

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

**Republic of Cyprus**

**External Evaluation Report  
Program of Study**

**Institution:** Educational Organisation C.C.Saveriades / CASA College /  
Nicosia

**Program of Study:** The Hotel Administration (4 years, plus an Optional  
Foundation year, Bachelor of Arts)/ 240 ECTS)

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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:**

<b>NAME</b>	<b>TITLE</b>	<b>UNIVERSITY / INSTITUTION</b>
Yoel Mansfeld	Professor	University of Haifa, Israel
Jocelyne Napoli	Associate Professor	University of Toulouse III, Paul Sabatier, France
Dimitrios Lagos	Professor	University of the Aegean, Greece
Nikolas Kyranides	Graduate Student	University of Cyprus, Cyprus

## **INTRODUCTION:**

### I. The External Evaluation procedure

The overall procedure started off with a meeting with the officials of the CASA College including the President, the Academic Director, the Head of the evaluated program and the Head of the Internal Quality Insurance Committee.

Following this meeting, the evaluation committee held separate meeting with the Academic Director, the Coordinator of the program, the administrative team, the representatives of the faculty and representatives of the students. These sessions were followed by site inspections of the two campuses including typical classrooms, computer labs, the library and the cooking laboratories.

Prior to arriving in Cyprus, we received the application for evaluation and all supporting documents (675 pages).

On arrival, we were handed by the college a complete printed dossier for each member, including all submitted materials.

### II. The Internal Evaluation procedure

The internal evaluation procedure started with background information including supplementary material such as promotion material and quality insurance manual, etc.

The process started with a presentation by the President followed by a Power Point presentation of the program and all the corresponding aspect related to it. Focus was made on the President's vision and strategic planning of the physical facilities and the academic program of the College. We are stating here that throughout the meeting additional information and documents were immediately made available for our inspection. Furthermore, we have experienced full cooperation with all members of the academic and, administrative staff.

Our overall impression is that the team was well prepared for the process and highly cooperative.

## **FINDINGS:**

### **1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES**

We are highly satisfied with the teaching work, class-sizes, syllabi and labs. The structure of the program and the way it focuses on applied themes and its relevance to the future career of the students are satisfactory.

The teaching material is comprehensive and adheres to the program's overall aims. We got the impression that all teaching personnel is highly skilled and demonstrates professionalism in all teaching aspects. We also observed serious dedication by all staff and deep commitment to the

program. However, we observed a long-term need to better adjust the academic background of teachers to the topics they teach. This is a strategic aim, which we recommend to complete within the next future as much as possible.

We also recommend that the College make attempt that the library will be constantly up-to-date both by hard copy and by electronic sources.

## **2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS**

The learning outcomes of the program are clearly spelled out as well as its objectives, structure and content.

We welcome the decision to teach this program in English and the fact that the College manages to recruit local and international students. In particular, we see the great benefit of training students from less developed countries and hence bringing them to the international standards of human resource capacity.

We strongly recommend that the College will initiate and implement international exchange programs for staff and students alike although we are aware of visa constraints for some students.

Another recommendation will be to enhance the cooperation and the exposure of the hospitality and tourism industry to the students. This can be done by invited representative from the industry to classes as guest lecturers. In this context, we also recommend formulating more binding agreements with the industry that will assure diversified exposure of trainees to all hotel departments.

A minor suggestion in addition to all recommendations is that the internship program would be included in the evaluation of the program with dedicated ECTS.

## **3. RESEARCH WORK AND SYNERGIES WITH TEACHING**

So far, research was not included in the strategy and the practice of the academic work strategy of the College. However, starting from this year, the President of the College declared his intention to introduce research as part of its staff academic activities. The College intends to allocate 5% of the overall tuition fees to finance research projects. We welcome this decision and recommend that these research activities will focused on applied research so that its results will be integrated to future curricula and course programs.

If the College decides to implement this strategy, it is recommended that the research activity will be integrated to a newly established Center for Applied Research in Hotel Administration. This will put CASA College in a much better position.

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

The administrative mechanisms are fully satisfactory. The College is well furnished with the facilities and the expertise to deal with all possible issues related to day-to-day operations of the program evaluated.

The infrastructure itself is updated and a continuous investment assures high quality standard in the future. We were particularly impressed by the new building recently purchased and the renovation that made it the state-of-the-art facility. Furthermore, we highly support the move by the ownership to convert part of the down-town facilities into a dormitory and a student union space.

In terms of financial resources we appreciate the owner's policy of re-invest part of its profits in further development and upgrading of the existing facilities.

#### **5. DISTANCE LEARNING PROGRAMS**

Not Applicable

#### **6. DOCTORAL PROGRAMS OF STUDY**

Not applicable

### **CONCLUSIONS AND SUGGESTIONS OF THE EXTERNAL EVALUATION COMMITTEE<sup>1</sup>**

- The panel regards the program highly relevant, coherent, well displayed and very well implemented.
- Based on our inspection of all components of the program and the physical facilities and based on the long-term strategy of the College, we are convinced that this academic program will fulfill its objectives even better in the future.

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<sup>1</sup> It is highlighted, at this point, that the External Evaluation Committee is expected to justify its findings and its suggestions on the basis of the Document num.: 300.1. The External Evaluation Committee is not expected to submit a suggestion for the approval or the rejection of the program of study under evaluation. This decision falls under the competencies of the Council of the Agency of Quality Assurance and Accreditation of higher education.

**Doc. Number: 300.1**

**Quality Standards and Indicators**  
**External Evaluation of a Program of Study**

Institution: Educational Organisation C.C.Saveriades / CASA College

Program of Study: The Hotel Administration

Duration of the Program of Study: 4 years, plus an Optional Foundation year,  
Bachelor of Arts /240 ECTS. Undergraduate level BA

Evaluation Date : July, 6th 2017

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**

<b>NAME</b>	<b>TITLE</b>	<b>UNIVERSITY / INSTITUTION</b>
Yoel Mansfeld	Full Professor	University of Haifa, Israel
Jocelyne Napoli	Associate Prof,	University of Toulouse III, France
Dimitiros Lagos	Full Professor	University of the Aegean, Greece
Nikolas Kyranides	Graduate Student	University of Cyprus, Cyprus

**Date and Time of the On-Site Visit: 6 July 2017.**

**Duration of the On-Site Visit: one full day, 7 hours**



1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES						
1.1	Organization of teaching work	1	2	3	4	5
1.1.1 p.6 /675	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 p.28/675 540 et 541	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. <b>(p. 36/53 handbook)</b>					X
	1.1.3.2 The disclosure of the program's curricula to the students, and their implementation by the teaching personnel					X
	1.1.3.3 The course web-pages, updated with the relevant supplementary material					X
	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

The overall program and its organization is highly satisfactory.

The expected number of students should not exceed 40 per class. Please note that in practical classes (Labs. etc.) the maximum number is 15.

Being a program taught in English, the ratio between local and international students is in favor of the international group (mainly from Asian and far east countries such as India, Pakistan, Bangladesh and the Philippines)

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<b>1.2</b>	<b>Teaching</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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>We are fully satisfied with the way courses are conducted and that the syllabi are updated regularly. We also very encouraged that material provision to the students is digital and hence sustainable</p> <p>We strongly recommend that updating the teaching material will be monitored by the academic head of the program on a yearly basis and the official subscription to tourism and hospitality journals through the existing data bases.</p>						

<b>1.3</b>	<b>Teaching Personnel</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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. (P. 60/675)					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.			X		
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.					X
1.3.10	Future redundancies / retirements, expected					X

	recruitment and promotions of academic personnel safeguard the unimpeded implementation of the program of study within a five-year span.					
1.3.11	The program's Coordinator has the qualifications and experience to efficiently coordinate the program of study.					X
The teaching staff fulfil the quality requirements both individually and as a team.						

<b>2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS</b>						
<b>2.1</b>	<b>Purpose and Objectives and learning outcomes of the Program of Study</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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.			X		
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.					X
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	

Based on the documentation and interviews with staff and students we are satisfied that the program is adequate and very well related to the expected outcomes.

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	

The structure of the program is clear and the quality is satisfactory.

<b>2.3</b>	<b>Quality Assurance of the Program of Study</b>					<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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	
The quality assurance of the program corresponds well with standards of quality control										
<b>2.4</b>	<b>Management of the Program of Study</b>					<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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.									X
2.4.5	Information relating to the program of study are posted publicly and include:									
	2.4.5.1	The provisions regarding unit credits								X
	2.4.5.2	The expected learning outcomes								X
	2.4.5.3	The methodology								X

	2.4.5.4	Course descriptions						X
	2.4.5.5	The program's structure						X
	2.4.5.6	The admission requirements						X
	2.4.5.7	The format and the procedures for student assessment						X
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
The management of the program is in line with the proposed program, focusing on the practical aspects in the hotel management domain.								
<b>2.5</b>	<b>International Dimension of the Program of Study</b>		<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	
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.			X				
2.5.4	The academic profile of the program of study is compatible with corresponding programs of study in Cyprus and internationally.					X		
We have not spotted concrete exchange programs or collaboration with other international institutions. We do recommend such exchange programs for staff and students (such as Erasmus +) although we are aware of the potential difficulties to pursue this policy due to visa constraints.								



The program compares positively with other similar programs in Cyprus.

<b>2.6</b>	<b>Connection with the labor market and the society</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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	

**We are satisfied that the employability level of the graduates is high since the program is built with a global perspective in terms of standards.**

<b>3. RESEARCH WORK AND SYNERGIES WITH TEACHING</b>						
<b>3.1</b>	<b>Research - Teaching Synergies</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
3.1.1	It is ensured that teaching and learning have been adequately enlightened by research.		X			
3.1.2	New research results are embodied in the content of the program of study.		X			
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.			X		
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.			X		
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.		X			

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.		X			
3.1.7	The policy for, indirect or direct, internal funding of the academic personnel's research activity is satisfactory.		X			
3.1.8	The participation of students, academic, teaching and administrative personnel of the program in research activities and projects is satisfactory.		X			
3.1.9	Student training in the research process is sufficient.		X			
<p>So far, research by staff was not put in place on a serious level.</p> <p>However, we were informed that the president of the college decided to establish a research center and provided jumpstart funding allowing staff to engage in research activities. We believe that his will contribute directly to the quality of the taught courses.</p>						
<b>4. ADMINISTRATION SERVICES, STUDENT WELFARE AND SUPPORT OF TEACHING WORK</b>						
<b>4.1</b>	<b>Administrative Mechanisms</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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 supporting students are sufficient.					X
4.1.3	The efficiency of these mechanisms is assessed on the basis of specific criteria.					X
<p>We got the impression that students were highly satisfied with the functioning of student welfare policy and implementation both by academic and administrative staff</p>						
<b>4.2</b>	<b>Infrastructure / Support</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
4.2.1	There are suitable books and reputable journals			X		

	supporting the program.					
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>Books and journals are available and follow the themes of the teaching program.</p> <p>We recommend constant purchasing and updating of books and journals (either printed or digital) to maintain high quality of the program.</p> <p>We value the policy of purchasing e-books which are more sustainable and easy to access.</p>						
<b>4.3</b>	<b>Financial Resources</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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>The allocation of financial resources is adequate and seems to be similar or identical to other such institutions</p> <p>We are impressed by the major new investments in the program, in buildings and facilities to students and staff.</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.					
5.4	Student performance monitoring mechanisms are satisfactory.					
5.5	Adequate mentoring by the teaching personnel, is provided to students, through established procedures.					
5.6	The unimpeded long distance communication between the teaching personnel and the students, is ensured to a satisfactory degree.					
5.7	Assessment consistency, its equivalent application to all students, and the compliance with predefined procedures, are ensured.					
5.8	Teaching materials (books, manuals, scientific journals, databases) comply with the requirements provided by the long distance education methodology and are updated regularly.					
5.9	The program of study has the appropriate and adequate					

	infrastructure for the support of learning.	
5.10	The supporting infrastructures are easily accessible.	
5.11	Students are informed and trained with regards to the available educational infrastructure.	
5.12	The procedures for systematic control and improvement of the supportive services are regular and effective.	
5.13	Infrastructure for distance education is comparable to university infrastructure in the European Union and 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.	
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.	
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%.	

Not Applicable:

The maximum number of students per class-section, should not exceed 30 students.	NA
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.	NA
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.	NA

**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.	NA				
6.2	The structure and the content of a doctoral program of study are satisfactory and they ensure the quality provision of doctoral studies.					
6.3	The number of academic personnel, which is going to support the doctoral program of study, is adequate.					
6.4	The doctoral studies' supervisors have the necessary academic qualifications and experience for the supervision of the specific dissertations.					
6.5	The degree of accessibility of all interested parties to the Doctoral Studies Regulations is satisfactory.					
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.					
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.					
Not Applicable						

## **FINAL REMARKS – SUGGESTIONS**

Our final remarks and suggestions are as follows:

- ✓ The program is adequate, balanced and addresses all teaching subjects necessary under its title.
- ✓ The administration system and the administrative staff are adequate too.
- ✓ All necessary infrastructures is satisfactory and new investments are taking place.
- ✓ The use of new teaching and communication (IT) technologies are fully up-to-date including free WI FI all around the campuses
- ✓ Teaching material is according to the educational needs of the program
- ✓ Teaching staff is skilled, adequate and highly dedicated
- ✓ The program is well coordinated
- ✓ The staff/student ratio is correct
- ✓ We strongly recommend enhancing the research component
- ✓ Engaging in international exchange program will add a significant added value to the program (both students and international visiting professors)
- ✓ For the long run, we strongly recommend recruiting more academic staff possessing PHD in topics directly related to the program

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

<b>Name:</b>	<b>Signature:</b>
Yoel Mansfeld	
Jocelyne Napoli	
Dimitrios Lagos	
Nikolas Kyranides	

Date: July 8, 2017

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