

**Cyprus Agency of Quality Assurance and Accreditation in
Higher Education**

Republic of Cyprus

**External Evaluation Report
Program of Study**

**Institution: College of Tourism and Hospitality
Management**

Program of Study: Diploma in Hotel Administration

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INSTRUCTIONS:

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 2016” [N. 136 (I)/2015].

The document is duly completed by the External Evaluation Committee for each program of study. The ANNEX (Doc. Number 300.1) constitutes an integral part of the external evaluation report for the external evaluation accreditation of a program of study.

EXTERNAL EVALUATION COMMITTEE

NAME	TITLE	UNIVERSITY / INSTITUTION
Margaret Deery	Professor	Surrey University, UK
Konstantinos Andriotis	Professor	Middlesex University London, UK
Anastasios Zopiatis	Associate Professor	Cyprus University of Technology, Cyprus
Evdokia Anastasiou	Student Representative	Cyprus University of Technology, Cyprus

INTRODUCTION:

I. The External Evaluation procedure:

Short description of the documents that have been studied, of the on site visit meetings, and of the on site visit to the infrastructures.

Documents Viewed as Part of this Evaluation:

- Application for Evaluation (New program of study)
- Powerpoint presentation notes of the overall program
- Student Handbook
- A copy of 'Tourism Today'
- Sample of exam papers and answer key
- Final Year Project Guidelines
- Quality Assurance Regulations
- Internship-Practical Training Guide
- Feasibility Study
- General Handbook
- List of books received for the program
- Copy of the Europass Diploma Supplement

Site Visit Itinerary on Tuesday 12 June 2018

9:00	Arrival at college
9:00 – 11:00	Meet with the Director of the College and the key teaching staff <ul style="list-style-type: none"> - Overview of the college and the program under review by the Director - PowerPoint presentation by the Program Director - Question and answer session with staff
11:00 – 12:00	Meet with key administration staff <ul style="list-style-type: none"> - Further questions regarding the administration of the program
12:00 – 13:00	Meet with key teaching staff <ul style="list-style-type: none"> - Further questions regarding the operation of the program
13:00 – 13:20	Meet with the student
13:20 – 14:00	Tour of college facilities <ul style="list-style-type: none"> - Lecture rooms, library, computer labs, kitchen and restaurant lab
14:00	Depart from College

II. The Internal Evaluation procedure

Comments concerning the quality and the completeness of the application submitted by the institution of higher education (Doc. Number 200.1), as well as concerning the overall acceptance of and participation in the quality assurance procedures, by the institution in general and by the program of study under evaluation in particular.

The application form that was originally provided to the evaluation committee was replaced by a more comprehensive application on the arrival of the external evaluation panel. It is important to note that the committee members had minimum time to review the new provided documents. The supporting materials provided on the day would have been much more useful if they had been provided in advance.

The College Director, the Quality Assurance Director, Program Coordinator and teaching and administration staff were prepared for the meeting with the evaluation committee and able to provide answers, in most cases, to the questions asked. Additional documentation that was requested was provided.

The student who met with the evaluation committee was engaging and able to provide adequate answers to questions on the program. The site visit was informative with the appropriate staff available to demonstrate the use of the sites e.g. the computing staff.

FINDINGS:

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES

- **Organization of Teaching Work**
- **Teaching**
- **Teaching personnel**

Teaching staff qualifications are deemed relevant and adequate for the level required by the specifications of the program. All staff on the program have qualifications at least one level above the level at which the program is being taught.

Teaching appeared to be shared equitably across the teaching team and the total teaching allocations of all staff were at an acceptable level.

It is an unusually flat organizational structure within the teaching program since all staff members are being classified as lecturers. It is also important to note that staff members had limited participation in the development of the proposed program, whereas the provision of formal training for upgrading their teaching practices is recommended.

2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS

- **Purpose and Objectives and learning outcomes of the Program of Study**
- **Structure and Content of the Program of studies**
- **Quality Assurance of the Program of studies**
- **Management of the Program of Study**
- **International Dimension of the Program of Study**
- **Connection with the labor market and the society**

The current structure of the program is clear but the content is outdated. Moreover, in a two year vocational program a final year project is not required especially since no preparatory courses are provided.

Among the main learning outcomes of the program under evaluation is to “ascertain management functions and responsibilities”. However, vocational programs aim to specifically address the needs of the industry by providing students with skills specific to an industrial sector and not skills for managerial positions.

As this is a new program the information required under 2.4.5 is not yet publicly available and similarly for 2.4.7 the effectiveness of the student of the evaluation process which is in place cannot be assessed.

Collaboration of the College with a large number of institutions (in total 16) has been already established.

The college has developed links with the Cypriot hospitality industry and has developed a practical training program that will provide students with the skills they need in industry. These hospitality firms will also facilitate student placements for the program under evaluation.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

- **Research Teaching Synergies**

Given the vocational nature of this diploma, it is appropriate that there is a limited emphasis on research. However, we strongly encourage that incentives should be given to members of academic staff to conduct research and produce publications and the college should establish mechanisms for recognizing and financially supporting research activity which informs teaching.

4. ADMINISTRATION SERVICES, STUDENT WELFARE AND SUPPORT OF TEACHING WORK

- **Administrative Mechanisms**
- **Infrastructures / Support**
- **Financial Resources**

Updating of text books and teaching materials is a continuous process and it is easy for this to slip. The college must maintain up to date materials.

It is acknowledged that the College has subscribed to EBSCO which is available to staff and students and is using a supportive student learning platform (EDMONDO).

Whilst a single sheet outlining the current revenue and expenses of the program was included in the application, the Evaluation Committee did not receive a detailed feasibility financial study that would provide an overview of the program's sustainability in the coming years.

5. DISTANCE LEARNING PROGRAMS

N/A

6. DOCTORAL PROGRAMS OF STUDY

N/A

CONCLUSIONS AND SUGGESTIONS OF THE EXTERNAL EVALUATION COMMITTEE

The present situation of the program, good practices, weaknesses that have been detected during the external evaluation procedure by the external evaluation committee, suggestions for improvement.

Commendations:

The evaluation committee would like to note the following commendations:

- The enthusiasm and commitment of the faculty and administrative staff.
- The informative responses and the obvious commitment of the program's coordinator.
- The full utilization of both EBSCO database in the library, and Edmodo student learning platform.
- Existence of documented policies and procedures outlining most aspects of their operations.
- The employment of an external quality assurance officer/ consultant.

Concerns:

- The scope and content of the program is outdated and borrowed from already existing programs of the college.
- Faculty members had minimum input in the development of the program under evaluation.
- Decisions are centralized and are mostly taken by the college's director with limited input from faculty and administrative staff.
- Staff receives minimum feedback on their performance evaluations.
- Unclear faculty assessment and promotion processes and limited opportunities for career advancement.
- Lack of funding for staff development and research related activities, such as conference participation.
- Lack of designated offices for faculty members which severely hinders their communication with the students.
- High student attrition rate, especially during the first stages of their studies.

• Recommendations

- The College should review the structure of the program to consider whether the final year project is required for this vocational program.
- The College should consider adding credits for the placement to the final grade in order to reflect the compulsory nature of the placement and the workload;

this would mean adding credits above the 120 ECTS credits required to graduate or revise load accordingly.

- The college should review the relevance and contemporary nature of some required and elective courses and replace or revise accordingly (e.g. the inclusion of specialized hospitality software).
- The college should make attempts to ensure that the required course textbooks are as up-to-date as possible and that sufficient copies are available, particularly as student numbers increase.
- The college should consider whether members of staff could conduct hospitality related research.
- It is recommended that surpluses from the operational activities of the college will be reinvested in its further development; especially hospitality labs and faculty offices.
- It is imperative that faculty members participate more in academic related decisions and processes. Moreover, more resources should be allocated to faculty development.
- There is a need for further investigating the reasons contributing to students' excessive attrition rates.

Quality Standards and Indicators
External Evaluation of a Program of Study

Institution: College of Tourism and Hospitality Management

Program of Study: Diploma of Hotel Administration

Duration of the Program of Study: 2 years

Evaluation Date: 12 June 2018

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 2016”.

The document describes the quality standards and indicators, which will be applied for the external evaluation of programs of study of institutions of higher education, by the External Evaluation Committee.

DIRECTIONS: Note what is applicable for each quality standard/indicator.

1. Applicable to a minimum degree
2. Applicable to a non satisfactory degree
3. Applicable to a satisfactory degree
4. Applicable to a very satisfactory degree
5. It applies and it constitutes a good practice

It is pointed out that, in the case of standards and indicators that cannot be applied due to the status of the institution and/or of the program of study, N/A (= Not Applicable) should be noted and a detailed explanation should be provided on the institution’s corresponding policy regarding the specific quality standard or indicator.

Members of the External Evaluation Committee

EXTERNAL EVALUATION COMMITTEE:

NAME	TITLE	UNIVERSITY / INSTITUTION
Margaret Deery	Professor	Surrey University, UK
Konstantinos Andriotis	Professor	Middlesex University London, UK
Anastasios Zopiatis	Associate Professor	Cyprus University of Technology, Cyprus
Evdokia Anastasiou	Student Representative	Cyprus University of Technology, Cyprus

Date and Time of the On-Site Visit: 9-2 pm on Tuesday 12th of June 2018

Duration of the On-Site Visit: 5 hours

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES						
1.1	Organization of teaching work	1	2	3	4	5
1.1.1	The student admission requirements to the program of study, are based on specific regulations which are adhered to in a consistent manner.				X	
1.1.2	The number of students in each class allows for constructive teaching and communication, and it compares positively to the current international standards and/or practices.					X
1.1.3	The organization of the educational process safeguards the quality implementation of the program's purpose and objectives and the achievement of the learning outcomes. Particularly, the following are taken into consideration:					
	1.1.3.1 The implementation of a specific academic calendar and its timely publication.					X
	1.1.3.2 The disclosure of the program's curricula to the students, and their implementation by the teaching personnel	N/A				
	1.1.3.3 The course web-pages, updated with the relevant supplementary material	N/A				
	1.1.3.4 The procedures for the fulfillment of undergraduate and postgraduate assignments / practical training				X	
	1.1.3.5 The procedures for the conduct and the format of the examinations and for student assessment					X
	1.1.3.6 The effective provision of information to the students and the enhancement of their participation in the procedures for the improvement of the educational process.			X		
1.1.4	Adequate and modern learning resources, are available to the students, including the following:					
	1.1.4.1 Facilities		X			
	1.1.4.2 Library			X		
	1.1.4.3 Infrastructure			X		

	1.1.4.4	student welfare			X		
	1.1.4.5	academic mentoring				X	
1.1.5	A policy for regular and effective communication, between the teaching personnel and the students, is applied.				X		
1.1.6	The teaching personnel, for each course, provide timely and effective feedback to the students.					X	
1.1.7	Statutory mechanisms, for the support of students and the communication with the teaching personnel, are effective.				X		
1.1.8	Control mechanisms for student performance are effective.				X		
1.1.9	Support mechanisms for students with problematic academic performance are effective.				X		
1.1.10	Academic mentoring processes are transparent and effective for undergraduate and postgraduate programs and are taken into consideration for the calculation of academic work load.			X			
1.1.11	The program of study applies an effective policy for the prevention and detection of plagiarism.				X		
1.1.12	The program of study provides satisfactory mechanisms for complaint management and for dispute resolution.			X			

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

1.1.3.2: This is a new proposed program of studies

1.1.3.3: This is a new proposed program of studies

1.1.3.4: The committee feels that the internship course (6 ECTS) should be included in the curriculum's mandatory requirements.

1.1.4.1: The practical labs are not up to international standards for the provision of such a learning experience to students.

1.1.4.2: The committee acknowledges the college's library access to EBSCO database and the purchase of some new textbooks, nevertheless the majority of existing books (hard copies) are outdated.

1.1.4.3: The college must undertake major improvements in the areas of labs

(computer, culinary, service and housekeeping).

1.1.4.4: Due to numerous issues discussed during our visitation a dedicated person should be assigned the duties of student welfare adhering to college specific rules and regulations.

1.1.5: Current facilities with the absence of faculty offices hinders the effective communication between students and staff.

1.1.7: Statutory mechanism do exist in theoretical terms, nevertheless the committee cannot verify that those are either implemented or effective.

1.1.9: Support mechanism should be improved having in mind the excessive attrition rate amongst their students and the problems they are facing upon arrival in Cyprus.

1.1.10: College administration must revisit their policies and procedures on this matter.

1.1.11: Despite the utilization of numerous free anti-plagiarism tools, this is not a requirement for all courses. Moreover, free tools have severe limitations that hinder the overall purpose of the practice, thus the suggestion is to gain access to software like turn-it-in or ithenticate.

1.1.12: College should revisit this with the involvement of faculty members in such eventualities.

Note, additionally:

- a) the expected number of Cypriot and International Students in the program of study. **15**
- b) the countries of origin of the majority of students. **Asian Countries (e.g. Nepal, Pakistan, India, Bangladesh).**
- c) the maximum planned number of students per class-section. **15**

1.2	Teaching	1	2	3	4	5
1.2.1	The methodology utilized in each course is suitable for achieving the course's purpose and objectives and those of the individual modules.				X	
1.2.2	The methodology of each course is suitable for adults.				X	
1.2.3	Continuous-formative assessment and feedback are provided to the students regularly.				X	

1.2.4	The assessment system and criteria regarding student course performance, are clear, adequate, and known to the students.				X	
1.2.5	Educational activities which encourage students' active participation in the learning process, are implemented.				X	
1.2.6	Teaching incorporates the use of modern educational technologies that are consistent with international standards, including a platform for the electronic support of learning.				X	
1.2.7	Teaching materials (books, manuals, journals, databases, and teaching notes) meet the requirements set by the methodology of the program's individual courses, and are updated regularly.			X		
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>1.2.6: The committee acknowledges the utilization of Edmodo student learning platform.</p> <p>1.2.7: There was a conscious effort to update the reading material, especially books, nevertheless the vast majority of textbooks included in the detailed course descriptions are outdated.</p>						
1.3	Teaching Personnel	1	2	3	4	5
1.3.1	The number of full-time academic personnel, occupied exclusively at the institution, and their fields of expertise, adequately support the program of study.				X	
1.3.2	The members of teaching personnel for each course have the relevant formal and fundamental qualifications for teaching the course, as described by the legislation, including the following:					
1.3.2.1	Subject specialization, preferably with a doctorate, in the discipline.					X
1.3.2.2	Publications within the discipline.	N/A				
1.3.3	The specializations of Visiting Professors adequately support the program of study.				X	

1.3.4	Special Teaching Personnel and Special Scientists have the necessary qualifications, adequate work experience and specialization to teach a limited number of courses in the program of study.				X	
1.3.5	In every program of study the Special Teaching Personnel does not exceed 30% of the Teaching Research Personnel.					X
1.3.6	The teaching personnel of each private institution of tertiary education, to a percentage of at least 70%, has recognized academic qualification, by one level higher than that of the program of study in which he/she teaches.					X
1.3.7	In the program of study, the ratio of the number of courses taught by full-time personnel, occupied exclusively at the institution, to the number of courses taught by part-time personnel, ensures the quality of the program of study.		X			
1.3.8	The ratio of the number of students to the total number of teaching personnel is adequate for the support and safeguarding of the program's quality.					X
1.3.9	The academic personnel's teaching load does not limit the conduct of research, writing, and contribution to the society.	N/A				
1.3.10	Future redundancies / retirements, expected recruitment and promotions of academic personnel safeguard the unimpeded implementation of the program of study within a five-year span.	N/A				
1.3.11	The program's Coordinator has the qualifications and experience to efficiently coordinate the program of study.					X

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

1.3.2.2: This is not required at this level of studies.

1.3.7: The committee identified that a number of part time personnel is responsible for teaching an excessive number of courses.

1.3.9: The reported 15-18 hours of teaching doesn't allow quality time for research.

1.3.10: No such cases were reported by the college administration.

2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS						
2.1	Purpose and Objectives and learning outcomes of the Program of Study	1	2	3	4	5
2.1.1	The purpose and objectives of the program of study are formulated in terms of expected learning outcomes and are consistent with the mission and the strategy of the institution.				X	
2.1.2	The purpose and objectives of the program and the learning outcomes are utilized as a guide for the design of the program of study.				X	
2.1.3	The higher education qualification and the program of study, conform to the provisions of their corresponding Professional and Vocational Bodies for the purpose of registration to these bodies.	N/A				
2.1.4	The program's content, the methods of assessment, the teaching materials and the equipment, lead to the achievement of the program's purpose and objectives and ensure the expected learning outcomes.			X		
2.1.5	The expected learning outcomes of the program are known to the students and to the members of the academic and teaching personnel.	N/A				
2.1.6	The learning process is properly designed to achieve the expected learning outcomes.			X		
2.1.7	The higher education qualification awarded to the students, corresponds to the purpose and objectives and the learning outcomes of the program.				X	
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>2.1.4: The committee feels that the program's content is outdated and fails to reflect the latest developments of the hospitality industry. Most courses were borrowed from other existing programs of the college.</p> <p>2.1.5: This is a new proposed program</p> <p>2.1.6: It is recommended that formal training seminars on pedagogical issues to academic staff should be provided by the college.</p>						
2.2	Structure and Content of the Program of Study	1	2	3	4	5
2.2.1	The course curricula clearly define the expected learning outcomes, the content, the teaching and learning approaches and the method of assessing student performance.			X		

2.2.2	The European Credit Transfer System (ECTS) is applied and there is true correspondence between credits and workload per course and per semester for the student either he / she studies in a specific program or he/she is registered and studies simultaneously in additional programs of studies according to the European practice in higher education institutions.	X				
2.2.3	The program of study is structured in a consistent manner and in sequence, so that concepts operating as preconditions precede the teaching of other, more complex and cognitively more demanding, concepts.		X			
2.2.4	The higher education qualification awarded, the learning outcomes and the content of the program are consistent.			X		
2.2.5	The program, in addition to the courses focusing on the specific discipline, includes an adequate number of general education courses.				X	
2.2.6	The content of courses and modules, and the corresponding educational activities are suitable for achieving the desired learning outcomes with regards to the knowledge, skills, and abilities which should be acquired by students.		X			
2.2.7	The number and the content of the program's courses are sufficient for the achievement of learning outcomes.		X			
2.2.8	The content of the program's courses reflects the latest achievements / developments in science, arts, research and technology.		X			
2.2.9	Flexible options / adaptable to the personal needs or to the needs of students with special needs, are provided.			X		

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

2.2.2: The ECTS allocation in many courses (see language courses) is excessive and should be revisited.

2.2.3: There is an overload of Food and Beverage courses with probable repetitions. Moreover, other courses (see for example Computer Fundamentals, Cyprus History) are unrelated with the particular program of studies. Computer courses must focus on hospitality applications such as Micros-Fidelio, etc.

2.2.4: The mandatory requirement for the Final Year Project at year 2, without any previous preparatory courses, at a vocational program is not necessary.

2.2.5: It does include numerous language courses – in addition to English – as electives, nevertheless the committee is unable to verify whether those courses will be offered. Indicatively, the lecturer assigned to teach German, Dr Webster, permanently resides in the US for the past 3

years.

2.2.6: Most of the courses are inadequate, with outdated reading material and thematic areas, and cannot meet the everchanging needs of the hospitality industry. It is recommended – with the active participation of existing faculty members – to revisit the content of the proposed courses and undertake all necessary improvements to update the scope and material.

2.2.7: See comment above (2.2.6)

2.2.8: See comment above (2.2.6)

2.2.9: We suggest that the college gives greater attention to such cases by developing a structured procedure for students' assistance and the allocation of a dedicated responsible person.

Note the expected number of students who will be studying simultaneously at another academic institution, based on your experience so far, regarding students who study simultaneously in the programs of your institution. The committee is puzzled by the college's response that they have 80 students under this category. This requires further clarification.

2.3	Quality Assurance of the Program of Study	1	2	3	4	5
2.3.1	The arrangements regarding the program's quality assurance define clear competencies and procedures.				X	
2.3.2	Participation in the processes of the system of quality assurance of the program, is ensured for					
	2.3.2.1 the members of the academic personnel			X		
	2.3.2.2 the members of the administrative personnel			X		
	2.3.2.3 the students.			X		
2.3.3	The guide and / or the regulations for quality assurance, provide detailed information and data for the support and management of the program of study.				X	
2.3.4	The quality assurance process constitutes an academic process and it is not restricted by non-academic factors.		X			

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

2.3.4: Through the discussion with both faculty members and administrators the committee feels that non-academic factors influence the college's QA processes especially with regards to financial aspects.

2.4	Management of the Program of Study	1	2	3	4	5
2.4.1	Effective management of the program of study with regard to its design, its approval, its monitoring and its review, is in place.		X			
2.4.2	It is ensured that learning outcomes may be achieved within the specified timeframe.			X		
2.4.3	It is ensured that the program's management and development process is an academic process which operates without any non-academic interventions.		X			
2.4.4	The academic hierarchy of the institution, (Rector, Vice-Rectors, Deans, Chairs and Programs' Coordinators, academic personnel) have the sole responsibility for academic excellence and the development of the programs of study.	N/A				
2.4.5	Information relating to the program of study are posted publicly and include:	N/A				
2.4.5.1	The provisions regarding unit credits					
2.4.5.2	The expected learning outcomes					
2.4.5.3	The methodology					
2.4.5.4	Course descriptions					
2.4.5.5	The program's structure					
2.4.5.6	The admission requirements					
2.4.5.7	The format and the procedures for student assessment					
2.4.6	The award of the higher education qualification is accompanied by the Diploma Supplement which is in line with the European and international standards.					X
2.4.7	The effectiveness of the program's evaluation mechanism, by the students, is ensured.		X			
2.4.8	The recognition and transfer of credit units from previous studies is regulated by procedures and regulations which ensure that the majority of credit units is awarded by the institution which awards the higher education qualification.					X

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

2.4.1: The program's courses were borrowed from other existing programs, most of which were developed some time ago. Faculty members had limited contribution to the development of the proposed program.

2.4.2: In certain courses (for example the language courses) the learning outcomes can be achieved in less time, thus the suggestion to reduce the load of ECTS and maybe increase the number of required courses.

2.4.3: The program’s management is primarily the responsibility of administration despite the genuine effort of the Program’s Coordinator, nevertheless the development was based on existing programs, thus the inherent limitations described in our previous comments.

2.4.4: Most of these positions do not exist in the college’s organizational structure, nevertheless this (flat structure) is typical for a small college.

2.4.5: This is not applicable since this is new proposed program of studies.

2.4.7: Evaluations are conducted by students (and administration), nevertheless there is not an official feedback mechanism to faculty members.

In the case of practical training, note:

- The number of credit units for courses and the number of credits for practical training? **Practical training is 6 credits but in essence it doesn’t count towards students’ graduation requirements which is 120 ECTS. The provided Internship Practical Training Guide suggest that the practice is mandatory, nevertheless such a claim is not included in the application for evaluation.**
- In which semester does practical training takes place? **Summer between Years 1 and 2.**
- Note if practical training is taking place in a country other than the home country of the institution which awards the higher education qualification. **No such information is provided. According to college administration their students cannot participate in European Union mobility programs such as Erasmus due to limitations of the existing legislation.**

2.5	International Dimension of the Program of Study	1	2	3	4	5
2.5.1	The program’s collaborations with other institutions are compared positively with corresponding collaborations of other departments / programs of study in Europe and internationally.					X
2.5.2	The program attracts Visiting professors of recognized academic standing.				X	
2.5.3	Students participate in exchange programs.	N/A				
2.5.4	The academic profile of the program of study is compatible with corresponding programs of study in Cyprus and internationally.		X			

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

2.5.3: The program is not up-to-standards to corresponding programs.

2.5.4: College administration informed the committee that due to existing limitations with the law their students cannot participate in European exchange programs.

Also, comment on the degree the program compares positively with corresponding programs

operating in Cyprus and abroad in higher education institutions of the same rank. The proposed program due to the issues/ limitations cited above, does not compare well with similar programs offered by other institutions.

2.6	Connection with the labor market and the society	1	2	3	4	5
2.6.1	The procedures applied, so that the program conforms to the scientific and professional activities of the graduates, are adequate and effective.				X	
2.6.2	According to the feasibility study, indicators for the employability of graduates are satisfactory.		X			
2.6.3	Benefits, for the society, deriving from the program are significant.				X	

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

2.6.2: The feasibility study does not provide such information.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING						
3.1	Research - Teaching Synergies	1	2	3	4	5
3.1.1	It is ensured that teaching and learning have been adequately enlightened by research.			N/A		
3.1.2	New research results are embodied in the content of the program of study.			N/A		
3.1.3	Adequate and sufficient facilities and equipment are provided to support the research component of the program of study, which are available and accessible to the personnel and the students.			N/A		
3.1.4	The results of the academic personnel's research activity are published in international journals with the peer-reviewing system, in international conferences, conference minutes, publications etc.			N/A		
3.1.5	External, non-governmental, funding for the academic personnel's research activities, is compared positively to the funding of other institutions in Cyprus and abroad.			N/A		
3.1.6	Internal funding, of the academic personnel's research activities, is compared positively to the funding of other institutions in Cyprus and abroad.			N/A		
3.1.7	The policy for, indirect or direct, internal funding of the academic personnel's research activity is satisfactory.			N/A		
3.1.8	The participation of students, academic, teaching and administrative personnel of the program in research activities and projects is satisfactory.			N/A		
3.1.9	Student training in the research process is sufficient.			N/A		
Justify the answer you have provided and note the additional comments you may have on each standard / indicator.						
4. ADMINISTRATION SERVICES, STUDENT WELFARE AND SUPPORT OF TEACHING WORK						
4.1	Administrative Mechanisms	1	2	3	4	5
4.1.1	There is a Student Welfare Service that supports students with regards to academic and personal problems and difficulties.			X		
4.1.2	Statutory administrative mechanisms for monitoring and			X		

	supporting students are sufficient.					
4.1.3	The efficiency of these mechanisms is assessed on the basis of specific criteria.			X		
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>4.1.1: See previous comments (Section 2.2.9)</p>						
4.2	Infrastructure / Support	1	2	3	4	5
4.2.1	There are suitable books and reputable journals supporting the program.			X		
4.2.2	There is a supportive internal communication platform.					X
4.2.3	The facilities are adequate in number and size.			X		
4.2.4	The equipment used in teaching and learning (laboratory and electronic equipment, consumables etc) are quantitatively and qualitatively adequate.			X		
4.2.5	Teaching materials (books, manuals, scientific journals, databases) are adequate and accessible to students.			X		
4.2.6	Teaching materials (books, manuals, scientific journals, databases) are updated regularly with the most recent publications.		X			
4.2.7	The teaching personnel are provided with training opportunities in teaching method, in adult education, and in new technologies on the basis of a structured learning framework.	X				
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>4.2.1: Suggestion to enrich the library's collection with recent material.</p> <p>4.2.3: Problems with the quality and size of the hospitality and computer labs.</p> <p>4.2.6: See previous comments (1.2.7 and 2.2.6)</p> <p>4.2.7: See previous comment in section (2.1.6)</p>						

4.3	Financial Resources	1	2	3	4	5
4.3.1	The management and allocation of the financial resources of the program of study, allow for the development of the program and of the academic / teaching personnel.		X			
4.3.2	The allocation of financial resources as regards to academic matters, is the responsibility of the relevant academic departments.	X				
4.3.3	The remuneration of academic and other personnel is analogous to the remuneration of academic and other personnel of the respective institutions in Cyprus.			X		
4.3.4	Student tuition and fees are consistent to the tuition and fees of other respective institutions.				X	
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>4.3.1: More funding is required for faculty development.</p> <p>4.3.2: The Program Coordinator has no budget authorities. Everything is centrally controlled by the academic director.</p>						

The following criterion applies additionally for distance learning programs of study.

5.	DISTANCE LEARNING PROGRAMS	1	2	3	4	5
5.1	Feedback processes for teaching personnel with regards to the evaluation of their teaching work, by the students, are satisfactory.	N/A				
5.2	The process and the conditions for the recruitment of academic / teaching personnel, ensure that candidates have the necessary skills and experience for long distance education.	N/A				
5.3	Through established procedures, appropriate training, guidance and support, are provided to teaching personnel, to enable it to efficiently support the educational process.	N/A				
5.4	Student performance monitoring mechanisms are satisfactory.	N/A				
5.5	Adequate mentoring by the teaching personnel, is provided to students, through established procedures.	N/A				
5.6	The unimpeded long distance communication between the teaching personnel and the students, is ensured to a satisfactory degree.	N/A				
5.7	Assessment consistency, its equivalent application to all students, and the compliance with predefined procedures, are ensured.	N/A				
5.8	Teaching materials (books, manuals, scientific journals, databases) comply with the requirements provided by the long distance education methodology and are updated regularly.	N/A				
5.9	The program of study has the appropriate and adequate infrastructure for the support of learning.	N/A				
5.10	The supporting infrastructures are easily accessible.	N/A				
5.11	Students are informed and trained with regards to the available educational infrastructure.	N/A				
5.12	The procedures for systematic control and improvement of the supportive services are regular and effective.	N/A				
5.13	Infrastructure for distance education is comparable to university infrastructure in the European Union and	N/A				

	internationally.	
5.14	Electronic library services are provided according to international practice in order to support the needs of the students and of the teaching personnel.	N/A
5.15	The students and the teaching personnel have access to the necessary electronic sources of information, relevant to the program, the level, and the method of teaching.	N/A
5.16	The percentage of teaching personnel who holds a doctorate, in a program of study which is offered long distance, is not less than 75%.	N/A

Justify the answer you have provided and note the additional comments you may have on each standard / indicator.

If the following apply, note “√” in the appropriate space next to each statement. In case the following statements do not apply, note what is applicable:

The maximum number of students per class-section, should not exceed 30 students.	X
The conduct of written examinations with the physical presence of the students, under the supervision of the institution or under the supervision of reliable agencies which operate in the countries of the students, is compulsory.	X
The number of long distance classes taught by the academic personnel does not exceed the number of courses taught by the teaching personnel in conventional programs of study.	N/A

The following criterion applies additionally for doctoral programs of study.

6.	DOCTORAL PROGRAMS OF STUDY	1	2	3	4	5
6.1	The provision of quality doctoral studies is ensured through Doctoral Studies Regulations.	N/A				
6.2	The structure and the content of a doctoral program of study are satisfactory and they ensure the quality provision of doctoral studies.	N/A				
6.3	The number of academic personnel, which is going to support the doctoral program of study, is adequate.	N/A				
6.4	The doctoral studies' supervisors have the necessary academic qualifications and experience for the supervision of the specific dissertations.	N/A				
6.5	The degree of accessibility of all interested parties to the Doctoral Studies Regulations is satisfactory.	N/A				
6.6	The number of doctoral students, under the supervision of a member of the academic personnel, is apt for the continuous and effective feedback provided to the students and it complies with the European and international standards.	N/A				
6.7	The research interests of academic advisors and supervisors are satisfactory and they adequately cover the thematic areas of research conducted by the doctoral students of the program.	N/A				
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p>Note the number of doctoral students under the supervision of each member of the academic personnel of the program and the academic rank of the supervisor.</p>						

FINAL REMARKS – SUGGESTIONS

Please note your final remarks and suggestions for the program of study and/or regarding particular aspects of the program.

The committee notes the commitment of faculty and administrative staff in providing a genuine educational experience to their students. Nevertheless, the proposed program requires further amendments in order to meet the current standards of a competitive 2-years Hotel Administration diploma. The committee strongly suggest that such efforts should be undertaken with the active engagement of the college’s faculty members, which should be supported by the ownership of the institution. Moreover, the ownership should invest in a) upgrading their hospitality labs, and b) developing their faculty members.

Names and Signatures of the Chair and the Members of the External Evaluation Committee:

Name:	Signature:
Margaret Deery	
Konstantinos Andriotis	
Anastasios Zopiatis	
Evdokia Anastasiou	

Date: 14/06/2018