic goals of the College should become more ambitious and the number of 5 students should not be set as a strategic criterion in the future.</p> <p>Partially compliant.</p>
<p>One-year programs have inherent limitations, such as the need for more specific courses for certain careers.</p> <p>Knowledge acquired in one job may become less useful if the student changes careers.</p>	<p>After the suggestions of the EEC, we believe that the program of study would be even more competitive and holistic. The Certificate would give the students the opportunity to broaden their horizons and decide whether they want to continue their studies into a higher level.</p>	<p>Fully compliant.</p>

5. Learning resources and student support (ESG 1.6)

EEC's final recommendations and comments on the HEI's response

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
<p>Promote more active participation of teachers in mobility programs, training seminars, and conferences related to their subjects.</p>	<p>C.D.A College encourages all academic and administrative staff to take part in mobility programs.</p> <p>Also, it is very important us the continuous personal development of our staff and that's why we encourage them to participate training seminars, conferences related to their subjects.</p> <p>The management of the college also organizes in house seminars so as to improve the skills and knowledge of our staff. For example, in July 2024 all administrative staff of Nicosia, Limassol and Larnaca branch had the opportunity to take part to the following EU funded programs: "Green growth and environment" -</p> <p>The Program analyzes environmental challenges (climate change, depletion of natural resources, environmental pollution), and their impact on our lives, and explains the concepts of sustainable development, green development and circular economy as a response to these challenges. The main environmental indicators of Cyprus are presented and advice is given on environmentally friendly practices for individuals and businesses. Green</p>	<p>The college has recognized the proposed need for the further development of the skills and experiences of the teaching staff. The recommendation of our committee is aimed at the wider awareness of the improvement of the quality of human capital of the college.</p> <p>Compliant.</p>

	<p>occupations and skills are outlined and further training opportunities in the subject are presented.</p> <p>“Health and Safety” - The Program explains the importance of safety and health at work for a modern professional. The various types of occupational hazards are presented and numerous examples of hazards and measures to protect against them are given. The basic principles of risk management are explained and opportunities for further training and information on the subject are presented.</p>	
<p>Increase the involvement of teachers with extensive professional experience to enhance practical knowledge transfer and the appeal of the professional degree.</p>	<p>The management of the College wants its students and future graduates to have a direct involvement with the market and that is why we have frequent visits from professionals, such as accountants, HR managers, Typists, marketers etc. The purpose of these guest lecturing visits is for the students and future secretaries to have a direct contact with these expertise so as to understand better the market. Moreover, the College is also member of the International Management Assistants (IMA), a global network for management support professionals since 1974 and members of IMA visit our colleges and gives lectures to the future secretaries. Their goal and vision are to connect and engage peers within and across borders and empower our members to excel.</p> <p>Furthermore, except from in house guest lectures and</p>	<p>Fully compliant.</p>

	<p>professional visits, the students accompanied with their lecturers, have educational visits to courthouses, the Parliament so as to experience the professional of a stenographer (shorthand) and/or typists. Also, they have the opportunity to visit local post offices, or private courier firms, and see the importance of logistics (an elective course). In addition, through their non – credited practice (2 weeks non - credited practice between the two semesters) they are given the opportunity to work as secretaries either at a doctor’s office, lawyer’s office, school reception etc. and apply some of the knowledge and skills they gained through their first semester of study.</p>	
<p>Strengthen student exchange programs (e.g., ERASMUS+) to include more EU countries. Increase the international College's collaborations.</p>	<p>Our Erasmus team, coordinated by Ms. Christina Agathangelou works towards new agreements and collaborations in Europe and internationally. Each campus has an Erasmus officer responsible to inform students of any mobility possibilities and encourage them to be a part of these programs. There has been a transformation of the Erasmus since 2021 and has been integrated with our "Aristotle" Research Center. These two offices work together perfectly and have already submitted several programs through Erasmus + and we await responses. See Annex 6</p>	<p>Our committee's proposal expresses the need for further geographical diversification of international collaborations. The committee does not dispute that such collaborations already exist. Fully compliant.</p>
<p>Regularly update and enrich educational materials, especially supplementary teachers' manuals.</p>	<p>The College's policy is to regularly update and enrich the library. We try to have updated editions of books either in Greek or/and English language. In</p>	<p>The college's response is particularly informative and complete. Fully compliant.</p>

	<p>courses such as Typing or Greek Shorthand that there aren't any newer versions the lectures prepare their own notes and give out to students. Also, nowadays e-books are easier to be found and that is why we also encourage lecturers to use e-books or online material. Online databases and e-books are available for all lecturers to be used during their teaching. The teachers also prepare additional notes for each lesson are publish on their personal Moodle page. As part of the development of our college, we aim to provide the students and academic community with modern and technologically equipped libraries. We are constantly updating the printed material with new editions, so that the students could meet their learning needs based on the courses of each discipline. We also try to provide additional bibliography, giving both students and lecturers the opportunity to have a more complete picture and further knowledge. Also, through agreements with databases, such as EBSCO and EMERALD, library users have access to numerous e-books, electronic articles, etc.</p> <p>In disciplines and courses, where the literature is quite limited and/or outdated, through the material we provide, our professors prepare their own notes, which are also available in the libraries for students to study.</p>	
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	<p>Specifically, for the Secretarial curriculum, after research and always in consultation with the academic staff, the bibliography was recently updated for some courses. In more detail, for the first semester in the SEC 101 "Introduction to Computers" course, we purchased the main textbook "Computer Use and File Management" by Prodromis, A. and Ilias, M., 2023. In the SEC 104 course " Introduction to accounting", we bought the book "Introduction to accounting", by Papadimitropoulos, A., 2019. In the new course SEC 105 "Business Greek", we acquired the book "Language Exercises", by Papadrianou, A., 2017. In course SEC 106 "Communication Skills & Behavior", added the books "Win Your Audience" by Carnegie, D., 2019 and "It's Not What You Say, But How You Say It: How to Sell Yourself" by Parker , M., 2015.</p> <p>Moving into the second semester, the bibliography for the course SEC 108 "Text Processing", has been updated with "Text Processing", by Prodromi, A. & Ilias, M., 2019. In the new course SEC 109 "Social Media", added the books "Understanding Social Media" by Tzavara, P., 2020 and "Social Media - A Critical Introduction" by Fuchs, C. 2023. In SEC 110 "Principles of Marketing", acquired "Principles of Marketing" , by Fahy, J., 2014, "Modern Marketing", by Kyriazopoulos P., Samanta - R., 2019, "The battle for the digital</p>	
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	<p>market: The strategy and tools of Digital Marketing", by Petkakis, G., 2021 and "Marketing: includes digital marketing, the Greek practical approach", by Tjortzakis, K., 2020. In SEC 111 "Logistics Management", "Operations Management-Sustainability And Supply Chain Management", by Heizer, was added, J., Munson, C. And Render, B., 2023. And finally, in SEC 113 "Computerized Accounting", "Computerized accounting: theory and practice" by Karagiorgos, Th., 2015.</p>	
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6. Additional for doctoral programmes
 (ALL ESG)

EEC's final recommendations and comments on the HEI's response

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
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NOT APPLICABLE

7. Eligibility (Joint programmes)
 (ALL ESG)

EEC's final recommendations and comments on the HEI's response

Areas of improvement and recommendations by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
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NOT APPLICABLE

C. Conclusions and final remarks

The EEC must provide final conclusions and remarks, with emphasis on the correspondence with the EQF.

EEC's final conclusions and remarks

Conclusions and final remarks by EEC	Actions Taken by the Institution	EEC's final recommendations and comments on the HEI's response
Better promotion of the organization's strengths.	The Management and the Public Relations Department of the college uses various marketing methods so as to promote its programs. All of our programs of study are feasible although in some cases some programs enrolments are reduced. See Annex 5 Program of Studies Promotion Strategies	The recommendation of our committee concerned the competitiveness of specific study program, as we found that this is also a concern of the College's management. Compliant.
Adapting to competitive pressures, changing labor market conditions, and technological advancements.	As explained to the EEC, the program of study is feasible although the small enrollment numbers. Moreover, the specific program of study is considered feasible with 5 students, a number which is achieved in all campuses with Larnaca & Paphos campus having bigger numbers of enrollments because of lack of competition in these cities. Limassol and especially Nicosia are the two campuses who face the most competition but fortunately we fulfil our target goal which is registering at least 5 students per academic year at the certificate level. See Annex 1, 5 & 7	Our committee is simply concerned about the future of the study program in Nicosia. The program will have to become more competitive, even where many competitors exist and operate. The management of the College should develop a new business plan for the survival of the program in the future, adopting new innovative strategies. Partially compliant.
Conducting further analysis of labor market trends and prospects.	After the suggestions of the EEC, we believe that the program of study would be even more competitive and holistic. The Certificate would give the students the opportunity to broaden their horizons and	The management of the College seems to have realized the new needs and threats of the job market in the specific field. Compliant.

	<p>decide whether they want to continue their studies into a higher level.</p> <p>The management of the College as well as the Internal Committee before deciding whether to evaluate or reevaluate a program of study proceeds with market research and takes into consideration the opinion and suggestions of various stakeholders that the College cooperates with. For example, for the specific program of study, the opinion of well-established lawyers was asked and they pointed out the importance of secretarial staff who is aware not only of secretarial duties but also to have a basic knowledge of legal terms and thus we have decided to include an elective course “Γραμματέας Νομικών Επαγγελματιών (“Secretary for legal matters”).</p> <p>Moreover, we have also asked the opinion of entrepreneurs and they have also pointed out the importance of a strong secretarial team especially in the front office. For them, it is very important to have a perfectly organized administration office. Although, lately secretaries were replaced with more qualified staff such BA holders etc., they have made it very clear that the role of a proper secretary is irreplaceable and very important for a company. A good secretary is the foundation of the whole organization and if the foundations are put together correctly then the result is undoubtable.</p>	
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	<p>Furthermore, the 1 Year Program is the first accredited program of the College and it's been running successfully for over 2 decades. However, we always try to ensure the continuous update and development of the program and that's why we have decided to make it more attractive to the needs of today's market. It is also important to note that in Limassol we only offer a certificate in the Secretarial Studies.</p> <p>See Annex 1, 5 & 7</p>	
<p>Aligning program content with emerging professional changes; Implementing certain course changes or mergers to make the program more attractive.</p> <p>Developing a more comprehensive business plan and conducting a thorough viability study.</p>	<p>As per the EEC committee's recommendations and as per the requirements of the CYQAAA an overarching document that demonstrates how each unit on the program contributes to the intended learning outcomes of the overall program is created.</p> <p>See Annex 1, 5 & 7</p>	<p>Indeed, valuable structural changes were made to the study program, in accordance with the committee's recommendations.</p> <p>The management of the college should not forget that in the future it will have to make some innovative revisions to its business plan.</p> <p>Compliant.</p>



D. Signatures of the EEC

<i>Name</i>	<i>Signature</i>
Antonios Georgopoulos	
Alexandros Sahinidis	
Simos Chari	
Petros Louca	

Date: Click to enter date

