

Doc. 300.1.1

Date: 30th October 2019

External Evaluation Report

- **Higher Education Institution:**
Cyprus International Institute of Management (CIIM)
- **Town:** Nicosia
- **School/Faculty (if applicable):** School/Faculty
- **Department/ Sector:** Shipping and Finance
- **Programme of study- Name (Duration, ECTS, Cycle)**

In Greek:

Programme Name

In English:

MSc Shipping Operations and Management (15 months full-time or
30 months part-time/90 ECTS, Master - Distance Learning)

- **Language(s) of instruction:** English
- **Programme's status**
New programme: Yes
Currently operating: No

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 and 2016” [N. 136 (I)/2015 and N. 47(I)/2016].

A. Introduction

This part includes basic information regarding the onsite visit.

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B. External Evaluation Committee (EEC)

<i>Name</i>	<i>Position</i>	<i>University</i>
Professor Nikos Nomikos	Professor of Shipping Finance	Cass Business School
Professor Michele Acciari	Associate Professor of Maritime Logistics	Kuehne Logistics University
Professor Rene Taudal Poulsen	Associate Professor of Business History and Strategy	Copenhagen Business School
Professor Marcus Specht	Professor of Digital Education	TU Delft, Open Universiteit Nederland.
Mrs Antri Stratoura	MSc Student	Open University of Cyprus
Name	Position	University

C. Guidelines on content and structure of the report

- *The external evaluation report follows the structure of assessment areas.*
- *At the beginning of each assessment area there is a box presenting:*
 - standards which are relevant to the European Standards and Guidelines (ESG)*
 - some questions that EEC may find useful.*
- *The questions aim at facilitating the understanding of each assessment area and at illustrating the range of topics covered by the standards.*
- *Under each assessment area there are quality indicators (criteria) to be scored by the EEC on a scale from one (1) to five (5), based on the degree of compliance for the above mentioned quality indicators (criteria). The scale used is explained below:*
 - 1 or 2: Non-compliant*
 - 3: Partially compliant*

4 or 5: *Compliant*

- *The EEC must justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.*
- *It is pointed out that, in the case of indicators (criteria) that cannot be applied due to the status of the HEI and/or of the programme of study, N/A (= Not Applicable) should be noted and a detailed explanation should be provided on the HEI's corresponding policy regarding the specific quality indicator.*
- *In addition, for each assessment area it is important to provide information regarding the compliance with the requirements. In particular, the following must be included:*

Findings

A short description of the situation in the Higher Education Institution (HEI), based on elements from the application for external evaluation and on findings from the onsite visit.

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

Areas of improvement and recommendations

A list of problem areas to be dealt with, followed by or linked to the recommendations of how to improve the situation.

- **The report may also address other issues which the EEC finds relevant.**

1. Study programme and study programme's design and development

(ESG 1.1, 1.2, 1.8, 1.9)

Standards

- *Policy for quality assurance of the programme of study:*
 - *has a formal status and is publicly available*
 - *supports the organisation of the quality assurance system through appropriate structures, regulations and processes*
 - *supports teaching, administrative staff and students to take on their responsibilities in quality assurance*
 - *ensures academic integrity and freedom and is vigilant against academic fraud*
 - *guards against intolerance of any kind or discrimination against the students or staff*
 - *supports the involvement of external stakeholders*

- *The programme of study:*
 - *is designed with overall programme objectives that are in line with the institutional strategy and have explicit intended learning outcomes*
 - *is designed by involving students and other stakeholders*
 - *benefits from external expertise*
 - *reflects the four purposes of higher education of the Council of Europe (preparation for sustainable employment, personal development, preparation for life as active citizens in democratic societies, the development and maintenance, through teaching, learning and research, of a broad, advanced knowledge base)*
 - *is designed so that it enables smooth student progression*
 - *defines the expected student workload in ECTS*
 - *includes well-structured placement opportunities where appropriate*
 - *is subject to a formal institutional approval process*
 - *results in a qualification that is clearly specified and communicated, and refers to the correct level of the National Qualifications Framework for Higher Education and, consequently, to the Framework for Qualifications of the European Higher Education Area*
 - *is regularly monitored in the light of the latest research in the given discipline, thus ensuring that the programme is up-to-date*
 - *is periodically reviewed so that it takes into account the changing needs of society, the students' workload, progression and completion, the effectiveness of procedures for assessment of students, student expectations, needs and satisfaction in relation to the programme*
 - *is reviewed and revised regularly involving students and other stakeholders*

- *Public information (clear, accurate, objective, up-to date and readily accessible):*
 - *about the programme of study offered*
 - *the selection criteria*
 - *the intended learning outcomes*
 - *the qualification awarded*
 - *the teaching, learning and assessment procedures*
 - *the pass rates*
 - *the learning opportunities available to the students*
 - *graduate employment information*

You may also consider the following questions:

- *What is the procedure for quality assurance of the programme and who is involved?*
- *What is done to reduce/prevent academic fraud? How does the higher education institution address fraud cases?*
- *Who is involved in the study programme's design and development (launching, changing, internal evaluation) and what is taken into account (strategies, the needs of society, etc.)?*
- *Please evaluate a) whether the study programme remains current and consistent with developments in society (labour market, digital technologies, etc.), and b) whether the content and objectives of the study programme are in accordance with each other?*
- *Do the content and the delivery of the programme correspond to the European Qualifications Framework (EQF)?*
- *How is coherence of the study programme ensured, i.e., logical sequence and coherence of courses? How are substantial overlaps between courses avoided? How is it ensured that the teaching staff is aware of the content and outputs of their colleagues' work within the same study programme?*
- *How does the study programme support development of the learners' general competencies (including digital literacy, foreign language skills, entrepreneurship, communication and teamwork skills)?*
- *What are the scope and objectives of practical training in the study programme (where appropriate)?*
- *What are the scope and objectives of the foundation courses in the study programme (where appropriate)? What are the pass rates?*
- *How long does it take a student on average to graduate?*
- *How has the feedback from students, alumni, employers, teaching staff been taken into account? Provide some concrete examples.*
- *Has the study programme been compared to other similar study programmes when designed, including internationally, and to what purpose? Explain.*
- *Is the graduation rate for the study programme analogous to other European programmes with similar content?*
- *How is it ensured that the actual student workload is in accordance with the workload expressed by ECTS?*
- *What is the pass rate per course/semester?*
- *What are the opportunities for international students to participate in the study programme (courses/modules taught in a foreign language)?*
- *Is information related to the programme of study publicly available?*

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: Non-compliant
3: Partially compliant
4 or 5: Compliant

Quality indicators/criteria		1 - 5
1.1	Academic oversight of the programme design is ensured.	4
1.2	The guide and / or the regulations for quality assurance provide the adequate information and data for the support and management of the programme of study for all the years of study.	4
1.3	Internal Quality Assurance processes safeguard the quality and the fulfillment of the programme's purpose, objectives and the achievement of the learning outcomes. Particularly, the following are taken into consideration:	
1.3.1	The disclosure of the programme's curricula to the students and their implementation by the teaching staff	4
1.3.2	The programme webpage information and material	4
1.3.3	The procedures for the fulfillment of undergraduate and postgraduate assignments / practical training	4
1.3.4	The procedures for the conduct and the format of the examinations and for student assessment	3
1.3.5	Students' participation procedures for the improvement of the programme and of the educational process	4
1.4	The knowledge (theoretical and/or factual) gained is of the appropriate level to which the programme of study corresponds to, according to the European Qualifications Framework (EQF).	3
1.5	The skills (cognitive and practical) obtained are of the appropriate level to which the programme of study corresponds to, according to the European Qualifications Framework (EQF).	4
1.6	The responsibility and autonomy (the ability of the learner to apply knowledge and skills autonomously and with responsibility) are of the appropriate level to which the programme of study corresponds to, according to the European Qualifications Framework (EQF).	4
1.7	The purpose and objectives of the programme are consistent with the expected learning outcomes and with the mission and the strategy of the institution.	4

1.8	The following ensure the achievement of the programme's purpose, objectives and the learning outcomes:		
	1.8.1	The number of courses	4
	1.8.2	The programme's content	3
	1.8.3	The methods of assessment	4
	1.8.4	The teaching material	3
	1.8.5	The equipment	4
	1.8.6	The balance between theory and practice	4
	1.8.7	The research orientation of the programme	2
	1.8.8	The quality of students' assignments	4
1.9	The expected learning outcomes of the programme are known to the students and to the members of the teaching staff.		4
1.10	The teaching and learning process is adequate and effective for the achievement of the expected learning outcomes.		4
1.11	The content of the programme's courses reflects the latest achievements / developments in science, arts, research and technology.		2
1.12	New research results are embodied in the content of the programme of study.		2
1.13	The content of foundation courses is designed to prepare the students for the first year of their chosen undergraduate degree.		N/A
1.14	Students' command of the language of instruction is appropriate.		3
1.15	The programme 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.		2
1.16	The learning outcomes and the content of the courses are consistent.		4
1.17	The European Credit Transfer System (ECTS) is applied and there is correspondence between credits, workload and expected learning outcomes per course and per semester.		4
1.18	The higher education qualification awarded to the students corresponds to the purpose, objectives and the learning outcomes of the programme.		2

1.19	The higher education qualification and the programme of study conform to the provisions for registration to their corresponding professional and vocational bodies for the purpose of exercising a particular profession.	4
1.20	The programme's management in regard to its design, its approval, its monitoring and its review, is in place.	4
1.21	The programme's collaborations with other institutions provide added value and are compared positively with corresponding collaborations of other departments / programmes of study in Europe and internationally.	NA
1.22	Procedures are applied so that the programme conforms to the scientific and professional activities of the graduates.	4
1.23	The admission requirements are appropriate.	3
1.24	Sufficient information relating to the programme of study is posted publicly.	4
1.25	The teaching methodology is suitable for teaching in higher education.	4

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

1.3.5. We did not find convincing evidence for procedures that allow students to improve the program.

1.4. For EQF level, we would expect to see strong research methods training.

1.8.2./1.8.4./1.8.7/1.11/1.12, For most of the courses in the programme, relevant, recent research articles from academic journals should be included.

1.14. We recommend higher admission criteria for English language skills.

1.18 For a MSc program, we would expect to see more focus on research methods and recent academic articles

1.23. We would recommend writing more specific admission criteria for the admission interviews. This will ensure consistency in the admission process.

Provide information on:

1. Employability records

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2. Pass rate per course/semester

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3. The correspondence of exams' and assignments' content to the level of the programme and the number of ECTS

Click or tap here to enter text.

Findings

A short description of the situation in the Higher Education Institution (HEI), based on elements from the application for external evaluation and on findings from the onsite visit.

We would recommend to CIIM to improve and spell out the logic of progression in the program structure, which is currently missing. The program guidance document should explain to the students, how the first courses in the program feed into the subsequent courses. We would like to see how the academic level increases in the course of the three semesters, as reflected by course learning goals. This will provide valuable guidance for students about the rising expectations that students will be subject to during the program.

The course descriptions provide long lists of bullet points regarding expected learning outcomes for each course. We would recommend major revisions in the wordings of learning goals. Many of them use the ambiguous wording “understand”, which is difficult to test in an exam situation. We would recommend replacing “understand” with other verbs, such as “identify”, “select”, “justify”, “formulate”, “apply”, “calculate”, and “assess”. We recommend that CIIM provides more explicit pedagogical reflections regarding the different levels of abstractions for the individual learning goals (e.g., using Bloom’s learning taxonomy). We recommend to reduce the number of learning goals, and order them according to their levels of abstraction (from simple goals to the most advanced and difficult goals).

The MSc program is missing an explicit focus on research methods. For MSc programs, we would expect graduates to be able to formulate research questions of their own. MSc graduates should be able to make appropriate methodological and theoretical choices that enable them to investigate their research questions. Finally, we would also like to see the MSc graduates, who have developed skills to carry out academic analyses, which provide valid and convincing answers to research questions. We would recommend to the CIIM to consider the inclusion of a research methods course (introducing both qualitative and quantitative research methods) and a mandatory MSc thesis in the program.

We would like to see CIIM’s professors scale up on the research content in the individual courses. An appropriate way to do this would be to include more, mandatory, academic journal articles in the syllabus. This would enable CIIM’s professors to leverage more recent research results in the program. This could include journal articles from journals such as Transportation Research Parts A-D, Journal of Transport Geography, Maritime Economics and Logistics but also publications from more generalist management journals such as Management Science or Organization Science.

In our comparisons of the course material and syllabus, we discovered several overlaps. Grammenos et al. (2010); Panayides (2018) and Stopford (2009) appear in several courses. These are highly relevant works to include in the program, but it is important to avoid that students read the same text twice in two different courses. We would

recommend more coordination between professors on course content in order to avoid overlaps in topics and readings.

In the context of global ship operations, social scientists have documented widespread issues of organizational mistrust, which have negative effects on ship organizations (See the recent work by Sampson et al. 2019). We would recommend that the program management include such work in the syllabus. In particular, and we would like to see more exercises in the human resource management course that enables the students to critically reflect ship management's effects on the quality of working life for seafarers and the performance of ship organizations. In particular, research conducted by the University of Cardiff's Seafarers International Research Centre (SIRC) would be particularly relevant to consider in this context. Given the CIIM's vision statement regarding the aim to foster ethical behavior and sustainability thinking among students, we would recommend the program management for the MSc in Shipping Operations and management to include this more explicitly in the syllabus.

Some relevant references:

Sampson et al. (2019). 'Between a Rock and a Hard Place': The Implications of Lost Autonomy and Trust for Professionals at Sea, *Work, Employment and Society*, 33 (4), 648 –665

Sampson and Tang (2019). Strange things happen at sea: training and new technology in a multi-billion global industry, *Journal of Education and Work* 29 (8), 980-994

Sampson and Bloor (2007). When Jack gets out of the box: the problems of regulating a global industry, *Sociology* 41 (3), 551-569

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

The CIIM has an Advisory Board, which we consider very strong. It includes several highly esteemed senior scholars and practitioners.

CIIM has a very strong relationship with the local business community in Cyprus. The institute can leverage this to ensure job market relevance of programs and graduates.

CIIM holds the potential to gain a first mover advantage in the online teaching within the field of shipping operations and management.

The location in Cyprus is a major advantage for CIIM: It combines the strong shipping environment with the strong Anglo Saxon education traditions.

CIIM appears to be very attentive to student welfare. This is very valuable to ensure student well-being and retention (minimizing risk of drop-out).

Areas of improvement and recommendations

A list of problem areas to be dealt with, followed by or linked to the recommendations of how to improve the situation.

Spell out the logic of progression in the program

Revise the learning goals to reflect different levels of abstraction

Include more academic journal articles in the mandatory readings

Avoid overlaps in content and readings between the individual courses

Include assignments to reflect on business ethics and quality of working life for seafarers

Include a methods course in the program

Include a MSc thesis in the program

Please tick one of the following for:

Study programme and study programme's design and development

Non-Compliant



Partially Compliant



Compliant



2. Teaching, learning and student assessment

(ESG 1.3)

Standards

- *The process of teaching and learning supports students' individual and social development and respects their needs.*
- *The process of teaching and learning is flexible, considers different modes of delivery, where appropriate, uses a variety of pedagogical methods and facilitates the achievement of planned learning outcomes.*
- *Students are encouraged to take an active role in creating the learning process.*
- *The implementation of student-centered learning and teaching encourages a sense of autonomy in the learner, while ensuring adequate guidance and support from the teacher.*
- *Teaching methods, tools and material used in teaching are modern, effective, support the use of modern educational technologies and are regularly updated.*
- *Practical and theoretical studies are interconnected.*
- *The organisation and the content of practical training, if applicable, support achievement of planned learning outcomes and meet the needs of the stakeholders.*
- *Mutual respect within the learner-teacher relationship is promoted.*
- *Assessment is appropriate, transparent, objective and supports the development of the learner.*
- *The criteria for and method of assessment, as well as criteria for marking, are published in advance.*
- *Assessment allows students to demonstrate the extent to which the intended learning outcomes have been achieved. Students are given feedback, which, if necessary, is linked to advice on the learning process.*
- *Assessment, where possible, is carried out by more than one examiner.*

You may also consider the following questions:

- *How is it monitored that the teaching staff base their teaching and assessment methods on objectives and intended learning outcomes? Provide samples of examination papers (if available).*
- *How are students' different abilities, learning needs and learning opportunities taken into consideration when conducting educational activities?*
- *How is the development of students' general competencies (including digital skills) supported in educational activities?*
- *How is it ensured that innovative teaching methods, learning environments and learning aids that support learning are diverse and used in educational activities?*
- *Is the teaching staff using new technology in order to make the teaching process more effective?*
- *How is it ensured that theory and practice are interconnected in teaching and learning?*

- *How is practical training organised (finding practical training positions, guidelines for practical training, supervision, reporting, feedback, etc.)? What role does practical training have in achieving the objectives of the study programme? What is student feedback on the content and arrangement of practical training?*
- *Are students actively involved in research? How is student involvement in research set up?*
- *How is supervision of student research papers (seminar papers, projects, theses, etc.) organised?*
- *Do students' assessments correspond to the European Qualifications Framework (EQF)?*
- *What is the proportion and role of independent work by students in the learning process? How is independent work defined within a subject, how is it supervised and assessed, what are the conditions for independent work?*
- *How are the assessment methods chosen and to what extent do students get supportive feedback on their academic progress during their studies?*
- *How is the objectivity and relevance of student assessment ensured (assessment of the degree of achievement of the intended learning outcomes)?*
- *Are people outside of the HEI involved in the assessment of learning outcomes (including during the defense of theses)?*

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: Non-compliant
3: Partially compliant
4 or 5: Compliant

Quality indicators/criteria		1 - 5
2.1	The actual/expected number of students in each class allows for constructive teaching and communication.	4
2.2	The actual/expected number of students in each class compares positively to the current international standards and/or practices.	4
2.3	There is an adequate policy for regular and effective communication with students.	5
2.4	The methodology implemented in each course leads to the achievement of the course's purpose and objectives and those of the individual modules.	4
2.5	Constructive formative assessment for learning and feedback are regularly provided to the students.	4

2.6	The assessment system and criteria regarding student course performance are clear, adequate, and known to the students.	4
2.7	Educational activities which encourage students' active participation in the learning process are implemented.	4
2.8	Teaching incorporates the use of modern educational technologies that are consistent with international standards, including a platform for the electronic support of learning.	4
2.9	Teaching materials (books, manuals, journals, databases, and teaching notes) meet the requirements set by the methodology of the programme's individual courses and are updated regularly.	4
2.10	It is ensured that teaching and learning are continuously enriched by research.	2
2.11	The programme promotes students' research skills and inquiry learning.	2
2.12	Students are adequately trained in the research process.	2

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

2.10: The link to the research activities of faculty and instructors and the teaching is not evident

2.11: There is no evidence in the curriculum that students will acquire the research skills and that the programme promotes inquiry learning.

2.12: There is limited evidence that students are trained in conducting research and are familiar with research processes.

Findings

A short description of the situation in the Higher Education Institution (HEI), based on elements from the application for external evaluation and on findings from the onsite visit.

Although in general the evaluation of the teaching and learning processes support student individual and social development, the programme should place more focus on developing student's research skills.

In particular, the link to the research activities of faculty and instructors and the teaching is not evident. This is an important prerequisite for EQF level 7 to which the programme should align to. Notwithstanding the high research expertise of the faculty, there is no evidence that this expertise is used in the programme. While it might be expected that new research will be embedded in the materials used for teaching, this is not documented in the course outlines and there is no reference to processes aimed at updating the lecture materials with latest developments in research.

EQF requirements for MSc degrees include critical awareness of knowledge issues in a field and at the interface between different fields, as exemplified also in criterion 2.11. There is no evidence in the curriculum that students will be able to acquire such critical awareness. In particular, as the programme does not have any specific

methodological foundations, it is unlikely that students will be able to acquire the necessary skillsets to support specialised inquiry in the forefront of knowledge and original thinking.

There is no evidence that students are trained in the research process. Although the programme foresees the use of individual and group assignments and it is possible that lecturers structure those assignments to foster the acquisition of research capabilities for the students, this process is not documented, and the exercises/assignments provided in the course materials are not research-based. The absence of a final master's thesis and the absence of a research methods course is further evidence of the fact that students are not adequately trained in the research process.

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

- The students will benefit from the small class size
- The teaching and learning processes proposed allow for paying attention to individual student needs
- The programme structure allows for effective communication
- There is clear evidence the management team care about the wellbeing of students

Areas of improvement and recommendations

A list of problem areas to be dealt with, followed by or linked to the recommendations of how to improve the situation.

- Focus on research methods or research training should be strengthened, by including for example a research methods course
- The work on case studies should target specific skills and integrate problem-solving skills required in research
- A stronger focus on novel, cutting-edge and up-to-date research should be included in the programme
- Procedures to ensure that new knowledge is integrated in the programme should be put in place, by for example specifying that the compulsory reading materials for some of the courses should be based on recent academic publications.
- The production of individual or group work should be added to the assessment, to ensure that students develop specialised problem-solving skills required in research, e.g. through a master's thesis.

Please tick one of the following for:

Teaching, learning and student assessment

Non-Compliant



Partially Compliant



Compliant



3. Teaching Staff

(ESG 1.5)

Standards

- *Fair, transparent and clear processes for the recruitment and development of the teaching staff are set up.*
- *Teaching staff qualifications are adequate to achieve the objectives and planned learning outcomes of the study programme, and to ensure quality and sustainability of the teaching and learning.*
- *The teaching staff collaborate in the fields of teaching and research within the HEI and with partners outside (practitioners in their fields, employers, and staff members at other HEIs in Cyprus or abroad).*
- *Recognised visiting teaching staff participates in teaching the study programme.*
- *The teaching staff is regularly engaged in professional and teaching-skills training and development.*
- *Assessment of the teaching staff takes into account the quality of their teaching, their research activity, the development of their teaching skills and their mobility.*

You may also consider the following questions:

- *How are (novice) members of the teaching staff supported with regard to the development of their teaching skills? How is feedback given to members of the teaching staff regarding their teaching results and teaching skills?*
- *How is the teaching performance assessed? How does their teaching performance affect their remuneration, evaluation and/or selection?*
- *Is teaching connected with research?*
- *Does the HEI involve visiting teaching staff from other HEIs in Cyprus and abroad?*
- *What is the number, workload, qualifications and status of the teaching staff (rank, full/part timers)?*
- *Is student evaluation conducted on the teaching staff? If yes, have the results of student feedback been analysed and taken into account, and how (e.g., when planning in-service training for the teaching staff)?*

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: Non-compliant
- 3: Partially compliant
- 4 or 5: Compliant

Quality indicators/criteria		1 - 5
3.1	The number of full-time teaching staff, occupied exclusively at the institution, and their fields of expertise, adequately support the programme of study.	2
3.2	The members of teaching staff for each course have the relevant formal and fundamental qualifications for teaching the course, including the following:	
3.2.1	Subject specialisation	5
3.2.2	Research and publications within the discipline	4
3.2.3	Experience / training in teaching in higher education	5
3.3	The programme attracts visiting professors of recognized academic standing.	4
3.4	The specialisations of visiting professors adequately support the programme of study.	4
3.5	Special teaching staff and special scientists have the necessary qualifications, adequate work experience and specialisation to teach a limited number of courses in the programme of study.	4
3.6	In the programme of study, the ratio of the number of courses taught by full-time staff, occupied exclusively at the institution, to the number of courses taught by part-time staff, ensures the quality of the programme of study.	2
3.7	The ratio of the number of students to the total number of teaching staff supports and safeguards the programme's quality.	5
3.8	The teaching load allows for the conduct of research and contribution to society.	2
3.9	The programme's coordinator has the qualifications and experience to coordinate the programme of study.	5
3.10	The results of the teaching staff's research activity are published in international journals with the peer-reviewing system, in international conferences, conference minutes, publications etc.	4
3.11	The teaching staff is provided with adequate training opportunities in teaching methods, adult education and new technologies.	2
3.12	Feedback processes for teaching staff in regard to the evaluation of their teaching work, by the students, are satisfactory.	4

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

3.1: There is an overreliance to external teaching faculty. The team should consider supplementing the external lecturers with more full-time resident faculty.

3.6: The use of external faculty may create problems of consistency in the quality of delivery and consistency of assessment. However, we also recognise that visiting faculty have been with the Institution for a number of years

3.8: There is a duplication of effort particularly with respect to the dual recording of lectures. This may create unnecessarily high workload for academic staff which can be at the detriment of research and other activities

3.11: There has been no evidence that training opportunities are available for existing faculty members particularly to the use of new technologies.

Provide information on the following:

In every programme of study the special teaching staff should not exceed 30% of the permanent teaching staff.

There is an overreliance to external teaching faculty which suggests that the ratio is higher than the target rate of 30%.

Findings

A short description of the situation in the Higher Education Institution (HEI), based on elements from the application for external evaluation and on findings from the onsite visit.

The resident faculty are experienced scholars, having held academic positions in academic institutions overseas and are also active researchers in their fields of study.

Visiting faculty members comprise both experienced practitioners, with significant practical experience in their respective fields, as well as academics with significant research track record.

This presents a nice balance between practical and theoretical concepts. However, the ratio of resident to visiting faculty is on the high end of the scale and may need to be rebalanced.

The ratio of the number of students to the total number of teaching personnel is adequate.

The program's coordinator has the qualifications and expertise to co-ordinate the program of study.

Resident faculty members have some expertise on the use of online technologies and may assist in training other faculty members. However, this knowledge transfer is mostly at an anecdotal level and no evidence of that has been provided.

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

Suitably qualified and experienced resident faculty

Wide range of experienced and suitably qualified visiting lecturers

Areas of improvement and recommendations

A list of problem areas to be dealt with, followed by or linked to the recommendations of how to improve the situation.

Provide guidelines and training material for training and supporting faculty members to the use of new technologies.

Address the balance between resident and non-resident faculty; at an initial stage this can be achieved by integrating more widely resident faculty in teaching in the proposed programme.

The time requirements for the development of distance learning should be accounted for so that faculty and instructors are not overburdened.

Please tick one of the following for:

Teaching Staff

Non-Compliant

Partially Compliant

Compliant

4. Students

(ESG 1.4, 1.6, 1.7)

Standards

- *Pre-defined and published regulations regarding student admission, progression, recognition and certification are in place.*
- *Access policies, admission processes and criteria are implemented consistently and in a transparent manner.*
- *Information on students, like key performance indicators, profile of the student population, student progression, success and drop-out rates, students' satisfaction with their programmes, learning resources and student support available, career paths of graduates, is collected, monitored and analysed.*
- *Fair recognition of higher education qualifications, periods of study and prior learning, including the recognition of non-formal and informal learning, are essential components for ensuring the students' progress in their studies, while promoting mobility.*
- *Students receive certification explaining the qualification gained, including achieved learning outcomes and the context, level, content and status of the studies that were pursued and successfully completed.*
- *Student support is provided covering the needs of a diverse student population (such as mature, part-time, employed and international students, as well as students with disabilities).*
- *A formal procedure for student appeals is in place.*
- *Students are involved in evaluating the teaching staff.*
- *Students' mobility is encouraged and supported.*

You may also consider the following questions:

- *What are the admission requirements for the study programme? How is the students' prior preparation/education assessed (including the level of international students, for example)?*
- *What are the objectives for the students' academic progress, counselling, mobility, etc., as set by the HEI? How have these objectives been achieved within the given study programme? What indicators are used to assess the fulfilment or degree of achievement of these objectives?*
- *What are the reasons for dropping out (voluntary withdrawal)? What has been done to reduce the number of such students?*
- *How is student learning within the standard period of study supported (student counselling, flexibility of the study programme, etc.)?*
- *How students' special needs are considered (different capabilities, different levels of academic preparation, special needs due to physical disabilities, etc.)? How/to what extent can students themselves design the content of their studies? What are students' options within the study programme and outside of it?*

- *How is the HEI evaluating the success of its graduates in the labor market? What is the feedback from graduates of the study programme on their employment and/or continuation of studies?*
- *How is student mobility being supported?*
- *Evaluate student feedback on support services. Based on student feedback, which support services (including information flow, counselling) need further development?*
- *How is the procedure of recognition for prior learning and work experience ensured, including recognition of study results acquired at foreign higher education institutions?*

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: Non-compliant
3: Partially compliant
4 or 5: Compliant

Quality indicators/criteria		1 - 5
4.1	The student admission requirements for the programme of study are based on specific regulations and suitable criteria that are favourably compared to international practices.	4
4.2	The award of the higher education qualification is accompanied by the diploma supplement which is in line with European and international standards.	5
4.3	The programme's evaluation mechanism, by the students, is effective.	5
4.4	Students' participation in exchange programmes is compared favourably to similar programmes across Europe.	NA
4.5	There is a student welfare service that supports students in regard to academic, personal problems and difficulties.	4
4.6	Statutory mechanisms, for the support of students and the communication with the teaching staff, are effective.	4
4.7	Mentoring of each student is provided and the number of students per each permanent teaching member is adequate.	4
4.8	Flexible options / adaptable to the personal needs or to the needs of students with special needs, are provided.	5

4.9 Students are satisfied with their learning experiences.

NA

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

The expertise of the HEI and the experience with educational programme support the perception that the interaction with students will be satisfactory on this programme. Admission's criteria are comparable to other institutions, although particular attention should be paid to ensure consistency, English language skills and pre-requirements to enable students to succeed in the programme. Mentoring, support and welfare services appear adequate on the basis of the assessment of the already existing programmes. Institution experience with providing flexible and adaptable programmes will contribute to tailor the current programme to student needs.

Findings

A short description of the situation in the Higher Education Institution (HEI), based on elements from the application for external evaluation and on findings from the onsite visit.

- The programme has mentoring, tutoring and communication mechanisms that would ensure that students are in a situation to perform to the best of their abilities in the programme
- The experience of the HEI with flexible programmes can be used to the benefit of students
- There is evidence that programme evaluation mechanisms are in place
- Some components of the QAP take place in an informal and undocumented manner. This is acceptable given the small size of the programme and the close collaboration among faculty and support staff.

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

- Experience with understanding needs of students who do the programme alongside their current employment
- Highly motivated staff who cares about the well-being and success of the students

Areas of improvement and recommendations

A list of problem areas to be dealt with, followed by or linked to the recommendations of how to improve the situation.

- More clear and structured admission criteria guidelines for interview to ensure consistency in the admission process
- As the QAP components take place in an informal manner, it would be valuable to define structured processes, in particular in relation to the uptake of student concerns at an institutional level.

Please circle one of the following for:

Students

**Non-
Compliant**



**Partially
Compliant**



Compliant



5. Resources

(ESG 1.6)

Standards

- *Adequate and readily accessible resources (teaching and learning environments, teaching materials, teaching aids and equipment, financial, physical and human support resources*) are provided to students and support the achievement of objectives in the study programme.*
* *Physical resources: premises, libraries, study facilities, IT infrastructure, etc.*
Human support resources: tutors/mentors, counsellors, other advisers, qualified administrative staff
- *Adequacy of resources is ensured for changing circumstances (change in student numbers, etc.).*
- *All resources are fit for purpose and students are informed about the services available to them.*
- *Teaching staff is involved in the management of financial resources regarding the programme of study.*

You may also consider the following questions:

- *Evaluate the supply of teaching materials and equipment (including teaching labs, expendable materials, etc.), the condition of classrooms, adequacy of financial resources to conduct the study programme and achieve its objectives. What needs to be supplemented/ improved?*
- *What is the feedback from the teaching staff on the availability of teaching materials, classrooms, etc.?*
- *Are the resources in accordance with actual (changing) needs and contemporary requirements? How is the effectiveness of using resources ensured?*
- *What are the resource-related trends and future risks (risks arising from changing numbers of students, obsolescence of teaching equipment, etc.)? How are these trends taken into account and how are the risks mitigated?*

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: Non-compliant
3: Partially compliant
4 or 5: Compliant

Quality indicators/criteria		1 - 5
5.1	Adequate and modern learning resources are available to the students.	4
5.2	The library includes the latest books and material that support the programme.	4
5.3	The library loan system facilitates students' studies.	4
5.4	The laboratories adequately support the programme.	4
5.5	Student welfare services are of high quality.	4
5.6	Statutory administrative mechanisms for monitoring and supporting students are sufficient.	4
5.7	Suitable books and reputable journals support the programme of study.	4
5.8	An internal communication platform supports the programme of study.	4
5.9	The equipment used in teaching and learning (laboratory and electronic equipment, consumables etc.) are quantitatively and qualitatively adequate.	3
5.10	Teaching materials (books, manuals, scientific journals, databases) are adequate and accessible to students.	4
5.11	Teaching materials (books, manuals, scientific journals, databases) are updated regularly with the most recent publications.	4

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

Click or tap here to enter text.

Findings

A short description of the situation in the Higher Education Institution (HEI), based on elements from the application for external evaluation and on findings from the onsite visit.

Overall the resources for the program are compliant and seem to be widely available for teachers and students. By giving online access to the library the program integrates most electronic resources needed for online teaching and learning.

Student welfare services and career consulting opportunities are available on campus and should also be integrated in the online portal for the program.

An internal communication platform is provided with the learning management system (LMS) through which the communication between students, their peers and teachers is supported.

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

Accessibility of wider academic resources available through CUT library.

Areas of improvement and recommendations

A list of problem areas to be dealt with, followed by or linked to the recommendations of how to improve the situation.

Explicit use of research resources in the course (Journal Articles)

Setup of virtual student office for support, welfare, and study guidance

Online laboratories explicitly integrated in the online portal with cases and basic learning materials.

Please circle one of the following for:

Resources

Non-Compliant



Partially Compliant



Compliant



6. Additional for distance learning programmes

(ALL ESG)

Standards

- **The distance learning methodology is appropriate for the particular programme of study.**
- *A pedagogical planning unit for distance learning, which is responsible for the support of the distance learning unit and addresses the requirements for study materials, interactive activities and formative assessment in accordance to international standards, is established.*
- *Feedback processes for students in relation to written assignments are set.*
- *A specific plan is developed to ensure student interactions with each other, with the teaching staff, and the study material.*
- *Teacher training programmes focusing on interaction and the specificities of distance learning are offered.*
- *A complete assessment framework is designed, focusing on distance learning methodology, including clearly defined evaluation criteria for student assignments and the final examination.*
- *Expected teleconferences for presentations, discussion and question-answer sessions, and guidance are set.*
- *A study guide for each course, fully aligned with distance learning methodology and the need for student interaction with the material is developed. The study guide should include, for each course week / module, the following:*
 - *Clearly defined objectives and expected learning outcomes of the programme, of the modules and activities in an organised and coherent manner*
 - *Presentation of course material, on a weekly basis, in a variety of ways and means (e.g. printed material, electronic material, teleconferencing, multimedia)*
 - *Weekly outline of set activities and exercises and clear instructions for creating posts, discussion, and feedback*
 - *Self-assessment exercises and self-correction guide*
 - *Bibliographic references and suggestions for further study*
 - *Number of assignments/papers and their topics, along with instructions and additional study material*
 - *Synopsis*

You may also consider the following questions:

- *Is the nature of the programme compatible with distance learning delivery?*
- *How do the programme, the material, the facilities, and the guidelines safeguard the interaction between students, students and teaching staff, students and the material?*
- *How many students upload their work and discuss it in the platform during the semester?*
- *Are the academics qualified to teach in the distance learning programme?*

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: Non-compliant
3: Partially compliant
4 or 5: Compliant

Quality indicators/criteria		1 - 5
6.1	The pedagogical planning unit for distance learning supports the distance learning unit and addresses the requirements for study materials, interactive activities and formative assessment.	3
6.2	The teaching e-learning material takes advantage of the capabilities offered by the virtual and audio-visual environment (simulations/ virtual environments, problem solving scenarios, interactive learning and formative assessment games).	3
6.3	The expected learning outcomes and distance learning processes aim to develop higher cognitive and research skills, as well as specialised knowledge, according to the European Qualifications Framework (EQF).	2
6.4	The distance-learning programme of study supports the development of students' research and cognitive skills.	2
6.5	The institution safeguards and assesses the interaction:	
6.5.1	Among students	3
6.5.2	Between students and teaching staff	4
6.5.3	Between students and study guides/material of study	3
6.6	The process and the conditions for the recruitment of teaching staff ensure that candidates have the necessary skills and experience for distance learning education.	4
6.7	Research background and experience of the teaching staff is adequate.	4
6.8	Training, guidance and support are provided to the teaching staff through appropriate procedures.	2
6.9	Student performance monitoring mechanisms are satisfactory.	3
6.10	Adequate mentoring by the teaching staff is provided to students through established procedures.	4

6.11	The unimpeded distance learning communication between the teaching staff and the students is ensured.	4
6.12	Assessment consistency is ensured.	3
6.13	Teaching materials (books, manuals, scientific journals, databases) comply with the requirements provided by the distance learning education methodology and are updated regularly.	4
6.14	The programme of study has the appropriate and adequate infrastructure for the support of distance learning.	4
6.15	The supporting infrastructures are easily accessible.	4
6.16	Students are informed and trained with regards to the available educational infrastructure.	4
6.17	Procedures for systematic control and improvement of the supportive services are set.	3
6.18	Infrastructure for distance education is comparable to corresponding university infrastructure in the European Union and internationally.	4
6.19	Electronic library services are provided according to international practice in order to support the needs of the students and the teaching staff.	4
6.20	The students and the teaching staff have access to the necessary electronic sources of information, relevant to the programme, the level, and the method of teaching.	4
6.21	Students' weekly assignments are appropriate for the level of the programme.	4
6.22	Feedback on students' assignments is regular through concrete and published procedures.	3
6.23	The quality of students' final exams is ensured and evidenced.	3
6.24	The teaching e-learning material has been sufficiently enriched with electronic sources, updated research publications and other electronic learning resources that support students' work and learning.	4

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

See points below under Findings which relate to specific items in the Quality Indications

Provide information on the following:

1. Assessment of the interaction (among students, between students and teaching staff, between students and study guides/material of study)

The program underestimates the efforts for the transition from a classical education program to an online program. Interaction by and for students should be more explicitly integrated in the course design especially in form of collaborative learning exercises. Interaction with teachers is well integrated but the workload of teachers for replying to online requests should be considered in the workload.

2. Student-centered teaching and learning

The program is very much content driven. The EEC would recommend integrating as well social aspects, like networking between students in form of either a kick-off physical meeting or types of online networking sessions with students only. Also, a more “case and problem” oriented approach and a better integration of the described cases into the core courses would enhance the link with concrete problems and relevance for students.

3. Training, guidance and support provided to the teaching staff

We believe that the complexity in shifting from face-to-face to online learning is underestimated in the program and some training sessions with staff and clear guidelines should be developed, not only to transfer knowledge about the use and functionality of the online platform but also for the online pedagogy.

Findings

A short description of the situation in the Higher Education Institution (HEI), based on elements from the application for external evaluation and on findings from the onsite visit.

The pedagogical planning for the repeating weeks is promising but the translation of the classical pedagogical approach to a distance learning setting requires more integration of the presented and bespoke interactive materials in the pedagogical approach as well as in the learning materials (6.1, 6.3).

A lot of the learning outcomes are on the knowledge level and, while the opportunities for higher level skills and skills application have been described, they are not visible now in the current curriculum (6.3, 6.4).

While the interaction between lecturer and students is facilitated with the two weekly Q&A session and online lectures there have been no clear descriptions of the facilitation of interaction between students and their peers as well as on how the high study load of learning materials can be enhanced by interactive components (6.5).

Training for the teaching staff has been specified as a PowerPoint presentation on the core functionality of the online learning platform. We believe this should be extended to a f2f training or online training in a Virtual Classroom for all teachers of the course (6.8).

The chosen LMS (Canvas) offers a variety and detailed possibilities in pre-prepared modules for student performance monitoring and Learning Analytics for educators as well as for students. The program should specify the basic components that will be tracked in the LA modules of the LMS (6.9).

The consistency of assessment should be enhanced with the introduction of rubrics on the different assessment components. There should be a rubric template with specific categories for assessment of the weekly assignments and the final exam; this is also linked to formative student feedback (6.12).

While there are very good evaluation schemes for the course content this should also be extended to the evaluation of the online services and the student experience with the online learning format (6.17).

As described above, the feedback on student assignments should be based on a common and underlying rubric which should reduce teacher workload and provide diversity and consistency of feedback (6.22).

It is not clear how the final exam is evaluated. The teacher should have a common evaluation scheme (rubric) for the evaluation of final exams (6.23).

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

Core 3 weeks cycles

LMS with enhanced functionality in place and experienced external implementation partner.

Areas of improvement and recommendations

A list of problem areas to be dealt with, followed by or linked to the recommendations of how to improve the situation.

Integration of interactive components such as simulations and collaborative tasks in the basic course structure.

Development of rubrics for assessment and feedback.

Planning of student interaction tasks and online networking space for students.

Make use of available learning analytics based on CANVAS modules and specific monitoring indicators

Please tick one of the following for:

Additional for distance learning programmes

Non-Compliant



Partially Compliant



Compliant



7. Additional for doctoral programmes

(ALL ESG)

Standards

- *Specific criteria that the potential students need to meet for admission in the programme, as well as how the selection procedures are made, are defined.*
- *The following requirements of the doctoral degree programme are analysed and published:*
 - *the stages of completion*
 - *the minimum and maximum time of completing the programme*
 - *the examinations*
 - *the procedures for supporting and accepting the student's proposal*
 - *the criteria for obtaining the Ph.D. degree*
- *Specific and clear guidelines for the writing of the proposal and the dissertation are set regarding:*
 - *the chapters that are contained*
 - *the system used for the presentation of each chapter, sub-chapters and bibliography*
 - *the minimum word limit*
 - *the binding, the cover page and the prologue pages, including the pages supporting the authenticity, originality and importance of the dissertation, as well as the reference to the committee for the final evaluation*
- *There is a plagiarism check system. Information is provided on the detection of plagiarism and the consequences in case of such misconduct.*
- *The composition, the procedure and the criteria for the formation of the advisory committee (to whom the doctoral student submits the research proposal) are determined.*
- *The composition, the procedure and the criteria for the formation of the examining committee (to whom the doctoral student defends his/her dissertation), are determined.*
- *The duties of the supervisor-chairperson and the other members of the advisory committee towards the student are determined and include:*
 - *regular meetings*
 - *reports per semester and feedback from supervisors*
 - *support for writing research papers*
 - *participation in conferences*
- *The number of doctoral students that each chairperson supervises at the same time are determined.*
- *The process of submitting the dissertation to the university library is set.*

You may also consider the following questions:

- *How is the scientific quality of the PhD thesis ensured?*
- *Is there a link between the doctoral programmes of study and the society? What is the value of the obtained degree outside academia and in the labour market?*
- *Can you please provide us with some dissertation samples?*

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: Non-compliant
3: Partially compliant
4 or 5: Compliant

	Quality indicators/criteria	1 - 5
7.1	The provision of quality doctoral studies is ensured through doctoral studies regulations, which are publicly available.	Choose mark
7.2	The structure and the content of a doctoral programme of study ensure the quality provision of doctoral studies.	Choose mark
7.3	The doctoral studies' supervisors have the necessary academic qualifications and experience for the supervision of the specific dissertations.	Choose mark
7.4	The number of doctoral students, under the supervision of a member of the teaching staff, enables continuous and effective feedback to the students and it complies with the European and international standards.	Choose mark
7.5	The research interests of academic advisors and supervisors adequately cover the thematic areas of research conducted by the doctoral students of the programme.	Choose mark
7.6	Research equipment, laboratories, workshops and existing bibliographic material support the programme of study.	Choose mark
7.7	The quality of the doctoral theses of the programme in this field is in line with international standards.	Choose mark
7.8	Doctoral candidates have publications in scientific journals and/ or participate in international conferences.	Choose mark
7.9	The institution has mechanisms and funds to support writing and attending conferences of doctoral candidates.	Choose mark
7.10	The candidates demonstrate skills in designing and in conducting productive self-directed research.	Choose mark
7.11	Candidates are aware of the ethical implications of their research and of their responsibilities as scientists.	Choose mark
7.12	Suitable procedures of monitoring and periodic assessment of students' research progress are set.	Choose mark
7.13	There is a clear policy on authorship and intellectual property.	Choose mark

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

Click or tap here to enter text.

Findings

A short description of the situation in the Higher Education Institution (HEI), based on elements from the application for external evaluation and on findings from the onsite visit.

Click or tap here to enter text.

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

Click or tap here to enter text.

Areas of improvement and recommendations

A list of problem areas to be dealt with, followed by or linked to the recommendations of how to improve the situation.

Click or tap here to enter text.

Please tick one of the following for:

Additional for doctoral programmes

Non-Compliant

Partially Compliant

Compliant

8. Additional for joint programmes

(ALL ESG)

Standards

- *The joint programme is offered in accordance with legal frameworks of the relevant national higher education systems.*
- *The partner universities apply joint internal quality assurance processes.*
- *The joint programme is offered jointly, involving all cooperating universities in the design, delivery and further development of the programme.*
- *The terms and conditions of the joint programme are laid down in a cooperation agreement. The agreement in particular covers the following issues:*
 - *Denomination of the degree(s) awarded in the programme*
 - *Coordination and responsibilities of the partners involved regarding management and financial organisation, including funding, sharing of costs and income, resources for mobility of staff and students*
 - *Admission and selection procedures for students*
 - *Mobility of students and teaching staff*
 - *Examination regulations, student assessment methods, recognition of credits and degree awarding procedures*
 - *Handling of different semester periods, if existent*
- *Aims and learning outcomes are clearly stated, including a joint syllabus, language policy, as well as an account of the intended added value of the programme.*
- *Study counselling and mobility plans are efficient and take into account the needs of different kinds of students.*

You may also consider the following questions:

- *Does the joint study programme conform to the requirements of a study programme offered at the specific level?*
- *Is there a system that assures the quality of joint provision and guarantees that the aims of the programme are met?*
- *Do the mechanisms for ensuring the quality of the joint study programme take into consideration the European Standards and Guidelines (ESG)? Are they adopted by all the universities involved?*
- *Is the division of responsibilities in ensuring quality clearly defined among the partner universities?*
- *Is relevant information about the programme, e.g. admission requirements and procedures, course catalogue, examination and assessment procedures, well documented and published by taking into account the specific needs of students?*
- *What is the added value of the programme of study?*
- *Is there a sustainable funding strategy among the partner universities? Explain.*

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: Non-compliant
3: Partially compliant
4 or 5: Compliant

Quality indicators/criteria		1 - 5
8.1	The joint study programme promotes the fulfilment of the mission and achievement of the goals of the partner universities.	Choose mark
8.2	The joint study programme has been developed by all the partner universities, which are also involved in its further development.	Choose mark
8.3	The partner universities have defined the responsibility of the parties in the common agreement.	Choose mark
8.4	The joint study programme conforms to the requirements and directions of national and international legislation.	Choose mark
8.5	The joint study programme is based on the needs of the target group and of the labour market.	Choose mark
8.6	Students are provided with advisory and support systems concerning learning and teaching at the partner universities.	Choose mark
8.7	The cooperation contract sets out the procedure for resolving disputes concerning the execution of the joint study programme, which ensures the protection of the rights of students and teaching staff.	Choose mark
8.8	The partner universities have agreed on how to seek feedback from students regarding the organisation and process of their study.	Choose mark
8.9	The partner universities ensure the economic sustainability of the joint study programme.	Choose mark
8.10	The degree awarded is justified by:	
	8.10.1 The learning outcomes	Choose mark
	8.10.2 The collaboration between/among the institutions delivering the programme	Choose mark

8.11	The jointness of the programme development is effective.	Choose mark
8.12	The students' mobility between/among the collaborative institutions provide students with rewarding experiences that facilitate employability in Europe.	Choose mark

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

Click or tap here to enter text.

Findings

A short description of the situation in the Higher Education Institution (HEI), based on elements from the application for external evaluation and on findings from the onsite visit.

Click or tap here to enter text.

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

Click or tap here to enter text.

Areas of improvement and recommendations

A list of problem areas to be dealt with, followed by or linked to the recommendations of how to improve the situation.

Click or tap here to enter text.

Please tick one of the following for:

Additional for joint programmes

Non-Compliant



Partially Compliant



Compliant



Conclusions and final remarks

Please provide constructive conclusions and final remarks which may form the basis upon which improvements of the quality of the programme of study under review may be achieved, with emphasis on the correspondence with the EQF.

The committee assessment concludes that the programme partially complies with the EQF. The CIIM is a reputable institution with considerable experience in providing programmes in business and management. However, the committee evaluated that the lack of experience in providing distance learning programmes is a critical aspect in the evaluation. Distance learning programmes have specific requirements that the CIIM does not appear to be fully aware of.

Furthermore, the programme builds on the expertise of very reputable faculty and instructors but does not fully capitalise on the research focus and capabilities of resident faculty. The EEC also recommend a stronger integration of the research component in the programme, for example by including a MSc thesis and a research method course in the curriculum. For the strengthening of the research component of the programme, the inclusion of a wider set of recent academic publications in the study material would be beneficial. To strengthen the CIIM vision of student-centred and problem-oriented learning a clearer integration of case studies and collaborative exercises would be valuable.

There is a clear need in the market for a course in this specific area, and the CIIM has the possibility of providing a successful programme and holds the potential of taking the first mover advantage.

D. Signatures of the EEC

Name	Signature
Professor Nikos Nomikos	
Professor Michele Acciaro	
Professor Rene Taudal Poulsen	
Professor Marcus Specht	
Mrs Antri Stratoura	
Click to enter Name	

Date: 30th October 2019