

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

**Republic of Cyprus**

**External Evaluation Report  
Program of Study**

**Institution: CASA College**

**Program of Study: Certificate in Cruise Shipping &  
Maritime**

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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>
Margaret Deery	Professor	Surrey University, UK
Konstantinos Andriotis	Professor	Middlesex University London, UK
Anastasios Zopiatis	Associate Professor	Cyprus University of Technology, Cyprus
Evdokia Anastasiou	Student Representative	Cyprus University of Technology, Cyprus

## INTRODUCTION

### A. The External Evaluation procedure:

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

#### Documents Viewed as Part of this Evaluation:

- Application for Evaluation (New program of study)
- Student Handbook
- Promotional Material
- Sample of exam papers
- Statistics on nationality of existing students
- Performance Evaluation Handbook for Lecturers
- Students Evaluation Form
- Feasibility Study
- General Handbook
- Quality Assurance Handbook
- Bibliography (Library collection and pre-ordered lists)

#### Site Visit Itinerary on Wednesday 13 June 2018

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

## **B. The Internal Evaluation procedure:**

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

The application form that was provided to the evaluation committee was comprehensive in its coverage and clearly presented. The only problem area in relation to the documentation that was identified by the evaluation committee was that a comprehensive feasibility study was not initially provided.

The College Director, Managing Director, Program Coordinator and teaching and administration staff were well prepared for the meeting with the evaluation committee and able to provide satisfactory answers to the questions asked. Additional documentation that was requested was provided.

The student who met with the evaluation committee was engaging and able to provide clear answers to questions on the program. The site visit was informative with the appropriate staff available to demonstrate the use of the sites e.g. the library, computer labs, hospitality labs.

## **FINDINGS:**

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

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

Very few staff members proposed to lecture in the program under evaluation were specialists in the area of the cruise industry and so they were deemed to be inappropriate for the current structure of the program. Overall, the student/staff ratio of the course evaluated seemed to be adequate. In addition, the lecturing staff qualifications were deemed satisfactory for the level required by the specifications of the curriculum.

The committee notes that the program structure as well as the module descriptors were not adequate to satisfy the program's purpose and objectives in terms of specialization in cruise shipping and maritime. The committee feels that the current program structure and content – with major revision as suggested in detail below – can satisfy the requirements for a certificate in Cruise Ship Hotel Operations.

- **Organization of Teaching Work**

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

- **Teaching and Teaching Personnel**

It was commendable that most modules in the program are to be taught by internal full-time staff.

All staff on the program have qualifications at least one level above the level at which the program is being taught, nevertheless only one staff member has expertise in the area of Cruise Shipping and Maritime.

Moreover, it is an unusually flat organizational structure within the teaching program since all staff members are being classified as lecturers.

## 2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS

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

According to the submitted documents of Casa College, the one year Certificate on Cruise Shipping and Maritime claims to give students basic knowledge for different functions and operations on board and shore side, guest service, housekeeping, food service, health and safety, entertainment, communication and foreign languages. The courses in the program are diverse in skills found in various disciplines. The aims and objectives of the program under evaluation were not clearly and concisely stated in the application of the college. In addition, learning outcomes were not stated for the program, as well as for each individual course.

Several members of staff who were met by the evaluation committee have been working at the college for many years indicating that there is a very positive work environment. It was clear that the staff were passionate about their jobs and keen to see their students succeed in the program. They offer a student-centred learning experience and feedback from students indicated that there is a very strong rapport between staff and students.

Our overall view is that the proposed program does not reflect current and future trends and needs of the Cruise Shipping and Maritime, and it is not in line with similar programs offered by other institutions abroad. The proposed program will definitely have an impact in terms of providing high quality qualifications, both domestically and internationally, if properly revised to have a more direct focus on cruise ship hotel operations.

The College is not participating in the ERASMUS student and faculty mobility program and has not yet signed exchange agreements.

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

- **Research Teaching Synergies**

The committee has made a thorough investigation of the research profile of the College's academic faculty members and found little evidence of a research culture amongst staff. This is an area that needs to be addressed given the importance nowadays of 'research led teaching'. It would appear that there is the beginning of an embryonic research environment and this should be fostered.

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

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

##### **Administrative Mechanisms**

Administrative mechanisms appeared fit for purpose.

##### **Infrastructures / Support**

The physical facilities offered to students at Casa College are of sufficient standard considering the existing number of students.

The student who was interviewed by the evaluation committee was satisfied with the level of support that was provided to him and his colleagues.

##### **Financial Resources**

Whilst the evaluation committee received a single sheet outlining the current revenue and expenses of the program, it did not receive a detailed feasibility financial study that would provide an overview of the program's sustainability in the coming years.

The SWOT analysis did not deal specifically with the certificate course under review and the evaluation committee was not able to provide input in this section other than to express its concern regarding the sustainability of the program.

## **5. DISTANCE LEARNING PROGRAMS**

**Not applicable**

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

**Not applicable**

## **CONCLUSIONS AND SUGGESTIONS OF THE EXTERNAL EVALUATION COMMITTEE**

The following provides suggestions for improvement on the present situation of the program, the good practices and the weaknesses that were detected during the external evaluation procedure by the external evaluation committee.

### **• Commendations**

The evaluation committee would like to list a number of commendations:

- The enthusiasm of the staff and their commitment to the student experience was most impressive.
- The documentation provided to the evaluation committee was adequate – despite the difficulty in material search - and the openness of staff and their responsiveness to requests was much appreciated.
- The efforts being made to improve the infrastructure of the college was impressive.
- The initiative to offer such an innovative program in Cyprus is duly noted, despite the concerns raised by the committee with regards to its content and structure.

### **• Concerns**

Listed below are the key concerns of the evaluation committee after reviewing the documentation provided and visiting the college:

- The name of the program does not reflect the purpose, objectives and course contents. The inclusion of the terms Shipping and Maritime refer to a different set of courses compared to the ones included in the application.
- The limited expertise and research of faculty members in the area of Cruise, Shipping and Maritime is a major concern in the delivery of such a specialized course.
- The lack of agreements with international institutions requires attention.
- The lack of certain key modules specializing to Cruise, Shipping and Maritime in the program is evident and problematic.
- The lack of subscription to appropriate academic electronic material and books relevant to the program requires attention and immediate actions.

- **Recommendations**

The following recommendations are made to enhance the program:

- It is recommended the Certificate to be renamed to “Cruise Ship Hotel Operations” and all necessary changes are conducted to align the program’s purpose and objectives with its content.
- It is important to recruit some staff with qualifications relevant to the proposed program.
- It is critical that a research culture be fostered that will enable the theoretical dimension of the teaching to be developed and to ensure that the program represents best practice.
- A staff development budget should be established to ensure the continuing development of the staff.
- It is important to ensure that there are regular student and staff exchanges with other institutions.
- It is recommended to enrich further the library with electronic material and books in the subject area of the program.
- It is recommended to utilize a more user-friendly student learning platform such as Moodle.

**Doc. Number: 300.1**

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

Institution: CASA College

Program of Study: Certificate in Cruise Shipping and Maritime

Duration of the Program of Study: 1 year

Evaluation Date: 13 June 2018

The present document has been prepared within the framework of the authority and competencies of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education, according to the provisions of the “Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency on Related Matters Laws of 2015 to 2016”.

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

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

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

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

### Members of the External Evaluation Committee

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

**Date and Time of the On-Site Visit:** 13/06/2018

**Duration of the On-Site Visit:** 1 Day

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES						
1.1	Organization of teaching work	1	2	3	4	5
1.1.1	The student admission requirements to the program of study, are based on specific regulations which are adhered to in a consistent manner.					X
1.1.2	The number of students in each class allows for constructive teaching and communication, and it compares positively to the current international standards and/or practices.					X
1.1.3	The organization of the educational process safeguards the quality implementation of the program's purpose and objectives and the achievement of the learning outcomes. Particularly, the following are taken into consideration:					
	1.1.3.1	The implementation of a specific academic calendar and its timely publication.				X
	1.1.3.2	The disclosure of the program's curricula to the students, and their implementation by the	N/A			

		teaching personnel					
	1.1.3.3	The course web-pages, updated with the relevant supplementary material					N/A
	1.1.3.4	The procedures for the fulfillment of undergraduate and postgraduate assignments / practical training				X	
	1.1.3.5	The procedures for the conduct and the format of the examinations and for student assessment				X	
	1.1.3.6	The effective provision of information to the students and the enhancement of their participation in the procedures for the improvement of the educational process.					X
1.1.4	Adequate and modern learning resources, are available to the students, including the following:						
	1.1.4.1	facilities				X	
	1.1.4.2	Library		X			
	1.1.4.3	Infrastructure				X	
	1.1.4.4	student welfare				X	
	1.1.4.5	academic mentoring					X
1.1.5	A policy for regular and effective communication, between the teaching personnel and the students, is applied.					X	
1.1.6	The teaching personnel, for each course, provide timely and effective feedback to the students.					X	
1.1.7	Statutory mechanisms, for the support of students and the communication with the teaching personnel, are effective.					X	
1.1.8	Control mechanisms for student performance are effective.					X	
1.1.9	Support mechanisms for students with problematic academic performance are effective.					X	
1.1.10	Academic mentoring processes are transparent and					X	

	effective for undergraduate and postgraduate programs and are taken into consideration for the calculation of academic work load.				
1.1.11	The program of study applies an effective policy for the prevention and detection of plagiarism.	X			
1.1.12	The program of study provides satisfactory mechanisms for complaint management and for dispute resolution.		X		

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

**1.1.3.2 and 1.1.3.3:** \*Although the proposed course is not on the website, material on the website seems to be current and updated for the other programs.

**1.1.4.1:** The college is currently undertaking a major renovation project with the addition of additional 2 floors.

**1.1.4.2:** As inspected, the library is under the process of ordering related books, whereas the access to electronic databases is problematic.

**1.1.4.3:** Process of upgrading their infrastructure with the expansion of their main building campus

**1.1.11:** There is no prescribed anti-plagiarism policy with the utilization of a specialized software.

**1.1.12:** The committee feels that a formal complaint and dispute resolution mechanism should be developed and implemented.

Note, additionally:

a) The expected number of Cypriot and International Students in the program of study.  
**25 per year (according to the data received during the site visit)**

b) The countries of origin of the majority of students.

**Nepal, India, Pakistan, Vietnam, China, Sri-Lanka, Ukraine, Russia, Cameroon, Nigeria, Bangladesh**

**\*Staff also spoke of recruiting students from the Philippines**

c) The maximum planned number of students per class-section.

**Foundation = 25**

**Main Course = 30**

**Practical & Laboratory subjects = 20**

<b>Kitchen (Practical) = 10</b>						
<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>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p><b>1.2.1:</b> Since this is a vocational program one would expect more practical methodologies in the course delivery mostly related to the cruise industry.</p> <p><b>1.2.6:</b> The college must upgrade its current platform to an advanced electronic platform like Moodle.</p> <p><b>1.2.7:</b> Material presented are mostly related with hospitality management topics. Courses should be enriched with related books/ journals / other material.</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.		X			

1.3.2	The members of teaching personnel for each course have the relevant formal and fundamental qualifications for teaching the course, as described by the legislation, including the following:				
1.3.2.1	Subject specialization, preferably with a doctorate, in the discipline.	X			
1.3.2.2	Publications within the discipline.	N/A			
1.3.3	The specializations of Visiting Professors adequately support the program of study.	N/A			
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 recruitment and promotions of academic personnel safeguard the unimpeded implementation of the program of study within a five-year span.	N/A			
1.3.11	The program's Coordinator has the qualifications and experience to efficiently coordinate the program of study.			X	

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

**1.3.1:** No current member of staff has expertise or experience or formal education in cruise / maritime management. College representatives acknowledge the issue and assure the committee that expert faculty members will be recruited if the program is approved.

**1.3.2.1:** No subject specialization exists amongst existing college members.

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

**1.3.11:** The program's Coordinator has experience in Hotel Management to effectively coordinate the program nevertheless, but she has no experience in cruise/ maritime management.

## 2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS

2.1	Purpose and Objectives and learning outcomes of the Program of Study	1	2	3	4	5
2.1.1	The purpose and objectives of the program of study are formulated in terms of expected learning outcomes and are consistent with the mission and the strategy of the institution.			X		
2.1.2	The purpose and objectives of the program and the learning outcomes are utilized as a guide for the design of the program of study.		X			
2.1.3	The higher education qualification and the program of study, conform to the provisions of their corresponding Professional and Vocational Bodies for the purpose of registration to these bodies.	N/A				
2.1.4	The program's content, the methods of assessment, the teaching materials and the equipment, lead to the achievement of the program's purpose and objectives and ensure the expected learning outcomes.		X			
2.1.5	The expected learning outcomes of the program are known to the students and to the members of the academic and teaching personnel.	N/A				
2.1.6	The learning process is properly designed to achieve the expected learning outcomes.		X			
2.1.7	The higher education qualification awarded to the students, corresponds to the purpose and objectives and the learning outcomes of the program.		X			

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

**2.1.1:** Inadequacies between the programs purpose and objectives with the expected outcomes due to lack of staff expertise, lack of material, etc.

**2.1.2:** The majority of courses were borrowed from the existing hotel management program with minimum relevance to cruise/ maritime.

**2.1.4:** The program's content is inconsistent with the stated purpose and objectives of the course. Specific reference to management and leadership focus cannot be substantiated.

**2.1.5:** This program is not publicized yet.

**2.1.6:** The learning outcomes include detailed knowledge (e.g. marketing and sales) not covered by the courses.

**2.1.7:** Some courses are not appropriate for this level of educational qualification – for example the Hospitality supervision which is a third year course offered by their other program of studies.

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.	N/A				
2.2.6	The content of courses and modules, and the corresponding educational activities are suitable for achieving the desired learning outcomes with regards to the knowledge, skills, and abilities which should be acquired by students.		X			
2.2.7	The number and the content of the program's courses are sufficient for the achievement of learning outcomes.		X			
2.2.8	The content of the program's courses reflects the latest achievements / developments in science, arts, research and technology.		X			
2.2.9	Flexible options / adaptable to the personal needs or to the needs of students with special needs, are provided.			X		

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

**2.2.1:** The hotel specific courses do define the expected learning outcomes but collectively fail to meet the program's scope and objectives.

**2.2.3:** Some courses are unrelated to a certification level qualification e.g Hospitality Supervision which is a 3<sup>rd</sup> year course.

**2.2.4:** There are inconsistencies between the program’s scope and objectives and its content.

**2.2.5:** It is not typical to have general education courses in one-year certification.

**2.2.6:** More practical elements in the courses are necessary especially in cruise/ maritime management.

**2.2.7:** Number might be adequate, nevertheless the content is unable to meet the programs purpose and objectives.

**2.2.8:** Major revisions are necessary in order to best reflect current practices and trends of the cruise industry.

**2.2.9:** The provision of services is on an ad hoc basis rather than a formalize policy pertaining to all.

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

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

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

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

**2.4.1:** The overall design of the program is problematic/ inconsistent and in our view unable to meet its purpose and learning objectives.

**2.4.2:** No, this is not achievable due to the inconsistencies clearly defined in this report.

**2.4.4:** The College has a different organization structure that is fit for their purpose.

**2.4.5:** This is a new proposal and therefore nothing has been publicized

In the case of practical training, note:

- The number of credit units for courses and the number of credits for practical training

**Practical training receives no credits**

- In which semester does practical training takes place?

**End of Semester 2**

- Note if practical training is taking place in a country other than the home country of the institution which awards the higher education qualification

**N/A**

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

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

**2.5.3:** The college reports that due to existing restrictions pertaining to non-EU citizens their students cannot participate in any exchange programs

**2.5.4:** As proposed the program is unable, compared to other similar programs, to meet the requirements of Shipping and Maritime.

2.6	Connection with the labor market and the society	1	2	3	4	5
2.6.1	The procedures applied, so that the program conforms to the scientific and professional activities of the graduates, are adequate and effective.			X		
2.6.2	According to the feasibility study, indicators for the employability of graduates are satisfactory.	N/A				
2.6.3	Benefits, for the society, deriving from the program are significant.			X		
<p>Justify the answer you have provided and note the additional comments you may have on each standard / indicator.</p> <p><b>2.6.2:</b> No such indicators were provided even though staff was questioned on this aspect.</p>						

3. RESEARCH WORK AND SYNERGIES WITH TEACHING						
3.1	Research - Teaching Synergies	1	2	3	4	5
3.1.1	It is ensured that teaching and learning have been adequately enlightened by research.	N/A				
3.1.2	New research results are embodied in the content of the program of study.	N/A				
3.1.3	Adequate and sufficient facilities and equipment are provided to support the research component of the program of study, which are available and accessible to the personnel and the students.	N/A				
3.1.4	The results of the academic personnel's research activity are published in international journals with the peer-reviewing system, in international conferences, conference minutes, publications etc.	N/A				
3.1.5	External, non-governmental, funding for the academic personnel's research activities, is compared positively to the funding of other institutions in Cyprus and abroad.	N/A				
3.1.6	Internal funding, of the academic personnel's research activities, is compared positively to the funding of other institutions in Cyprus and abroad.	N/A				

3.1.7	The policy for, indirect or direct, internal funding of the academic personnel's research activity is satisfactory.	N/A
3.1.8	The participation of students, academic, teaching and administrative personnel of the program in research activities and projects is satisfactory.	N/A
3.1.9	Student training in the research process is sufficient.	N/A

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

**This is certification level degree which doesn't have a research component. Moreover, active engagement by faculty members in research activities in not required at this level.**

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

4.1	Administrative Mechanisms	1	2	3	4	5
4.1.1	There is a Student Welfare Service that supports students with regards to academic and personal problems and difficulties.				X	
4.1.2	Statutory administrative mechanisms for monitoring and supporting students are sufficient.				X	
4.1.3	The efficiency of these mechanisms is assessed on the basis of specific criteria.				X	

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

4.2	Infrastructure / Support	1	2	3	4	5
4.2.1	There are suitable books and reputable journals supporting the program.		X			
4.2.2	There is a supportive internal communication platform.				X	
4.2.3	The facilities are adequate in number and size.				X	
4.2.4	The equipment used in teaching and learning (laboratory and electronic equipment, consumables etc) are quantitatively and qualitatively adequate.			X		

4.2.5	Teaching materials (books, manuals, scientific journals, databases) are adequate and accessible to students.		X			
4.2.6	Teaching materials (books, manuals, scientific journals, databases) are updated regularly with the most recent publications.		X			
4.2.7	The teaching personnel are provided with training opportunities in teaching method, in adult education, and in new technologies on the basis of a structured learning framework.			X		

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

**4.2.1:** Books are on-order and no direct access is provided to relevant academic and reputable on-line journals.

**4.2.5:** See previous comments on books and library.

**4.2.6:** More updated materials are needed.

4.3	Financial Resources	1	2	3	4	5
4.3.1	The management and allocation of the financial resources of the program of study, allow for the development of the program and of the academic / teaching personnel.				X	
4.3.2	The allocation of financial resources as regards to academic matters, is the responsibility of the relevant academic departments.		X			
4.3.3	The remuneration of academic and other personnel is analogous to the remuneration of academic and other personnel of the respective institutions in Cyprus.				X	
4.3.4	Student tuition and fees are consistent to the tuition and fees of other respective institutions.				X	

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

**4.3.2:** This is purely a centralized process like all other small colleges in the country.

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

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

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

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

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

<p>The maximum number of students per class-section, should not exceed 30 students.</p> <p>This does not apply as all classes are below 30 students.</p>	X
<p>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.</p>	X
<p>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.</p> <p>There are no long distance classes.</p>	N/A

**The following criterion applies additionally for doctoral programs of study.**

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

### FINAL REMARKS – SUGGESTIONS

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

- **The concept of a program on the cruise industry is an innovative and timely one, especially within Cyprus. The suggestions to change the proposed program’s title, engage staff with cruise industry experience and qualifications, and focus the courses appropriately, aim to make the program both feasible and sustainable.**

### Names and Signatures of the Chair and the Members of the External

#### Evaluation Committee:

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

**Date:** 14/06/2018