

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

**Republic of Cyprus**

**External Evaluation Report  
Program of Study**

**Institution: Neapolis University Pafos  
Program of Study: Master of Arts in Digital Video  
Production (DVP)**

## TABLE OF CONTENTS

<b>Instructions.....</b>	<b>3</b>
<b>External Evaluation Committee (EEC).....</b>	<b>4</b>
<b>Introduction.....</b>	<b>5</b>
<b>Findings.....</b>	<b>6</b>
<b>Conclusions and Suggestions of the External Evaluation Committee.....</b>	<b>10</b>
<b>Document Number: 300.1.....</b>	<b>11</b>

## **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>
Dina Iordanova	Professor	University of St. Andrews, Scotland
Ioannis Rekanos	Professor	Aristotle University of Thessaloniki
Ioannis Pratikakis	Associate Professor	Democritus University of Thrace
Periklis Georgiou	Student	Cyprus University of Technology

## **INTRODUCTION:**

### I. The External Evaluation procedure

The full document of the application of the postgraduate studies program entitled “Master of Arts in Digital Video Production (DVP)” of the Neapolis University Pafos was provided to the External Evaluation Committee (EEC) in advance. The application included detailed sections related to courses syllabi, teaching personnel, and CVs. Additional Annexes were also attached. The aforementioned documents were studied by the EEC members prior to the visit.

The EEC visited the University on 19/6/2017. We were received by the Dean of the School of Architecture Prof. Solon Xenopoulos, who is also envisaged to be the program director of the MA under evaluation. Members of the teaching and the administrative personnel were also present, as well as Mr. Andreas Charalambous, campus director. Moreover Mr. Jason Georgiades, member of the prospective full-time staff joined the meeting from California via Skype.

After a briefing on the Neapolis University Pafos structure, a detailed presentation on the program under evaluation was given by all involved members that were present. There was a very constructive discussion supported by clarifications on several aspects that were put forward by the EEC. The members of EEC requested further information on a) the proposed equipment, b) the pre-agreement for permanent employment, c) print out of the presentation, d) a list of books on order, which was provided. We were also given a tour of the campus including lecture room, library and labs.

### II. The Internal Evaluation procedure

The EEC established that the completeness of the application submitted was satisfactory.

## **FINDINGS:**

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

The EEC is satisfied with the overall organization of teaching and the qualifications and competences of the teaching personnel. The course outlines provided and the program structure were to our satisfaction.

The following should be taken into consideration:

The EEC didn't have any information about calendar timetable.

No web-pages related to the program have been presented. However, this is reasonable since the program has not yet been approved.

A dedicated multimedia studio is advised.

All equipment is still on order. A detailed list of the proposed equipment was provided to the EEC.

The number of STF members equals to the number of Lecturers.

## 2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS

The purpose and objectives, as well as the learning outcomes of the Program of Study were competently presented. We are satisfied with the structure and content as well as with the quality assurance provision. The management plans are realistic. Once launched, the program will be able to grow internationally and develop adequate connection with the labor market and society.

The following should be taken into consideration:

The video production projects of the 1<sup>st</sup> and the 2<sup>nd</sup> semester should be incorporated into the labs of the courses Digital Video Studios I and II, respectively.

Some additional elective courses are recommended. In particular, courses related to information technology (like multimedia, 3D graphics, animation, etc.), as well as marketing and film history.

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

The EEC had the opportunity to witness that good potential synergies of teaching and research are in place.



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

The administrative services are already in place and there is every reason to expect that the student welfare is properly catered for. As this is a new program not all of the teaching-related material and equipment is in place yet, but we had the opportunity to observe that proper planning has been done and that once approval is granted the institution has a clear strategy to ensuring the launch of the program.

The following should be taken into consideration:

Specialized books are still on order.

A dedicated multimedia studio is advised.

Teaching material will be prepared by the time of approval.

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

Market and marketing. There was not sufficiently clear information on the size and geographical scope of the projected market, nor on competitors. There was not sufficient information on what marketing strategies will be applied to recruit the expected number of students (12) and to reach the maximum number of students (24). We would recommend that some further work is done, in parallel with the program's launch, to ensure its future stability.

Feasibility study/financial projections. The financial calculations provided are insufficient to make a competent judgement, especially as only information on salaries is made available and no figures on overheads and other spending. The projections are made on the basis of maximum students (24) and appear overoptimistic, since the expected number is set at 12. We would recommend some further detailed financial planning to take place and that the University has clarity on the break-even point of the program and the level of projected investment.

The EEC's overall impression is positive. Clearly, there is support for the program from the senior management of the University, and the core faculty are competent and enthusiastic. The new program will bring added value to the Cypriot postgraduate offer and, if developed properly, has every chance to establish itself as a key player in the educational provision of the region.

Suggestions are provided in the previous sections.

---

<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: Neapolis University Pafos

Program of Study: Master of Arts in Digital Video Production (DVP)

Duration of the Program of Study: 1.5 years (3 semesters)

Evaluation Date: June 19, 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

NAME	TITLE	UNIVERSITY / INSTITUTION
Dina Iordanova	Professor	University of St. Andrews, Scotland
Ioannis Rekanos	Professor	Aristotle University of Thessaloniki
Ioannis Pratikakis	Associate Professor	Democritus University of Thrace
Periklis Georgiou	Student	Cyprus University of Technology

**Date and Time of the On-Site Visit: 19/6/2017, 10:30 am**

**Duration of the On-Site Visit: 5 hours**

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES						
1.1	Organization of teaching work	1	2	3	4	5
1.1.1	The student admission requirements to the program of study, are based on specific regulations which are adhered to in a consistent manner.				X	
1.1.2	The number of students in each class allows for constructive teaching and communication, and it compares positively to the current international standards and/or practices.				X	
1.1.3	The organization of the educational process safeguards the quality implementation of the program's purpose and objectives and the achievement of the learning outcomes. Particularly, the following are taken into consideration:				X	
1.1.3.1	The implementation of a specific academic calendar and its timely publication.			X		
1.1.3.2	The disclosure of the program's curricula to the students, and their implementation by the teaching personnel				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:				X	
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	
<p>1.1.3.1. The EEC didn't have any information about calendar timetable.</p> <p>1.1.3.2. No web-pages related to the program have been presented. However, this is reasonable since the program has not yet been approved.</p> <p>1.1.4.1. A dedicated multimedia studio is advised.</p> <p>1.1.4.3. All equipment is still on order. A detailed list of the proposed equipment was provided to the EEC.</p> <p>α) Expected number of students: 12 full-time students</p> <p>β) Origin of the majority of students: Cyprus, Greece, and Middle East.</p> <p>γ) Maximum planned number of students per class-section: 12 for class sections and 6 per working group. Financial planning is made on the basis of 24 students per cohort.</p>								

<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	
<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:				X	
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 recruitment and promotions of academic personnel safeguard the unimpeded implementation of the program of study within a five-year span.				X	
1.3.11	The program's Coordinator has the qualifications and experience to efficiently coordinate the program of study.					X
1.3.5. The number of STF members equals to the number of Lecturers.						



<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.	<b>N/A</b>				
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	
<b>2.2</b>	<b>Structure and Content of the Program of Study</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
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			X		

	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.					
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
<p>2.2.2. The video production projects of the 1<sup>st</sup> and the 2<sup>nd</sup> semester should be incorporated into the labs of the courses Digital Video Studios I and II, respectively.</p> <p>2.2.7. - 2.2.8. Some additional elective courses are recommended. In particular, courses related to information technology (like multimedia, 3D graphics, animation, etc.), as well as marketing and film history.</p> <p>No information is provided about students attending parallel programs.</p>						
<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				X	

	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	
<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:					X		
	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	
In the case of practical training, note: <b>N/A</b>						
<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.	<b>N/A</b>				
2.5.3	Students participate in exchange programs.	<b>N/A</b>				
2.5.4	The academic profile of the program of study is compatible with corresponding programs of study in Cyprus and internationally.				X	
2.5.2 and 2.5.3 are not applicable at the moment since the program has not started yet.						
The degree the program compares positively with corresponding programs operating in Cyprus and abroad in higher education institutions of the same rank.						
<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	
2.6.2. No such information is presented neither in the feasibility study of the program nor during the on-site visit of the EEC.						

<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	
3.1.3. The equipment is still on order.						

#### 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	
4.2	Infrastructure / Support	1	2	3	4	5
4.2.1	There are suitable books and reputable journals supporting the program.			X		
4.2.2	There is a supportive internal communication platform.				X	
4.2.3	The facilities are adequate in number and size.			X		
4.2.4	The equipment used in teaching and learning (laboratory and electronic equipment, consumables etc) are quantitatively and qualitatively adequate.				X	
4.2.5	Teaching materials (books, manuals, scientific journals, databases) are adequate and accessible to students.			X		
4.2.6	Teaching materials (books, manuals, scientific journals, databases) are updated regularly with the most recent publications.				X	
4.2.7	The teaching personnel are provided with training opportunities in teaching method, in adult education, and in new technologies on the basis of a structured learning framework.			X		
<p>4.2.1. Specialized books are still on order.</p> <p>4.2.3. A dedicated multimedia studio is advised.</p> <p>4.2.5. Teaching material will be prepared by the time of approval.</p> <p>4.2.7. No information is provided.</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	
4.3.1 - 4.3.2. Not enough information.						

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

<b>5.</b>	<b>DISTANCE LEARNING PROGRAMS</b>	<b>N/A</b>
-----------	-----------------------------------	------------

The following criterion applies additionally for doctoral programs of study.

<b>6.</b>	<b>DOCTORAL PROGRAMS OF STUDY</b>	<b>N/A</b>
-----------	-----------------------------------	------------



## FINAL REMARKS – SUGGESTIONS

Market and marketing. There was not sufficiently clear information on the size and geographical scope of the projected market, nor on competitors. There was not sufficient information on what marketing strategies will be applied to recruit the expected number of students (12) and to reach the maximum number of students (24). We would recommend that some further work is done, in parallel with the program's launch, to ensure its future stability.

Feasibility study/financial projections. The financial calculations provided are insufficient to make a competent judgement, especially as only information on salaries is made available and no figures on overheads and other spending. The projections are made on the basis of maximum students (24) and appear overoptimistic, since the expected number is set at 12. We would recommend some further detailed financial planning to take place and that the University has clarity on the break-even point of the program and the level of projected investment.

The EEC's overall impression is positive. Clearly, there is support for the program from the senior management of the University, and the core faculty are competent and enthusiastic. The new program will bring added value to the Cypriot postgraduate offer and, if developed properly, has every chance to establish itself as a key player in the educational provision of the region.