Higher Education Institution's response

- **Higher education institution:**

  Ctl Eurocollege

- **Town:** Limassol

- **Programme of study (Name, ECTS, duration, cycle)**

  In Greek: Διοίκηση Τουριστικών Επιχειρήσεων (2 έτη/120 ECTS/Δίπλωμα) συν ενδεχόμενο προπαρασκευαστικό έτος

  In English: Travel & Tourism Mgt (2 years/ 120 ECTS/ Diploma) plus an optional foundation year

- **Language of instruction:** English

- **Programme's status**
  New programme: No
  Currently operating: Yes

ΚΥΠΡΙΑΚΗ ΔΗΜΟΚΡΑΤΙΑ
REPUBLIC OF CYPRUS

The present document has been prepared within the framework of the authority and competencies of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education, according to the provisions of the "Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency on Related Matters Laws of 2015 and 2016" [N. 136 (I)/2015 and N. 47(I)/2016].

A. Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.1.1) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area.*

- *In particular, under each assessment area, the HEI must respond on, <u>without changing the format of the report</u>:*

    - *the findings, strengths, areas of improvement and recommendations of the EEC*
    - *the deficiencies noted under the quality indicators (criteria)*
    - *the conclusions and final remarks noted by the EEC*

- *The HEI's response must follow below the EEC's comments, which must be copied from the external evaluation report (Doc. 300.1.1).*

- *In case of annexes, those should be attached and sent on a separate document.*

1. **Study programme and study programme's design and development**
   (*ESG 1.1, 1.2, 1.8, 1.9*)

Comment of the Committee

1.1 - Academic oversight of the programme design was felt to be partially compliant in relation to the overall development of the programme rather than the operationalising of it. In this regard, there is compliance in operation, but the pedagogical development and underpinning of the programme requires further clarification. How were the module subjects identified and prioritised and pedagogical framework established?

Reply from the Institution

The comment has been noted and we would like to point out that as mentioned in Document 200.1 the purpose of this programme of study is to introduce students to the Travel & Tourism industry.   More specifically, the aim of the programme is to serve the needs of students aiming to gain a thorough overview of how the Travel & Tourism industry and the various segments affecting it operate and interact, and how external forces moderate and influence the industry and its activities.

In order to succeed this, we have offered all required subjects that qualify students with the appropriate skills. We have now introduced four new subjects which have strengthened the structure of this already accredited programme in order to fulfill its purpose at the highest level. These subjects are:

Destinations, Attractions & Tourism	TOU 214 - Core requirement compulsory
Leisure & Recreation Mgt	TOU 212 - Core requirement optional
Event Management	TOU 210 - Core requirement optional
Cultural Tourism	TOU 209 - Core requirement optional

We have designed the programme with the following in mind:

1. Subjects have been prioritized according to the prerequisite requirements of each one.
2. To introduce students gradually into the field, therefore, they do two general education subjects and three core requirement subjects during the first semester.
3. In order to help students acquire management and marketing skills they undertake two very important business oriented subjects, Management and Fundamentals of Marketing.
4. In order to learn how online platforms operate, students are taught the Computer Reservation System Amadeus, during the last semester.
5. During the last semester, students have the option to undertake a work placement and must have the basic skills required for any duties they are assigned during their placement.
6. To further their management skills by offering specialized topics during the second year of study.

It is our belief that this programme of study provides its graduates with the skills they need to have a successful career in the travel & tourism industry up to assistant or administrator level. If they wish they can further their studies into a 4-year bachelor degree in Hotel Management. This will give them the opportunity to work at a managerial level.

The programme structure of Travel & Tourism Mgt , 2 years Diploma plus an optional foundation year 120 ECTS is shown below:

1ST SEMESTER				30 ECTS
1	BUS 102	BUSINESS COMMUNICATIONS	R	6
2	CSC 101	ICT I	R	6
3	MGT 121	MANAGEMENT	R	6
4	TOU 111	TRAVEL & TOURISM I	R	6
5	TOU 113	TRAVEL GEOGRAPHY I	R	6
2ND SEMESTER				30 ECTS
1	TOU 114	TRAVEL AGENCY OPERATIONS	R	6
2	TOU 121	TRAVEL & TOURISM II	R	6
3	TOU 123	TRAVEL GEOGRAPHY II	R	6
4	TOU 112	FARES & TICKETING I	R	6
5		ONE OPTIONAL FROM **TABLE A**	R	6
3RD SEMESTER				30 ECTS
1	TOU 122	FARES & TICKETING II	R	6
2	MKT 121	FUNDAMENTALS OF MARKETING	R	6
3	TOU 124	TOUR OPERATIONS	R	6
4		ONE OPTIONAL FROM **TABLE B**	R	6
5		ONE OPTIONAL FROM **TABLE C**	R	6
4TH SEMESTER				30 ECTS
1	TOU 211	COMPUTER RESERVATION SYSTEM	R	6
2	TOU 221	SUSTAINABLE TOURISM DEVELOPMENT	R	6
3	TOU 214	DESTINATIONS, ATTRACTIONS & TOURISM	R	6
4		ONE OPTIONAL FROM **TABLE B**	R	6
5		ONE OPTIONAL FROM **TABLE C**	R	6

R stands for required

TABLE A General Education Requirements Optional subjects

	Code		ECTS
1	ACC 101	ACCOUNTING I	6
2	LIB 104	SOCIOLOGY	6
3	ECO 102	INTRODUCTION TO ECONOMICS	6
4	MAT 102	BUSINESS MATHS	6

TABLE B Core Requirement Optional subjects

	Code		ECTS
1	TOU 212	LEISURE & RECREATION MGT	6
2	TOU 210	EVENT MANAGEMENT	6
3	HLA 321	HOSPITALITY LAW	6
4	TOU 209	CULTURAL TOURISM	6
5	IND TOU	INDUSTRIAL PLACEMENT	6

TABLE C Free Electives

	Code		ECTS
1	FRE 101	FRENCH I	6
2	FRE 102	FRENCH II	6
3	SPA 101	SPANISH I	6
4	SPA 102	SPANISH II	6
5	MGR 101	MODERN GREEK I	6
6	MGR 102	MODERN GREEK II	6
7	ENG 110	ADVANCED ENGLISH	6
8	LIB 117	CULTURAL GEOGRAPHY	6

Comment of the Committee
1.8.8 - A good range of student assignments were available, however, as the detailed breakdown of marking criteria and associated mark weightings were not available, it was unclear how consistency in marking (double marking, moderation) was achieved. Further clarity on this issue would be welcome.

Reply from the Institution
The comment has been noted and the College has taken action to rectify this as shown below:

A. The internal procedure Aca_FEP_01_002 has been upgraded. An Examination Board has been formed in order to ensure consistency in marking and the examination regulations have been corrected in order to specify the structure of an examination paper. **(upgraded information is in bold)**

Aca_FEP_01_002

Issuing of Examination Papers

The Academic Dean is responsible for appointing the Academic Officer responsible for organising the preparation of the Midterm and Final Examination papers.

An Examination Board is formed at the beginning of every academic year by the Academic Dean having the following duties:

1. To review the content of the examinations both Final and Midterm **together with the marking scheme.** The meeting may take place after working hours. If this is the case both full time and part time staff is paid according to a fixed administration rate. The Lecturer is informed in case any corrections are necessary.

2. **To check for consistency in marking throughout all subjects, with the random sampling method per subject. If the second marking has more than +5 or -5 marks difference, the Lecturer would be requested to justify this. If the justification is not adequate or insufficient evidence is provided, he/she is required to re-evaluate all examination papers. The procedure is repeated with the random sampling method to ensure the appropriate marking has been applied.**

Examination regulations

The Academic Dean gives instructions to all Faculty members how to prepare the Examinations and informs them about the following regulations:

1. Examination papers must be submitted for approval one month prior to the date of examination to the Academic Dean **together with the marking scheme**.

2. Examinations must have proper formatting (consistent font size, colour, spaces and lines). On the template red colour text aims to help you identify the sections you need to modify. Please make sure that before you submit your paper all text is in black.

3. The repetition of past examination papers must be strictly avoided.

4. **An examination paper should have the following structure:**

Multiple choice and/or descriptive questions   20-50% *

Essay questions   50-80%

(for a total of 100)

*exception is made in specific courses that follow the structure of external examinations

Each multiple choice question should only receive 1-2 marks out of hundred.

- Descriptive and multiple choice questions should not receive more than 50/100 of the total marks since memorization is not encouraged as a learning method in Higher Education.
- Essay type / practical questions encourage critical thinking as well as hands on practice and creativity and are therefore recommended for evaluation purposes.

The structure of the examination paper is uploaded on the web platform two weeks prior the date of the examination.

5. The final examination grade is out of 100.

6. The duration of the Midterm examination is 2 teaching periods and that of the Final Examination is 3 hours for both undergraduate and postgraduate programmes.

7. The content of the final examination paper should cover all taught material and should match the content of each subject as per course outline which was given to the students at the beginning of the semester.

8. All assessment material is expected to be of the highest standard and quality. The questions should be well and clearly formulated in correct English (grammar and syntax) with no ambiguities so as to clearly assess the course objectives.

9. The content of the examination paper should be adequate to the time provided.

10. The final examination papers must be corrected with a red pen and returned to the Academic Office within 3 working days after the examination date of the subject.

A copy of the examination paper is kept in the electronic file "Examinations" every semester.

The Academic Dean appoints the Academic Officer responsible for copying and preparing the examination envelope. The original set is stamped with the round seal of the College. The examination envelop must contain an examination paper for each student attending the class plus two extra copies.

The "examination paper" has the following information written on it:

- Name of subject
- Name of Teacher
- Duration of examination
- Date of examination
- Name of Invigilator (for Final examination)
- Names of students attending the exam
- Invigilator's signature (for Final examination)

The Accounts Officer is responsible for informing the Academic Officer about any students who still have financial obligations pending with the College.

The envelope is then sealed and put away in a locker.

B. The Students' Handbook and the Lecturers' Handbook have been upgraded.

C. The Students' Rights have a **new bullet point (in bold)** as shown below:

Students' Rights

Every Student has the right to equitable treatment by the College. Specifically, Students should have the right to:

- Freedom of expression, discussion, religion or assembly.
- Fair treatment.
- Dignified treatment regardless of race, colour, national origin, age, marital status, sex, sexual orientation, gender identity, gender expression, disability, religion or physical characteristics.
- Protection from capricious decision making.
- Access to policies that affect them.
- A balanced and fair system of dispute resolution.
- Participation in Associations and Committees.
- Protection of their personal data and confidentiality in personal issues.
- Quality education.
- Receiving any information regarding the Programme of Study they are registered with, as well as all Courses included in the Programme of study.
- **Being informed about the structure of examination papers two weeks prior to the date of the examination by their lecturers.**

D. The procedure "Regulations regarding assignments Aca_OIP_17_001 has been upgraded as shown below **(new information is in bold)**:

Aca_OIP_17_001

Regulations regarding assignments:

1. Students are assigned to carry out theoretical research in the existing literature on the topics covered in the Course Outline, or to complete a task using the Internet. The Lecturer determines the character of the assignment.
2. The word length of the assignments in the aforementioned grade allocation ranges from 1500 words to 2000 words. Students are requested to deliver their assignments on time on an individual or group basis.
3. The assigned written work must be typed and double-spaced, unless otherwise stated.
4. The assignment is sent electronically to the Lecturer and the Academic Dean.   Hand-written work is not accepted.
5. Late work is penalized, resulting in deduction of marks.
6. The lecturer is responsible for checking all student assignments for plagiarism (guidelines are provided by the Librarian).

7. The lecturer submits three assignments in hard copies (low/average/high mark) together with the plagiarism report **as well as the marking scheme** to the Academic Office.

8. **An Examination Board is responsible for checking the consistency in marking throughout all subjects, with the random sampling method. If the second marking has more than +5 or -5 marks difference, the Lecturer would be requested to justify this. If the justification is not adequate or insufficient evidence is provided, he/she is required to re-evaluate all assignments. The procedure is repeated with the random sampling method to ensure the appropriate marking has been applied.**

Comment of the Committee

1.11 - The currency of information delivered on the programme was, for the most part, appropriate. However, it is important to ensure that resources and reading lists are kept updated. Also, given the reliance on the programme on Amadeus reservation systems, there is a requirement to ensure future-proofing of the programme to reflect current behavior and practice with newly established and emerging technology platforms.

Reply from the Institution

The comment has been noted and we would like to refer to:

A. The upgraded procedure Annual Programme Review - Aca_OIP_22
(new information is in bold):

On completion of the academic year the Academic Dean requests the Academic Committee and the QA Committee to meet and discuss the "Annual Programme Review" reports. **External Academic Advisors and Professionals are invited to participate in the meetings in order to review the structure and the content of the programmes.** The Programme Coordinators and the Librarian participate in the meetings. **The Committees together with the external stakeholders** review the quality, validity and sustainability of the Programmes.

The QA Officer issues the "Annual Programme Review" reports.

The Committees are responsible for:

- Examining Faculty evaluation.
- Evaluating data on student progression and achievement.
- Reconsidering the validity of the Programme in the light of current research, practice, technological advances and resources.
- Examining the structure and content of the programme of study.
- Requesting risk assessment reports and examining programme sustainability.
- Monitoring how well learning outcomes have been attained by students.
- Considering of cumulative changes affecting the design and operation of the Programme including availability of staff and resources.
- Responding to external examiners reports and student feedback.
- Examining employment opportunities.

The Academic Dean, the QA Officer and the Programme Coordinators are responsible for implementing corrections and or updates.

Programmes are subject to accreditation every five years by The Cyprus Agency of Quality Assurance and Accreditation in Higher Education. The Academic Dean, the Course Coordinator and the QA Officer are responsible for applying for accreditation.

ANNUAL PROGRAMME REVIEW FORM - Aca_OIP_22_001

Date:
Programme of Study:
Programme Coordinator:
Academic Year:
Number of students registered in the programme:

Course / Lecturer Evaluation by students

Code	Subject	Name of Lecturer	Fall semester score %	Spring semester score %

Faculty Evaluation

Name of Lecturer	Rating

Student progression results

Classification	Fall semester score %	Spring semester score %
3.70 – 4.00 Excellent		
3.50 – 3.69 Very good		
3.00 – 3.49 Good		
2.50 – 2.99 Fair		
2.00 – 2.49 Average		
1.00 – 1.99 Pass		
0.00 – 0.99 Unsatisfactory / Fail		

General comments about the programme

B. The Course Syllabus procedure - Aca_OIP_18

A new Course syllabus is issued during the preparation of a new programme of study.

An existing course syllabus is reviewed by the Lecturer on completion of the planning for the new semester. The Academic Officer responsible for the planning sends the syllabus to the Lecturer. The Lecturer together with the Librarian review the bibliography.

If upgrading is needed, the Lecturer notifies the Academic Dean. The Dean requests the Academic Committee and the Lecturer to meet. The Lecturer presents the new suggestions and all members agree if an upgrade is needed or not. The Lecturer together with the Programme Coordinator and the Librarian make all the amendments. On completion of the syllabus upgrade the Dean is notified. The Academic Committee meets to give the final approval.

Comment of the Committee
1.20 - as outlined in feedback for 1.1.

Reply from the Institution
Please refer to the answer for **Comments 1.1** and **1.11.**

Comment of the Committee
Provide information on:
1. Employability records
Not available as no graduates have completed the programme as yet. We recommend that the college collects data on graduate employment and fosters a community of alumni.

Reply from the Institution
The comment has been noted and we would like to clarify that this programme has been running since 1992 and had its first graduates in 1994. The College recognizes the importance of fostering a community of alumni and has therefore set the following:

   A. In order to safeguard the communication with alumni, even though this has always been its aim, the College set the following procedure into the Quality Assurance Handbook in 2016 as shown below:

Alumni Association - Swa_InP_12

The Student Welfare and Activities Officer is responsible for maintaining the Association.

The purpose of the association is to foster a spirit of loyalty and to promote the general welfare of the College. The Alumni association exists to support the College goals, and to strengthen the ties between alumni, students and College.

The approved Graduates' List is communicated to the Student Welfare and Activities Officer.

The Officer contacts each Graduate personally and advices them to register in the Alumni Directory. The Directory includes the following information:

- Name of student
- Registration number
- Programme of study graduated from
- email address

- Career Information

The Officer maintains contact with Graduates (on their own free wish) and keeps the directory updated. The Graduates are kept informed of College updates and are invited to participate as guests in Graduation Ceremonies.

The Student Welfare and Activities Officer, in collaboration with the Dean, may invite qualified Graduates as visiting professionals to speak to current students about their profession, experiences in their life or other topics.

B. Upgraded the members of the Advisory Council through the procedure in the Quality Assurance Handbook since 2016 as shown below:

The College Advisory Council - Adm_UpM_03

The College Advisory Council is comprised of alumni, academic leaders, and business leaders who provide a high level of voluntary service to the College.

The Council's primary role is to help shape the strategic direction of the College.

The mission of the Council is to support and promote the College in its Programmes and activities. The members of the Council based on their deep care and concern for the College, provide support and guidance to the Directors and the Dean in carrying out their mission to provide and maintain high quality education.

Duties and responsibilities

1. The members of the Council support the work of the Executive Director, the AF Director, the Dean, faculty and staff.

2. Supports the Board of Governors to maintain the highest standards of excellence in the programmes

3. Supports and advises the Board of Governors to achieve College mission and goals by giving financial support and by referring others who can be supportive.

4. They make the activities and accomplishments of the College more widely known among students, alumni, donors, employers, professionals and others.

C. At the beginning and at the end of each semester an email is sent to all students encouraging them to visit our website at http://www.ctleuro.ac.cy/en/, like us on facebook https://www.facebook.com/ctleuro/?ref=bookmarks and follow us on istagram https://instagram.com/ctl_eurocollege_cy?igshid=1ayn1o5ryr953, to keep up with our news and upcoming events.

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

1) *While peer review is in place, there is the opportunity for this to be further developed.*

Reply from the Institution
The comment has been noted and the College has upgraded the procedure Aca_OIP_022. Please refer to the answer given for **Comment 1.11**.

Comment of the Committee
2) In order to strengthen the rationale for the content and design of the programme, it is recommended that further liaison with external stakeholders (e.g. industry representatives from the travel and tourism sector) should be consulted to ensure further alignment with skills development, sector needs, and contemporary issues.

Reply from the Institution
The comment has been noted and the College has upgraded the procedure Aca_OIP_022. Please refer to the answer given for **Comment 1.11**.

Comment of the Committee
3) Further development of a refined process of quality assurance in assessment, feedback and progression is recommended across the programme and associated modules. It is clear that there is significant attention paid to each individual module which is to be commended. Nevertheless, improvements could be achieved for oversight and consistency across the programme as a whole. It therefore recommended that the college develops a mechanism for double marking of final projects, moderation of samples of assignments (including, fails, borderline passes and passes at all levels across each band) between module teaching staff. At present responsibility for oversight sits with only one person.

Reply from the Institution
The comment has been noted and the College has upgraded the procedure Aca_OIP_022. Please refer to the answer given for **Comment 1.11** as well as the answer given for **Comment 1.8.8.**

2. Teaching, learning and student assessment (*ESG 1.3*)

Comment of the Committee
Overall, the EEC is satisfied with the performance of the college within teaching, learning and student assessments. There are two key areas for further reflection outlined below:

2.6 - As outlined above, there is further clarity required with regard to the marking criteria and associated weightings within each of the assignments. For example, it is clear from the module outlines that there is a breakdown of 35% (midterm exam/coursework), 60% (final exam) and 5% (attendance) for all modules. However, what is not clear is what is being assessed within each of these three areas and the associated marks being awarded for each element of assessment. For example, in an essay how are marks being awarded and for what key elements (e.g. referencing,critical reflection, use of theory, use of practical case studies, etc). From verbal responses, it is clear that these do exist, however, the detail does not appear to be documented for students.

Reply from the Institution
The comment has been noted. Please refer to the answer given for **Comment 1.8.8.**

Comment of the Committee
2.10 - The College is clearly making direct efforts to foster a culture of research amongst the staff. This is evidenced by the establishment of the research committee; budgetary investment and engagement in staff erasmus+ mobility. Given its infancy, it is as yet unclear how this will be developed to compliment and

enrich the student experience. At present, research within this programme is taken to be the ways in which students identify, synthesise and present data and knowledge to support the completion of their assigments.

Reply from the Institution

The comment has been noted. We believe in the importance of research and we enrich our students' experience in the following ways:

A. Final Projects

At the beginning of each semester the Academic Dean requests lecturers to submit project titles on their fields of expertise. The research team participates in this procedure by submitting project titles related to their research field. Students choose their project title and supervisor and have the opportunity to participate in research themselves.

B. Workshops

Faculty organizes workshops as part of various courses such as management and marketing to involve students in research activities. Students are asked to become part of teams that conduct research, analyze market statistics and ways of developing a business. The final research findings and business plans are presented by the teams to the class and are published in the CTL Eurocollege Press Journal.

C. Research findings are integrated in courses

Case studies are developed from research findings and presented in various courses. Students have the opportunity to learn about research and management methods and how to develop a sustainable business. Research findings are also presented in various related courses.

D. Literature Review

Students are requested through their various courses to carry out literature reviews. They have the chance to learn and acquire knowledge from various publications available in our Databases.

Comment of the Committee
Areas of improvement and recommendations
A list of problem areas to be dealt with, followed by or linked to the recommendations of how to improve the situation.
In line with the areas outlined above, the following recommendations are made:

1) *further development and refinement of clear and documented marking criteria and associated mark weightings.*

Reply from the Institution
The comment has been noted. Please refer to the answer given for **Comment 1.8.8.**

Comment of the Committee
2) *mechanisms to ensure consistency in marking across the programme.*

Reply from the Institution
The comment has been noted. Please refer to the answer given for **Comment 1.8.8.**

Comment of the Committee
3) *as the research culture develops further, consider how this could benefit the student experience.*

Reply from the Institution
The comment has been noted. Please refer to the answer given for **Comment 2.10.**

3. Teaching Staff (*ESG 1.5*)
   In addition to your response to EEA's comments on the teaching staff:
   a.   fill in TABLE 1: TEACHING STAFF at the end of this form and
   b.   send the curriculum vitae of all the program lecturers on the forms posted on the
   Agency's website as an annex. (Form 500.1.03 for Universities and Form 500.1.04 for
   Higher Education Institutes)

Comment of the Committee
3.3 - as the college is now engaging in erasmus + there has been the opportunity for staff to visit overseas Institutions. The potential now exists for this to be reciprocated and for visitors to join the team at the college.

Reply from the Institution
The comment has been noted and we would like to mention that Ctl Eurocollege has held an Erasmus+ Charter and set up an ERASMUS+ Committee since 2016.

The Erasmus+ committee aims to design a strategy for the Ctl Eurocollege and its Erasmus+ programme. The committee evaluates the progress of the programme and makes suggestions to management.

The objectives of the Committee:

1. To develop the Erasmus+ strategy.
2. To evaluate the progress of strategy implementation.
3. To encourage collaboration with Higher Education Institutions, public and private organizations.
4. To inform the faculty, students and the public about the Erasmus+ activities.

Functions of the Committee:

1. To prepare the process of selection of candidates to participate in the Erasmus+ programme.
2. To monitor and ensure the transparency of the selection process.
3. To exchange ideas and suggestions with committee members, academics and experts of different fields.
4. To promote the Erasmus+ programme to the college and society.
5. To involve students and faculty in Erasmus+ projects that will be beneficial for the participants, the college and society.
6. To provide incentives and recognition to the students and faculty that engage in the Erasmus+ programme.

The committee strives to secure the integrity, transparency and fairness of the Erasmus+ programme.

The recent staff mobility actions are shown below:

- Mr. George Antoniades, member of the faculty has visited Spain from 28/10/2018 – 03/11/2018 and taught Hotel Management course sessions in UCAM (Universidad Catolica San Antonio de Murcia).

- In April 2019 Ctl Eurocollege participated in the International Scientific Conference "Emerging Trends in Economics, Culture and Humanities (etECH2019)", Riga-Latvia. Mrs Elena Malkawi and

Konstantinou both members of the faculty, presented research papers with another 180 participants from 18 countries and gave lectures on their topic of expertise.

- Dr Georgios Afxentiou, member of the faculty, has visited UCAM (Universidad Catolica San Antonio de Murcia) in Spain in May 2019 and taught business related subject.

- Mrs. Chryso Panayidou, member of the faculty, has visited UCAM (Universidad Catolica San Antonio de Murcia) in Spain in May 2019 and taught tourism and hospitality subjects.

- Visiting Professors from Alberta College in Riga, Latvia visited our College in May 2019 as part of the same staff mobility programme and taught information technology and business subjects.

- A Professor from Obuda University, Budapest, Hungary visited our College in November 2019. Visiting lecturers from the University of Murcia in Spain is scheduled to visit our College in the coming months.

Comment of the Committee
3.4 - as above, it is clear that the relationships being developed compliment the areas of expertise of the team and there is opportunity to strengthen this further through the erasmus+ project.

Reply from the Institution
The comment has been noted. Please refer to the answer given for **Comment 3.3** above.

Comment of the Committee
3.10 - as this is an emerging area for the team, it is understandable that this is currently confined to a limited number of staff and further activities should be encouraged as appropriate.

Reply from the Institution
The comment has been noted and we would like to refer to our Research Office which is continuously enhancing its activities that include participation in conferences locally and abroad, publications in recognized academic journals and professional journals, participation in research projects.

Our vision is to develop original academic research that is of value to academics and practitioners. We are committed to producing research of excellence, instill ethical standards and follow the policies and laws of the state. We strive to promote research and ethics to the research community, industry and the society. The quality of our research is reflected in the research programmes, ethical standards, transparency procedures and our contribution to academics, practitioners and society.

Our strategy is to design research programmes, conduct quality research and publish outcomes in academic and professional journals. We aim to engage in research activities with selected faculties, students and partners and apply new research findings to the programmes of study. An integral part of our strategy is to build a wide network of researchers and to promote the research findings globally.

Publications:

ACADEMIC JOURNALS

Published papers

1. Afxentiou G. (2019). *The effect of structural design on export strategy in the wine industry of*

   Cyprus. Published DBA thesis, University of Gloucestershire. Gloucestershire, UK.

2. Afxentiou G. (2019). Restructured organizational design: The secret sauce in a food

manufacturer's recipe for growth. Global Business and Organizational Excellence. 38(5),

p.27–32. https://doi.org/10.1002/joe.21948.

Conference proceedings of abstracts and papers

1. Title: The Relation of Stress Management and Leadership Effectiveness in the Hotel Industry

    of Cyprus.

    Journal: EuroMed Academy of Business, September 2019

    Conference: Twelfth Annual EuroMed Conference, Thessaloniki, Greece, EUROPE

    Accepted for Presentation and Publication at the Twelfth Annual ISI Conference Proceedings

    of the EuroMed Academy of Business 2019

    ISBN: 2547-8516

2. Title: The Role of Stress Management in Managerial Decision Making: Cyprus Hotel Industry.

    Journal: EKA University of Applied Sciences Journal, April 2019

    Conference: Emerging Trends in Economics, Culture and Humanities, Riga, LATVIA

    Accepted for Presentation and Publication at the Conference Proceedings of the

    International Scientific Conference (etECH2019)

    ISBN: 978-9984-24-222-4

3. Title: The Impact of Stress Management on Leadership Effectiveness in the Hotel

    Industry of Cyprus.

    Journal: The Market: International Journal of Business, April 2019

    Conference: Second Annual Conference of the Cyprus Centre for Business Research,

    Limassol, CYPRUS

    Accepted for Presentation and Publication at the Second Annual Conference Proceedings

    of the International CIM Conference 2019

    ISBN:

PROFESSIONAL JOURNALS

- Malkawi, E. (2019). Digital Economy in Cyprus has a long way to go. *Cyprus mail newspaper,* [Online].
  Available at: https://cyprus-mail.com/…/digital-economy-in-cyprus-has-a-…/
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CONFERENCES

- 1st Doctoral Colloquium 2019   Nicosia   December 2019

- 15th ASEF Classroom Network   Tokyo-Japan, 25-29   November 2019
Conference
Education for Sustainable Development and Artificial Intelligence:
The Role and Readiness of Teachers.

- SNJ (Service National de la Jeunesse)   Luxemburg, LUXEMBURG   November 2019
Makerspaces in Digital Youthwork

- Colloquium/ Symposium,   Berlin, GERMANY   October 2019
1st Doctoral students Campus Macromedia University

- ENRESSH. COST ACTION 15137   Valencia, SPAIN   September 2019
European Network for Research Evaluation in the Social Sciences and the Humanities

- EuroMed Academy of Business   Thessaloniki, GREECE   September 2019
The Twelfth Annual EuroMed Academy of Business (EMAB) Conference, Business
Management Theories and Practices in a Dynamic Competitive Environment

- Ekonomikas un kulturas augstskola (EKA)   Riga, LATVIA   April 2019
International Scientific Conference (etECH2019), Emerging Trends in Economics, Culture
and Humanities

- Cyprus Institute of Marketing (CIM)   Limassol, CYPRUS   April 2019
Second Annual Conference of the Cyprus Centre for Business Research, Re-Inventing
Tourism

- ENRESSH. COST ACTION 15137   Podgorica, MONTENEGRO   March 2019
European Network for Research Evaluation in the Social Sciences and the Humanities

- Academy of Management (AOM)   Tel Aviv, ISRAEL   December 2018
From Start-up to Scale-up Strategies: Coping in a Volatile Business Environment

- ENRESSH. COST ACTION 15137   Ljubljana, SLOVENIA   July 2018
  European Network for Research Evaluation in the Social Sciences and the Humanities

- ENRESSH. COST ACTION 15137   Lisbon, PORTUGAL   March 2018
  European Network for Research Evaluation in the Social Sciences and the Humanities

- ENRESSH. COST ACTION 15137   Zagreb, CROATIA   February 2018
  Training School and Think Tank
  European Network for Research Evaluation in the Social Sciences and the Humanities

- ENRESSH. COST ACTION 15137   Sofia, BULGARIA   March 2017
  European Network for Research Evaluation in the Social Sciences and the Humanities

Comment of the Committee
3.11 - it is clear that there are some training opportunities and a peer review (voluntary) process. There is, however, opportunity to develop this further.

Reply from the Institution
The comment has been noted and we would like to refer to the procedure:

Staff Development and Support - Hrd_InP_07

The aim of Staff Development and Support is to provide professional growth and renewal in order to improve morale, increase efficiency and encourage greater institutional effectiveness.

Staff Development:

- Encourages growth and career development of employees
- Improves skills and knowledge that can be immediately applied at work
- Increases motivation and job satisfaction
- Creates a network of colleagues for problem-solving and support
- Promotes communication

The College supports and encourages the participation in seminars and/or trainings.

Most employee development and training programmes fall under the following categories:
Management Development, Career Development, Basic Skills, Professional Skills, Technical Training, Supervisory Skills.

With Staff Development the following are achieved:

- Employees with upgraded skills
- Employees working to their full potential and equipped to deal with the changing demands of the workplace
- Employees with higher morale
- Career satisfaction
- Creativity and motivation
- Increased productivity and responsiveness in meeting College objectives

List of recent seminars attended by the staff:

Διδασκαλία Ενηλίκων – ΥΠΠΑΝ

21/11/2019

Angela Neokleous

Ανοικτή Επιστήμη: Από τη θεωρία στην πράξη
Πανεπιστήμιο Κύπρου
24/10/2019

Georgia Theofilou
Georgios Afxentiiou

Personal Data Protection & GDPR Compliances Solutions.
Organised by the Cyprus Chamber of Commerce and Industry
16/02/2018

Marianna Papathoma

Προστασία Προσωπικών Δεδομένων – Ο νέος Γενικός Κανονισμός της Ε.Ε.
14/2/2018/ - 15/2/2018

Lakis Papathomas

Πρώτες Βοήθειες στο χώρο εργασίας
12/04/2017

The Administrative staff

Η Άμεση διάδοση της παραγόμενης επιστημονικής γνώσης
27/10/2017

Georgia Theofilou

Επαναπροσδιορίζοντας το ρόλο της βιβλιοθήκης:
Ανάπτυξη κοινού, ανάδειξη του κοινωνικού ρόλου της βιβλιοθήκης
12/12/2017

Georgia Theofilou

CCNA: Routing and switching introduction to networks
16/05/2017

Dora Konstantinou

CCNA: Routing and switching
Routing and switching essentials

Additionally, please note that the College aims to continuously invest on the staff development. This is achieved by organizing more in-house seminars and by encouraging Faculty and Administrative staff to participate in various external seminars and conferences.

The following seminars have been organized and will be delivered in the first six months of 2020:

- "How to enhance Student-centred learning"
- "Fair marking and development of an assessment marking scheme"
- "Achieve a successful career development"
- "Conflict management and resolution"
- "Professional Code of Conduct and Behaviour in work"

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

1) opportunity to further support the development of staff within teaching and research with regard to continuous professional development.

Reply from the Institution
The comment has been noted. Please refer to the answer for **Comment 3.11** above.

Comment of the Committee
2) with an ambition to increase student numbers and research activity, it is important to be mindful of the implications of this on teaching staff who are not engaged in research (e.g. the need to invest in more teaching and administrative support as numbers and research activity grow

Reply from the Institution
The comment has been noted. The College is aware of the need for further investment in facilities, human resources and other resources necessary for its development.

This development includes an increase in student numbers, an increase in research activities and expansion of facilities. The information provided below in point A shows that the College encourages staff to get actively involved in research by offering certain benefits.   In order to safeguard the whole procedure, a Research Committee has been formed with the objectives and functions shown in point B. The Faculty evaluation procedure has been upgraded and the participation in research has been included as mentioned in point C and finally the Faculty recruitment procedure has been upgraded shown in point D.

A. The College policy is to continuously upgrade the field of research by following the strategy, shown below:
- Reducing the number of teaching hours (3-6) of Lecturers involved in research programmes, or when working on their PhD thesis.
- Providing financial support to academic staff participating in seminars, workshops, or professional meetings held locally or abroad.

- Providing a yearly budget to encourage academic staff to engage in research programmes and organizations of scientific purpose.
- Granting long leave of absence to those members of staff wishing to attend courses leading to a higher degree than the one they currently hold.
- Promoting staff to a higher ranking based on their qualifications, teaching & research experience.
- Granting paid leave of absence to those members of staff wishing to attend conferences locally or abroad.

B. In order to support the above the College formed the Research Committee with the objectives and functions as shown below:

Research Committee - Adm_InP_09

The Committee aims to support the College in research. Its strategic role is to shape research policy and activities in the College. The Committee and its members have the responsibility of promoting research in the academic community and industry.

The objectives of the Committee:

1. To encourage faculty and students to get actively involved in research projects.
2. To provide adequate and sufficient facilities and equipment to support the research component of the programmes of study.
3. To evaluate the research performance of the academic personnel, students and partners.
4. To promote excellence in research in the College, industry and the society.
5. To ensure researchers comply with the Code of Conduct for Research Integrity.

Functions of the Committee:

1. Evaluates research and provides recommendations to the Board of Governors.
2. Assists the Board of Governors in decision making related to research.
3. Reviews and reports to the Board of Governors about long term strategic research goals and the progress and direction of College research Programmes.
4. Advises the Board of Governors on scientific and technological research matters.
5. Endeavors to identify and discuss significant emerging science and technology issues and trends.
6. Recommends approaches for acquiring and maintaining advantageous research.
7. Regularly reviews the research Programmes of the College.
8. Reviews the budgetary requirements and resource allocation for research.

C. The Faculty evaluation has been upgraded to include more criteria since the beginning of the Fall semester 2019 as shown below:

Faculty Evaluation - Aca_OIP_20_000

1. **Lecturers Evaluation by the Academic Dean (30%):** The Academic Dean accompanied by the Head of each field of studies should visit all lecturers without notice, at least once a semester during a running class. A Lecturer's evaluation form is attached for your information and review.

2. **Lecturers Evaluation by the Students (30%):** An online questionnaire aiming to evaluate lecturers' skills and competences is provided to all students, a month prior the official closing of

semester. All lecturers **must** encourage their students to complete lecturers' evaluation questionnaire, during the last week of classes, by providing those 15 minutes to do so using their mobile devices. The lecturer should leave the classroom when the survey takes place, so as to leave the evaluation process to run smoothly and in a non-biased way. Upon completion of the survey, a completion message appears on the screen. The lecturer should always ask students to confirm that they have completed the questionnaire.

3. **Participation in Research Projects and Conferences (15%):** As an Institution of Higher Education we should comply with the guidelines provided by the CYQAA. All faculty members are encouraged to participate in research programmes and conferences as well as publishing papers in academic and/or professional journals. The CTL Eurocollege has established a Research Center to provide adequate guidance and assist all faculty members who wish to broaden their academic and professional development through their involvement in research projects. Those who wish to do so should contact the Head of Research Office. A list with conference participations and publications should be submitted, since research activity is monitored and evaluated by the Head of the Research Office.

4. **Content and Quality of Assessment Material (10%):** Following the instructions provided by the CYQAA, all the assessment material used for student evaluation purposes are provided during programme accreditations to the Accreditation Committees as well as to the Ministry of Education, Culture, Sports and Youth. Assessment material is the only evidence we have to prove the quality of our programmes and also to verify our commitment in implementing the aims and objectives of a programme. All assessment material is expected to be of the highest standard. The content should cover **all** the topics of the syllabus. The questions should be well defined with no ambiguities so as to clearly assess the course objectives. The Academic Dean is responsible for overviewing, controlling, and ensuring that standards are of the highest quality. An adhoc committee is formed to review the content of the examinations, both midterm and Final.

5. **Involvement in Curriculum Development & Students Counselling and supervision (5%):**
Lecturers, as experts in their field, are expected to upgrade the content as well as the bibliography of the syllabi of the subjects they are going to offer at the beginning of each semester and present their course outlines. Furthermore, all faculty staff should be accessible especially during their office hours to help students should they require any assistance. In addition, all lecturers who are offering core subjects should submit project title proposals at the beginning of each semester, to arrange for supervision of students during their Final Year Project. Supervisors are expected to provide adequate guidance and supervision which meet the required standards of a project as described in the Project Guidelines Handbook and syllabus.

6. **Discipline and Administrative Obligations (5%):** All lecturers should comply with Internal Regulations and meet deadlines for the smooth operation of the Academic Department.

7. **Participation in Meetings and extracurricular activities (5%):** Effective decision making is better when there is input from all concerned. Therefore it is important to be actively involved in meetings, committees and seminars. In this way, we will be able to continuously improve our educational services.

The minimum evaluation for each of the seven sections above is 3/5 (60%) and the minimum for the overall is 3.5/5 (70%). Feedback and guidelines for improvements are provided to each Lecturer every semester. The results of each section are transferred on a template where the final average score is calculated.

If the minimum score is not achieved in two consecutive semesters the lecturer is under probation by the Academic Committee.

Faculty Evaluation form

FACULTY EVALUATION

Lecturer:

Semester:

Sections	Actual Points	Possible Points	Percentage	Satisfactory
1. Lecturer Evaluation by the Dean				
2. Lecturer Evaluation by the students				
3. Participation in Research Projects and Conferences				
4. Content and Quality of Assessment Material				
5. Involvement in curriculum development and students counselling and supervision				
6. Discipline with administrative obligations				
7. Participation in meetings and extracurricular activities				

Overall Grade (%)

REMARKS:

D. The procedure **Faculty recruitment Hrd_InP_04** has been upgraded as shown below: **(new information in bold)**

The College philosophy is to employ highly qualified Faculty whose capabilities, curriculum design, pedagogy, subject content and teaching skills promote learning.

The College policy is to employ Faculty staff whose qualifications are higher than the level of the Programmes. The maximum percentage of faculty staff having the same qualifications as the Programme level must not exceed 30% as specified by the existing law. **PhD qualification with recent research activity is considered an advantage.**

The College employs full time and part time lecturers. The maximum percentage of part time lecturers is 50% of the total number of Faculty staff teaching in a programme of study as specified by the existing law.

4. Students (*ESG 1.4, 1.6, 1.7*)

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

1) continue to ensure ongoing investment (both financially and pedagogically) in the student experience, bearing in mind the college's ambition to increase student numbers. It is clear that one of the current USPs is personalized learning with small class sizes and it is therefore important to monitor and evaluate any shift (or potential shift) in this as the college continues to grow.

Reply from the Institution
The comment has been noted. Though the expansion of the College is in our immediate strategic plan, we will safeguard the personalized education offered to our students not only to differentiate us from the competitors, but because we believe that close communication, personal relations and respect between staff and students is of a great value as it helps to create understanding and strong relations within the College community. Please read our mission statement below:

Mission Statement - Adm_CoM_01

Our mission is to empower Students to achieve their goals by providing access to high quality and affordable higher education. We help them achieve their learning goals and objectives through effective and efficient Programmes of Study and services.

Vision

Our vision is to provide excellent educational opportunities and help Students meet economic, social and environmental challenges. It is only through the success of its Students that the College will achieve recognition as a provider of high-quality education.

Philosophy

The College has an open admission policy and is focused on educational excellence and the achievement of equity among the different communities it serves.

The College strives to foster in Students a sense of responsibility for their own development and an understanding of their obligations as members of a democratic society, as well as the desire to learn the habit of analytical and reflective thought and the ability to think clearly and express themselves effectively.

Values

In order to fulfill its mission, the college has made the following commitments:

Student Focus and Success
To help our students achieve their goals by creating a productive educational environment that will lead them to academic and professional success.

Excellence
To ensure that all our services and infrastructure are of the highest standards possible.

Student Engagement
To enhance and promote student participation by fully engaging our students as active learners and provide them with a broad range of educational experiences both inside and outside the classroom.

Collaboration
To work closely with all members of the college community and encourage a spirit of cooperation.

Integrity
To uphold the highest standards of ethics.

Community Engagement
To encourage students and staff to engage with the community at large and support its economic and social development.

Diversity
To foster an academic community in which the values, goals, and learning styles of all students are recognized and supported.

Life-long Learning
To encourage independence of thought and enthusiasm for personal growth in their academic and professional lives.

Technological Advancement
To keep abreast of the latest global trends in technology and integrate them into our programmes of instruction when applicable.

Trust, Respect and Professionalism
To treat staff and students ethically and professionally.
To respect uniqueness in others.
To adhere to a code of transparency and accountability.

Goals

The college has set the following goals in order to achieve its mission:

General Education
To provide a relevant and coherent general education for all our students.

Transfer Programmes
To offer students the opportunity to continue their education at other institutions through our transfer programmes.

Career Programmes
To prepare students to enter the workforce and meet workforce needs with our career programmes.

Developmental Education
To facilitate the progress of underprepared students through the developmental sequence so that they can participate effectively in the programmes of study.

Lifelong Learning
To provide courses and programmes that encourage lifelong learning and which are responsive to the needs of industry and business.

Innovative Pedagogy
To develop, encourage, and support effective and creative approaches to teaching and learning.

Student Support Services
To offer students appropriate support services through their academic lives.

Resources
To ensure the college has the necessary resources, both public and private, to help us achieve our mission.

Research
To engage students, lecturers and staff to high quality research which among others addresses directly or indirectly some real problems in the world and local society in order to provide solutions.

The above goals are underpinned by:
1. The continual assessment of student learning outcomes.
2. The regular evaluation and updating of courses, curricula, programmes, and services.
3. Careful planning and budgeting.

Comment of the Committee
2) in line with the above, ensure planned, budgetary investment in resources to provide the continued support in teaching and administration in line with college growth plan.

Reply from the Institution
The comment has been noted and we would like to refer to the responsibilities and duties of:

A. The Board of Governors - Adm_UpM_01

The board is responsible for defining the role and mission of the College and, thereby, setting the strategic goals for the College to achieve. The board of governors has responsibility for fiduciary oversight and institutional performance. All of its decisions and policies are made in the best interest of the College.

Duties and Responsibilities:

1. Ensures the College thrives as an organisation while maintaining prudent control of its funds and assets.
2. Ensures that the College meets all its legal and regulatory duties, powers and responsibilities.
3. Makes a significant contribution to what the College does to ensure the success of its students.
4. Challenges College Management to remain focused on long-term objectives while working on short-term goals and plans.

5. Advises College management on responding to local requirements within the context of regional and national needs.
6. Ensures that the College prospers.
7. Makes sure the College delivers what the community needs, in a way that reflects the highest professional and ethical standards, and makes effective use of the resources it has available.
8. Determines the educational character and mission of the College and has the oversight of its activities.
9. Approves the College strategy for improving the quality of education provided
10. Ensures effective and efficient use of resources
11. Approves the annual estimates of income and expenditures.
12. Sets a framework for the pay and conditions of service of all the staff.

B. The College Council - Adm_UpM_02

The College Council is an advisory body of the College and is dedicated to representing the needs and interests of its students, serving as peer academic advisors, strengthening college identity, fostering faculty-student relations, and connecting with alumni.

Duties & Responsibilities

1. Reviews and revises as necessary the College mission statement, vision and philosophy statement and is responsible for College wide implementation.
2. Provides guidance for the College Strategic Plan, the Educational Plan, the Facilities Plan, and the Technology Plan as well as College goals and initiatives.
3. Serves as an advisory body to the Shareholders and Executive Director for the academic programmes of study, entry and graduation requirements
4. Reviews the Internal Regulations of the College
5. Recommends and reviews the College goals and leads in their implementation
6. Participates in a comprehensive review of the effectiveness and inclusiveness of the College Council.
7. Reviews requests, proposals and recommendations from the College Committees for final approval.
8. Works closely with the College Committees to ensure work is aligned with College goals and strategic plans.
9. Monitors the effectiveness of the College Committees structure. receives and makes recommendations on the formation of new College Committees
10. Models and facilitates effective communication among College entities and among constituent groups by establishing, using, and supporting minimum standards of communication.
11. Engages in collegial dialogue and collaborative decision-making that encourages and includes input from areas of expertise and those who will be affected by the decisions.
12. Is responsible for the dissemination of information concerning College plans, policies, procedures and resolutions.
13. Is responsible for planning and resource allocation.
14. Ensures consistent and adequate funding which is required to meet College mission and goals.

C. The College Advisory Council - Adm_UpM_03

The College Advisory Council is comprised of alumni, academic leaders, and business leaders who provide a high level of voluntary service to the College.

The Council's primary role is to help shape the strategic direction of the College.

The mission of the Council is to support and promote the College in its Programmes and activities. The

members of the Council based on their deep care and concern for the College, provide support and guidance to the Directors and the Dean in carrying out their mission to provide and maintain high quality education.

Duties and responsibilities

1. The members of the Council support the work of the Executive Director, the AF Director, the Dean, faculty and staff.

2. Supports the Board of Governors to maintain the highest standards of excellence in the programmes

3. Supports and advises the Board of Governors to achieve College mission and goals by giving financial support and by referring others who can be supportive.

4. They make the activities and accomplishments of the College more widely known among students, alumni, donors, employers, professionals and others.

D. The Executive Director - Adm_UpM_04

The purpose of the Executive Director is to direct, lead and perform the management of the College activities and work closely with the AF Director and the Dean to develop and implement the College's mission, vision and goals.

Duties and Responsibilities:

1. Sets long and short-term objectives to maintain high quality education and student satisfaction.
2. Develops, directs and performs activities resulting in the development of resources to ensure adequate funding of the College.
3. Works closely with the AF Director and the Dean to educate the public as to the College's mission, vision and goals.
4. Cultivates relationships with individuals and leaders of the local business community to develop their interest in the College.
5. Recommends, develops and directs College activities.
6. Coordinates College activities with College staff to ensure efforts and projects are concentrated on the fulfilment of the College's mission.
7. Works with the Board of Governors and the College Advisory Council to oversee events designed to enhance fundraising efforts.
8. Works closely with the Board of Governors and the College Advisory Council to ensure that all College activities comply with state laws.
9. Develops collaborations with other Colleges and Universities to enhance student transfer opportunities.
10. Assures full compliance with the regulations and requirements of The Cyprus Agency of Quality Assurance and Accreditation in Higher Education.
11. Resolves problems and takes corrective measures.
12. Ensures adherence by all employees to policies and procedures of the College.
13. Develops and maintains positive internal relations between all staff.
14. Requests meetings with College councils and Committees.

E. The Administration and Finance Director - Adm_UpM_05

The AF Director reports to the Executive Director. The AF Director leads and develops an internal team to support the areas of finance, business, planning, budgeting, human resource, administration and IT

The AF Director plays a critical role in partnership with the Executive Director, the Board of Governors, the Dean, Councils and Committees in strategic decision making to enhance quality education.

Duties and Responsibilities:

1. Develops, implements, and ensures compliance with internal financial and accounting policies and procedures.
2. Ensures that all statutory requirements of the College are met.
3. Documents and maintains complete and accurate supporting information for all financial transactions.
4. Manages the cash flow and prepares cash flow forecasts in accordance with policy
5. Oversees and leads budgeting of College activities
6. Ensures that the cash flow is steady to support operational and academic requirements.
7. Updates and implements all necessary business policies and accounting practices.
8. Effectively communicates and presents financial matters to the Board of Governors.
9. Develops and implements policies and procedures to ensure that personnel and financial information is secure and stored in compliance with current legislation.
10. Oversees all payroll functions to ensure that employees are paid in a timely and accurate manner
11. Develops human resources and administration, enhances professional development, compensation and benefits, performance evaluation, training and recruiting.
12. Ensures that recruiting processes are consistent.
13. Establishes and manages training Programmes to educate employees regarding College policies and procedures.
14. Works closely and transparently with external partners including third-party vendors and consultants.
15. Oversees administrative functions as well as facilities to ensure efficient and consistent operation of the College.
16. Evaluates the need for new technology to meet the College's high standards.
17. Monitors risk management policies and procedures to ensure that Programme and organizational risks are minimized.
18. Maximizes income where possible and appropriate.
19. Oversees and supervises the administrative functions of the College including reception, property/facility management, safety of the work environment, and provision of furnishings and equipment necessary for effective operations.
20. Oversees the management of all leases, contracts and other financial commitments.
21. Monitors all legislation relevant to the College's activities (employment standards, occupation health and safety, human rights, etc) and all regulations on professional certification to ensure that the organization is compliant with the law.

F. The Administrative Committee - Adm_InP_03

The Administrative Committee deals with all administrative matters with regard to the smooth and efficient functioning of the College.

The Committee plays a vital role in the College community and the decisions it takes affect the faculty, staff and students. All major decisions concerning finance and administrative issues are reviewed by the Committee.

The Administrative Committee has the following functions:

1. To recommend policy.

2. To recommend operating procedures and practices.
3. To ensure the smooth functioning of College procedures and recommend solutions to any problems raised.
4. To take decisions which are necessary and desirable for implementing the mission, philosophy, vision and goals of the College.
5. To review and make recommendations to the Faculty and staff.
6. To approve funding resources suggested by the AF Director.
7. To ensure that all statutory requirements of the College are met.
8. To oversee budgeting of College activities.
9. To ensure together with the AF Director that the cash flow remains steady so as to support operational and academic requirements.
10. To oversee administrative functions as well as facilities that ensures the efficient and consistent operation of the College.
11. To evaluate the suggestions of the AF Director for the acquisition of new technology to meet the high standards of the College.
12. To monitor risk management policies and procedures to ensure that Programme and organizational risks are minimized.
13. To maximize income where possible and appropriate
14. To oversee and supervise together with the AF Director the administrative functions of the College including reception, property/facility management, safety of the work environment, and provision of furnishings and equipment necessary for effective operations
15. To ensure that all College activities and all regulations on professional certification comply with the law.

G. Academic Committee - Aca_OIP_13

The purpose of the Academic Committee is to oversee the academic affairs, review and make recommendations to the Board of Governors about academic Programmes, academic quality, competitiveness and sustainability of the Programmes of study.

The Committee ensures that the College has the policies and capabilities to realize the College mission and deliver high quality education and support to our students.

The Committee has the resources and authority necessary to discharge its duties and responsibilities.

The Committee has the authority to:

1. Receive reports from the Faculty and administration staff involved in Programme development, implementation and evaluation.
2. Provide advice and recommendations to management concerning academic matters.
3. Communicate to the Board of Governors considerations related to Academic matters.
4. Request data and analytical reports, budgetary and financial information related to academic affairs, effectiveness, risk assessment and sustainability of programmes .

Responsibilities and functions:

1. Assists in setting College academic strategies and ensuring that the academic Programmes are consistent with the institutions mission.
2. Ensures that the budget reflects the Institution's academic priorities and that resources are allocated appropriately to support and sustain academic Programmes.
3. Requests and evaluates risk assessment reports regarding programme sustainability.

4. Ensures the funding for learning and teaching activities and ensure that adequate and readily accessible learning resources and student support are provided.
5. Ensures the academic Programmes are appropriate for its students and that students are well served by the Institution.
6. Ensures that the Institution assesses the effectiveness of its academic Programmes on a regular basis and takes steps to continuously improve Programmes and methods of teaching.
7. Reports to the Board of Governors and keep the members apprised of academic issues and the academic effectiveness of the Institution.
8. Ensures that the academic quality issues remain a top priority of the Institution.
9. Identifies professional, educational or institutional issues that may be of concern to academic effectiveness.
10. Reviews Programme quality and student satisfaction.
11. Ensures that the College has the institutional policies, capabilities and assessment methods to promote and improve academic effectiveness.

H. Quality Assurance Committee - Qua_InP_01

The QA Committee is responsible for the academic and administrative quality assurance framework of the College. The Committee acts as a planning forum for the discussion and promotion of developments in academic and administrative quality assurance.

The Quality Assurance Committee has the following functions:

1. Review and follow the strategic plan set and assure the quality in all procedures followed.
2. Review and update the Internal regulations and Internal Procedures handbook of the College.
3. Monitor that regulations and procedures are followed.
4. To monitor regularly all guidance and requirements issued by the The Cyprus Agency of Quality Assurance and Accreditation in Higher Education and comply with the law.
5. To be responsible for regularly reviewing alignment of College policies with The Cyprus Agency of Quality Assurance and Accreditation in Higher Education as well as external reference points for recommending revisions to policies, as appropriate.
6. Coordinate the preparation of all self-studies as requested by The Cyprus Agency of Quality Assurance and Accreditation in Higher Education and comply with the law.
7. To develop and keep under review the College systems, policies and guidance for assuring and enhancing the quality of students' learning experience and maintaining academic standards.
8. To develop and keep under review processes for annual review of subjects taught and to consider and manage the outcome of these processes.
9. In conjunction with the Academic Committee to reassurance quality of Programmes offered.
10. In consultation with the Academic Committee to review proposals for (a) the introduction of new courses and Programmes of study (b) amendments to existing courses and Programmes, and (c) the withdrawal of existing courses and Programmes, and make appropriate recommendations.
11. To monitor a range of performance indicators such as:
    - Statistical data on the performance of Programmes
    - Student feedback and survey results
    - Statistical data on Faculty evaluation
    - Reports regarding complaints, appeals, misconduct
12. To oversee College approach to assuring the completeness, accuracy, reliability and fitness for purpose of information provided for applicants and students.
13. To consider proposals and reports from College councils and committees with oversight of quality assurance matters.

5. Resources (*ESG 1.6*)

Comment of the Committee
5.1 - The physical infrastructure, whilst adequate, does not provide contemporary learning space. There is a clear need for upgrade and modernisation, however, in terms of access to resources and the implementation of technology solutions, these are adequate within the current physical infrastructure.

Reply from the Institution
The comment has been noted and we would like to mention that the College recognizes the important role of contemporary learning space and that the most important role of a Higher Education Institution is to offer lifelong learning and produce graduates who are critical thinkers, are able to work collaboratively and creatively, and able to apply their knowledge gained in the classroom to real life situations.

In order to succeed in this, the College is planning to organize a seminar at the beginning of each academic year that will enhance teaching methodology. Lecturers will learn how to focus on student centered learning, use technology and interact in class producing critical thinkers. Additionally, the College will provide more modern physical and technological resources in order to upgrade the teaching environment within the context of a College of Higher Education.

The teaching methodology is shown below:

In the Classroom: Lecturers make use of whiteboards, flipcharts, overhead projector, video material, power point presentations and VR glasses. Students are supplied with handouts on extra or relevant material. Two Personal Computer Labs equipped with Multimedia PCs of the latest technology with the required software, scanners, printers and LCD-Projectors, satisfy the classes' requirements. All PCs are connected to the Internet, through a Broad Band High speed permanent connection using cable technology.

Web Supported Learning: All the teaching material and the Lecturer's presentations are uploaded on the electronic learning platform of the college as a supporting studying tool.

Guest Speakers / Visits: External visits to agencies or relevant industry/subject related organizations are arranged. Guest speakers that are experts in their field are invited to address the students. Students are also encouraged to visit industry players and familiarize themselves with the profession they have chosen.

Teaching Methods: Lectures, presentations, videos, problem and case study discussion, discussion on relevant articles, independent and private study, preparation of projects, fieldwork and group work.

Comment of the Committee
5.2 - the physical resources are limited, but this is offset by increasing investment in electronic resources. There is space for this to be further developed to ensure access to the most up to date resources.

Reply from the Institution
The comment has been noted and we would like to mention that all the required and further reading bibliography included in all the course syllabi of all programmes of study are in our Library collection. The Library has 5059 hard-copy books.

At the beginning of each semester, the Lecturers review the content and bibliography of the course they will deliver. All the necessary updates, including bibliography, are applied after the approval of the Academic Committee and in cooperation with the Programme Coordinator and the Librarian.

At the end of the academic year, the QA Officer presents the Annual Programme Reviews to the Academic and QA Committee. During the meeting, among other factors, the content and the bibliography of the course syllabi are discussed. All necessary updates including bibliography are applied.

The above mentioned are on-going procedures that result in the continuous enrichment of our Library.

Please note that, on completion of the academic year, the Academic Dean, the Academic Committee, the QA Committee and the Librarian meet to review the quality of the learning and student resources provided to students as stated in the procedure Quality Assurance As Regards Learning and Student Resources - Qua_InP_05.

At the meeting, the participants:

1. Confirm the efficacy of the lecture rooms and their facilities.
2. Certify the renewal of the electronic library subscription.
3. Verify that the databases provided to students and staff through the electronic library are sufficient.
4. Substantiate that the databases support the research and development strategy set by the college.
5. Verify the renewal of magazines and journal subscriptions that support the programmes of study.
6. Corroborate that the library collection has been suitably enriched.
7. Establish that all library books are updated regularly and that all books mentioned in the syllabi are included in the library collection.
8. Confirm that the computer lab equipment is of the latest technology.
9. Certify that the building facilities are of an appropriate level and equally accessible to all students.
10. Verifying that building facilities comply with the Health & Safety Regulations.
11. Confirming that the College complies with General Data Protection Regulation.
12. Verify that support services provided to students are of a high standard.

Additionally, please note that the College provides the following data bases through its electronic Library which include:
- 2514 Full text book titles
- 38000 academic, professional journals and magazines

Electronic Library

The following Electronic Data-bases from EBSCO Information Services, that the College maintains a subscription, can be accessed through the PCs placed in the Library, from the PCs in the Computer Labs, Administration, through the Wi-Fi connection in the college and also from home users.

Databases

E-book Academic Subscription
This growing subscription package contains a large selection of multidisciplinary eBook titles representing a broad range of academic subject matter, and is a strong complement for any academic collection. The breadth of information available through this package ensures that users will have access to information relevant to their research needs. More than 94,400 titles are included in this package, and additional titles are added to the package each month, at no additional cost.
Subject coverage includes:
Arts, Business & Economics
Education, Language Arts & Discipline
Literary Criticism, Medical
Performing Arts, Philosophy
Poetry, Political Science

EBSCO Open Dissertations

EBSCO Open Dissertations now includes the content from American Doctoral Dissertations. It is a free database with records for more than 800,000 electronic theses and dissertations from around the world.

Subject Area: Multidisciplinary

Business Source Complete

With premium full-text content and peer-reviewed business journals, this database is an essential tool for business students. It covers all disciplines of business, including marketing, management, accounting, banking, finance and more.

Subject Area: Business & Economics

Content Includes:

More than 2,000 active full-text journals and magazines

More than 1,200 active full-text peer-reviewed journals

More than 740 active full-text peer-reviewed journals with no embargo

More than 820 active full-text journals indexed in Web of Science or Scopus

Computers & Applied Sciences Complete

Computers & Applied Sciences Complete is a full-text database covering computing, technology and engineering disciplines. It is especially useful to researchers studying the business and social implications of new technology.

Subject Area: Technology & Engineering

Content Includes:

Nearly 640 active full-text journals and magazines

More than 500 active full-text peer-reviewed journals

More than 310 active full-text peer-reviewed journals with no embargo

More than 400 active full-text journals indexed in Web of Science or Scopus

eBook Academic Collection

This growing subscription package contains a large selection of multidisciplinary e-books representing a broad range of academic subjects. The breadth of information available through this package ensures that students and scholars will have access to information relevant to their research needs.

Offering more than 150,000 e-books, this collection includes titles from leading university presses such as Oxford University Press, MIT Press, State University of New York Press, Cambridge University Press, University of California Press, McGill-Queen's University Press, Harvard University Press and many others. Additional academic publishers include Elsevier, Ashgate Publishing, Taylor & Francis, Sage Publications and John Wiley & Sons.

Subject Coverage Includes:

Arts
Business and economics
Education
Language Arts and discipline
Literary criticism
Medical
Performing Arts
Philosophy
Poetry
Political science
Religion
Social science
Technology and engineering
Other academic fields

European Views of the Americas: 1493 to 1750 (Ebsco)
This archive is a comprehensive guide to printed records about the Americas written in Europe before 1750 from European Americana: A Chronological Guide to Works Printed In Europe Relating to the Americas, 1493-1750. This authoritative bibliography is well-known and respected by scholars worldwide, and a valuable index for libraries, researchers and individuals interested in European works that relate to the Americas.

The authoritative bibliography is well-known and respected by scholars worldwide, and is a valuable index for libraries, researchers and individuals interested in European works that relate to the Americas. It was co-developed by John Alden and the Curator of European Books at The John Carter Brown Library, Dennis Landis. This electronic index represents a wide range of topics, from the British/French/Dutch in America to natural disasters, religious orders, slavery and more. The John Carter Brown Library, founded in 1846, is a foremost repository of rare books and materials and is a center for advanced research in history and the humanities.

Titles include:
European Americana: A Chronological Guide to Works Printed in Europe Relating to the Americas,

1493-1600

European Americana: A Chronological Guide to Works Printed in Europe Relating to the Americas,

1601-1650

European Americana: A Chronological Guide to Works Printed in Europe Relating to the Americas,

1651-1675

European Americana: A Chronological Guide to Works Printed in Europe Relating to the Americas,

1676-1700

European Americana: A Chronological Guide to Works Printed in Europe Relating to the Americas,

1701-1725

Content Includes:

More than 32,000 records

Coverage of European exploration and portrayals of Native American peoples

Subjects include:

British in America
Commerce
Discoveries
Dutch in America
French in America
Great Britain—Colonies
Jesuits (and other religious orders) in America
Pirates
Slave trade

GreenFILE

A Free Resource Covering the Human Impact on the Environment

This complimentary research database provides scholarly, government and general-interest sources covering the environmental effects of individuals, corporations and governments and what can be done at each level to minimize negative impacts.

Extensive Multidisciplinary Coverage

GreenFILE covers the connections between the environment and a variety of disciplines such as agriculture, education, law, health and technology. This free research database offers indexing and abstracts for more than 850,000 records and open access full text for nearly 13,000 records.

Key journals include Agriculture, Ecosystems & Environment, Forest Ecology & Management, and International Journal of Green Energy.

Subjects Include:

Global climate change
Green building
Pollution
Sustainable agriculture
Renewable energy
Recycling

Library, Information Science & Technology Abstracts (Ebsco)

A Free Resource Covering Library and Information Science

This free research database provides indexing and abstracting for key library and information science journals, books, research reports and more. It is EBSCO's intention to provide access to this resource on a continual basis.

Hundreds of Indexed Journals

Library, Information Science & Technology Abstracts (LISTA) indexes more than 600 core journals and more than 120 selective and priority journals. Coverage in this free research database extends as far back as 1960. LISTA also includes author profiles and a robust thesaurus.

Quality Author Information

Customers can review information on LISTA's most frequently indexed authors, including which subject terms are most commonly applied to their Articles and in which publications the author has been published.

Subjects Include:

Bibliometrics
Cataloging
Classification
Information management
Librarianship
Online information retrieval

https://www.ebsco.com/products/research-databases (Retrieved January 4, 2019).

Comment of the Committee
5.7 - as above

Reply from the Institution
The comment has been noted please refer to the answer for **Comment 5.2** above.

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

    1) *further and continued investment into the library (physical and electronic format) resources.*

Reply from the Institution
The comment has been noted please refer to the answer for **Comment 5.2** above.

Comment of the Committee
    2) *in order to provide increased opportunity to engage with the available resources, it is recommended to create further spaces for group and individual study in addition to current classroom and library facilities.*

Reply from the Institution
The comment has been noted and we would like to refer to our separated Library Study Area which is connected to the Research Office and the Electronic Research Center on the middle floor with dimensions $20.55m^2$.

Comment of the Committee
    3) *in the competitive environment, be mindful of the impressions given to prospective students by current physical environment.*

Reply from the Institution

The comment has been noted and we would like to refer to our immediate plans to expand our building facilities and improve our physical environment.

6. Additional for distance learning programmes *(ALL ESG)*

N/A

7. Additional for doctoral programmes (ALL ESG)

N/A

8. Additional for joint programmes (ALL ESG)

N/A

B. Conclusions and final remarks

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

Overall, the EEC is pleased to commend the performance and structure of the programme of Hotel Administration (2-year diploma plus foundation year) and confirms that this is delivered in accordance with the EQF framework.
There is a clear culture of collegiality, ambition and support that underpins both staff and students. Governance structures are generally sound and support the delivery of the programme. There are clear areas for further improvement as highlighted throughout the document and the supporting recommendations. Much of these pertain to the current limitations of physical infrastructure, resource investment with regard to learning and teaching facilities, and further development of Governance and quality assurance processes underpinning the assessment and awards process within the institution. Finally, as the college has clear ambitions to increase both student numbers and the range of programmes offered across all levels from Diploma through to Masters/MBA level, further strategic investment into resource and budgetary allocations and how these will support the continuation of the existing culture of collegiality and support will be vital.

The Diploma has a clear role to play at this level of education in Cyprus and we wish them every success for the future.

Reply from the Institution

All comments and suggestions are noted and have been taken into account. The College has proceeded to take action in order to apply the suggestions made by the EEC as shown below:

1. Expand its premises and improve its physical infrastructure. Please refer to the answer given in **Section 4 - Students – Areas of Improvement pages 24-31**.

2. Invest in contemporary learning space by educating further its Faculty and by improving the existing facilities. Please refer to the answer given in **Section 5 - Resources – pages 32-38**.

3. Ensure the adequacy of resources. Please refer to the answer for given in **Section 5 - Resources – pages 32-38**.

4. Safeguard quality assurance in student assessments and awards. Please refer to the answer given for **Comment 1.8.8 in Section 1 – Study programme and study programme's design and development – pages 5-8**.

5. Work closely with the Bodies and Committees responsible for its smooth and effective running in order to successfully expand its operations and be able to fulfill its mission at the highest level. Please refer to the answer given in **Section 4 - Students – pages 24-31**.

The Administration of Ctl Eurocollege would like to express its gratitude to The Cyprus Agency of Quality Assurance and Accreditation in Higher Education as well as to the External Evaluation Committee for the positive and constructive comments made in the external evaluation report regarding the programme of study "Travel & Tourism Mgt" 2 years, Diploma, plus an optional foundation year. The Internal Quality Assurance Committee of the Institution taking into account the comments and suggestions of the External Evaluation Committee has taken the necessary measures and actions which are outlined in this document.

C. Higher Education Institution academic representatives

Name	Position	Signature
Andreas Papathomas	Executive Director	
Lakis Papathomas	Administration & Finance Director	
Dora Konstantinou	Academic Dean	
Marianna Papathoma	Quality Assurance Officer	

Date: 3rd January 2020

TABLE 1: TEACHING STAFF

A/A	Name and Surname	Discipline / Specialization	F/T/P/T	Teaching courses in the program of study under evaluation "Travel & Tourism Mgt (2 Years / 120 ECTS, Diploma)", plus an optional foundation year		
				Code	Course title	Periods/ week
1	Chryso Panayidou	Tourism / Hospitality	F/T	TOU 113	Travel Geography I	3
				TOU 121	Travel & Tourism II	3
				TOU 123	Travel Geography II	3
				TOU 124	Tour Operations	3
2	Lefteris Agathangelou	Tourism / Hospitality	F/T	TOU 114	Travel Agency Operations	3
				TOU 221	Sustainable Tourism Development	3
				TOU 111	Travel & Tourism I	3
3	Marios Papathomas	Tourism	P/T	TOU 112	Fares & Ticketing I	3
				TOU 122	Fares & Ticketing II	3
				TOU 211	Computer Reservation System	3

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4	Paul Martin	Tourism / Hospitality	P/T	TOU 210	Event Management	3
				TOU 212	Leisure & Recreation Mgt	3
				TOU 209	Cultural Tourism	3
				TOU 214	Destinations, Attractions & Tourism	3
5	George Antoniades	Management / Marketing	F/T	MKT 121	Fundamentals of Marketing	3
6	Dr Elena Malkawi	Economics / Business	F/T	ECO 102	Introduction to Economics	3
				MGT 121	Management	3
7	Dr Andreas Constantinou	Business / Economics	F/T	HLA 321	Hospitality Law	3
8	Theodoros Christophides	Computing	P/T	CSC 101	ICT I	3
9	Maria Petrou	Accounting	F/T	ACC 101	Accounting I	3
10	Henry Lara	English	F/T	BUS 102	Business Communications	3
				ENG 110	Advanced English	3
				SPA 101	Spanish I	3
				SPA 102	Spanish II	3

11	Eleonora Efstathiou	Mathematics / Statistics	P/T	MAT 102	Business Maths	3
12	Angela Neokleous	Greek	F/T	MGR 101	Modern Greek I	3
				MGR 102	Modern Greek II	3
13	Konstantinos Papathomas	Art History / Culture	F/T	LIB 117	Cultural Geography	3
14	Dimitra Papadopoulou	Sociology	P/T	LIB 104	Sociology	3
15	Aphroditi Tsounidou	French	P/T	FRE 101	French I	3
				FRE 102	French II	3

We would like to refer to the following procedure included in the Quality Assurance Handbook:

Allocation of Faculty/Administrative staff workload procedure - Hrd_InP_09:

Faculty is allocated in various programmes of study and the teaching hours are variable according to the demand of each semester and their field of expertise. The college in order to safeguard the working load of its Faculty has proceeded in designing a template which specifies the allocation of working load and distributes specific hours for administrative positions as shown below. The working load for the full-time staff complies with the Law and is in the range of 37,5 hours per week.

Work load template

Name:					
		F/P	h/w	No.of progr.	**Total**
Administrative position					
	Programme Coordinator		3		
	Head of Field		2		
	Erasmus+ Coordinator		5		
Teaching hours					
Preparation / Correction of tests, exams, assignments			½ of teaching hours		
Office hours			2		
Participation in research programmes			6		
Total					

A member of the Faculty holding Administrative position has a maximum number of teaching hours according to the administrative position they hold as shown below:

Academic Dean	3h/w
Academic Administrator	3h/w
Student Welfare & Activities Officer	6h/w
Head of Research	6h/w
Marketing Administrators	6h/w

Academic Personnel Short Profile / Short CV

Institution:	CTL EUROCOLLEGE
Surname:	PANAYIDOU
Name:	CHRYSO
Rank/Position:	LECTURER
Program of Study:	TRAVEL & TOURISM MGT 2 YEARS DIPLOMA
Scientific Domain: *	TOURISM MANAGEMENT

Field of Specialization

Academic qualifications (list by highest qualification)				
Qualification	Year	Awarding Institution	Department	Thesis title
PhD Candidate	2019	Cyprus University of Technology	TOURISM AND HOSPITALITY	Dark Tourism
MAEuropean Leisure Studies	2000	University of Brussels (Belgium), University of Tilburg (The Netherlands), University of Deusto (Spain), University of Loughborough (UK)	TRAVEL AND TOURISM	Marketing Cultural Tourism: the case of Cyprus and the UK

BA (Hons) Business Studies with Tourism (Second Class Upper Division)	1999	BRISTOL UWE,University of the West of England, Bristol	BUSINESS SCHOOL	Cultural Tourism: the case of Cyprus
HND Travel and Tourism Management	1998	UNIVERSITY OF PLYMOUTH	EAST DEVON COLLEGE	

Employment historyin Academic Institutions/Research Centers– List by the three (3) most recent				
Period of employment		Employer	Location	Position
From	To			
2010	present	Ctl Eurocollege	Limassol	Lecturer
2019	present	Cyprus University of Technology	Limassol	Lecturer
2004	2013	European University Cyprus	Nicosia	Lecturer
2000	2004	College of Tourism and Hotel Management	Nicosia	Lecturer

Academic Personnel Short Profile / Short CV

Institution:	Ctl Eurocollege
Surname:	MARTIN
Name:	PAUL
Rank/Position:	LECTURER
Program of Study:	TRAVEL & TOURISM MGT 2 YEARS DIPLOMA
Scientific Domain: *	HOSPITALITY AND TOURISM

Field of Specialization

Academic qualifications (list by highest qualification)				
Qualification	Year	Awarding Institution	Department	Thesis title
NEBOSH certification in Occupational health and safety.	2010	NEBOSH		

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First Aid Instructors & Assessor	2009	Training & Operations Ltd UK		
MSc in Hotel Management	1994	Strathclyde University		The Hospitality Industry and its Effect on the Global Economy
Diploma in Hotel Management	1992	Les Roche Hotel Management School Switzerland		

Employment history in Academic Institutions/Research Centers – List by the three (3) most recent				
Period of employment		Employer	Location	Position
From	To			
2017	date	Sodexo Cyprus Ltd	Limassol	Quality, Health & Safety Environmental Manager and Data Protection Officer
2008	date	Ctl Eurocollege	Limassol	Lecturer

FORM: 500.1.04

Academic Personnel Short Profile / Short CV

Institution:	CTL Eurocollege
Surname:	AGATHANGELOU
Name:	LEFTERIS
Rank:	LECTURER
Program of Study:	TRAVEL & TOURISM MGT 2 YEARS DIPLOMA
Scientific Domain: *	TOURISM – MARKETING – HUMAN RESOURCES

Field of Specialization

Academic qualifications (list by highest qualification)				
Qualification	Year	Awarding Institution	Department	Thesis title
Msc	2003	Middlesex University	Business	Job mobility and multiple job holding
Bachelor	1980	Ecole Reynaud, France	Business	Tourism Administration

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Diploma	1986	I.C.S., UK	Marketing	Marketing Management
Diploma	1985	IATA/UFTA	Education department	Travel Agency Management
Diploma	1985	IATA/FIATA	Education department	Air Cargo Management
Certificate	2004	United Nations	Development program	ECO Management Autid system (EMAS) & ISO 14001
Certificate	1975	City & Guilds, UK	Mathematics	Practical mathematics
Certificate	1985	Lufthansa	Training Unit	Passenger Tariff
Certificate	1988	Cyprus Airways	Training Unit	Dangerous goods handling
Certificate	1989	University of Calgary - Canada	Tourism	Advance Tourism Marketing
Certificate	1985	Cyprus Chamber of Commerce	Training Unit	The art of Advertising
Certificate	1986	Executives Training Bureau	Training Unit	Effective Management
Certificate	1991	KEDE	Training Unit	Public Relations & Media
Certificate	1993	Cyprus Productive Centre	Training Unit	Strategic Management
Certificate	1995	SIDEP	Training Unit	Marketing Services
Certificate	1995	Orthometrica	Training Unit	Strategic Management
Certificate	1998	Infonet	Training Unit	Business Excel

Employment history – List by the three (3) most recent			
Period of employment	Employer	Location	Position

From	To			
2007	Present	CTL Eurocollege	Limassol	Welfare & Activities Officer / Lecturer
2004	2007	Ergodynamic Consultants	Limassol	Manager
2000	2004	Atteshlis Group	Limassol	Business Development Manager
1985	2000	Comarine Shipping	Limassol	Marketing & Tourism Manager

Key _refereed_ journal papers, monographs, books, conference publications etc. List the five (5) more recent and other five (5) selected –(max total 10)

Ref. Number	Year	Title	Other authors	Journal and Publisher/ Conference	Vol.	Pages
1	1990	Inner communication between departments	_____	In - Office		55
2	1996	The impact in shipping by the transformation of USSR to Russian Federation	------------------	In - Office		200
3	2001	Administration adjustments in Parceline Ltd	------------------	In - Office		160
4	2003	Restructuring the Management of the Warehouse department	------------------	In - Office		250

*_Specify venue, geographic location etc_

Research Projects. List the five (5) more recent and other five (5) selected (max total 10)				
Ref. Number	**Date**	**Title**	**Funded by**	**Project Role***
1	2011	Σύστημα Επαγγελματικών Προσόντων «Λειτουργίες Τουριστικού Γραφείου»	ΑΝΑΔ	Συγγραφέας

*_Project Role: i.e. Scientific/Project Coordinator, Research Team Member, Researcher, Assistant Researcher, other_

Consulting Services and/or Participation in Councils / Boards/ Editorial Committees. List the five (5) more recent				
Ref. Number	**Period**	**Organization**	**Title of Position or Service**	**Key Activities**
1	2004 - 2007	Ergodynamic Consultants Ltd	Manager / Consultant	Consulting other organizations having sectors in Tourism, Hospitality, Shipping and Human Resources

FORM: 500.1.04

Academic Personnel Short Profile / Short CV

Institution:	CTL EUROCOLLEGE
Surname:	PAPATHOMAS
Name:	MARIOS
Rank/Position:	LECTURER
Program of Study:	TRAVEL & TOURISM MGT
Scientific Domain: *	TICKETING

*Field of Specialization

Academic qualifications
(list by highest qualification)

Qualification	Year	Awarding Institution	Department	Thesis title
Certificate in Fares & Ticketing	1990	IATA		

Employment history in Academic Institutions/Research Centers – List by the three (3) most recent

Period of employment		Employer	Location	Position
From	To			
2004	present	Ctl Eurocollege	Limassol	Lecturer
2014	present	V.Ships	Limassol	Ticketing Supervisor
2011	2014	Aeolos Cyprus Travel Bureau	Limassol	Ticketing Supervisor

Academic Personnel Short Profile / Short CV

Institution:	CTL Eurocollege
Surname:	ANTONIADES
Name:	GEORGE
Rank:	LECTURER
Program of Study:	TRAVEL & TOURISM MGT 2 YEARS DIPLOMA
Scientific Domain: *	MARKETING

Field of Specialization

Academic qualifications (list by highest qualification)				
Qualification	Year	Awarding Institution	Department	Thesis title
Ph.D	Candidate	European University of Cyprus	Business	Factors affecting leisure time for women with children
Post Graduate Diploma	2005	Mediterranean Institute of Management	Business	Operations Management in Yannoplast enterprise
B.Sc. Business	2002	The University of Akron Ohio	Business	N/A

Administration		USA.		

Employment history – List by the three (3) most recent				
Period of employment		**Employer**	**Location**	**Position**
From	**To**			
2014	Current	The CTL Eurocollege	Limassol	Lecturer/Programme coordinator (Marketing and PR 2 years diploma)
2008	2013	Intercollege	Limassol/Larnaca	Lecturer
2007	2008	Primetel PLC	Limassol	Merchandising officer

Key _refereed_ journal papers, monographs, books, conference publications etc. List the five (5) more recent and other five (5) selected –(max total 10)						
Ref. Number	**Year**	**Title**	**Other authors**	**Journal and Publisher/ Conference**	**Vol.**	**Pages**
1	2019	The Relation of Stress Management and Leadership Effectiveness in the Hotel	Dr. G. Afxentiou, Dr. E. Malkawi	EuroMed Academy of Business,	ISBN:2 547- 8516	2019

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		Industry of Cyprus.				
2	2019	The Role of Stress Management in Managerial Decision Making: Cyprus Hotel	Dr. G. Afxentiou, Dr. E. Malkawi	EKA University of Applied Sciences Journa	ISBN: 978-9984-24-222-4	2019
3	2019	The Impact of Stress Management on Leadership Effectiveness in the Hotel Industry of Cyprus. April 2019.	Dr. G. Afxentiou, Dr. E. Malkawi	The Market: International Journal of Business		2019

Specify venue, geographic location etc

Research Projects. List the five (5) more recent and other five (5) selected (max total 10)				
Ref. Number	Date	Title	Funded by	Project Role*
1	current	THE IMPACT OF STRESS MANAGEMENT ON LEADERSHIP EFFECTIVENESS IN THE HOTEL INDUSTRY OF CYPRUS.	The CTL Eurocollege	Member of research team
10				

Project Role: i.e. Scientific/Project Coordinator, Research Team Member, Researcher, Assistant Researcher, other

Consulting Services and/or Participation in Councils / Boards/ Editorial Committees. List the five (5) more recent				
Ref. Number	Period	Organization	Title of Position or Service	Key Activities
1	Current	CTL Eurocollege	Member of Academic Committee	Consultancy
2	Current	The CTL	Research Committee	Member of research team-Conducting

		Eurocollege		research
3	Current	The CTL Eurocollege	The College Council	Member
4	Current	The CTL Eurocollege	Programme Coordinator for Marketing and Public relations 2-year diploma	Coordinate programme
5	2007-2008	Intercollege Larnaca	Edexcel Internal Verifier	Verifying internal procedures of Edexcel modules.

Other Achievements. List the five (5) more recent and other five (5) selected. (max total 10)			
Ref. Number	Date	Title	Key Activities:
1	29/10/18	Erasmus+ Staff Mobility Programme	Visiting lecturer at the Catholic University of San Antonio, Murcia, Spain. Lectured 10 hours on hotel marketing and promotion in Cyprus.

FORM: 500.1.04

Academic Personnel Short Profile / Short CV	
Institution:	CTL EUROCOLLEGE
Surname:	MALKAWI
Name:	ELENA
Rank:	SENIOR LECTURER
Program of Study:	TRAVEL & TOURISM MGT 2 YEARS DIPLOMA
Scientific Domain: *	ECONOMICS

Field of Specialization

Academic qualifications (list by highest qualification)				
Qualification	**Year**	**Awarding Institution**	**Department**	**Thesis title**
PhD in Economics	1997	Siberian University of Consumer Cooperation	Economics	Employee Motivation in Trading Companies of Consumer Cooperation
BA in Economics	1994	Novosibirsk Commerce Institute	Economics	N/A

Employment history – List by the three (3) most recent				
Period of employment		**Employer**	**Location**	**Position**
From	**To**			
09/ 2010	Present	CTL Eurocollege	Limassol, Cyprus	Senior Lecturer
09/ 1997	09/1999	Siberian University of Consumer Cooperation	Novosibirsk, Russia	Associate Professor

Key _refereed_ journal papers, monographs, books, conference publications etc. List the five (5) more recent and other five (5) selected –(max total 10)						
Ref. Number	**Year**	**Title**	**Other authors**	**Journal and Publisher/ Conference**	**Vol.**	**Pages**
1	2019	Digital economy in Cyprus still has a long way to go		Sunday Mail	Oct 20, 2019	p.20
2	2019	The Relation of stress management and leadership effectiveness in the Hotel industry of Cyprus	Afxentiou G., Antoniades G.	12th annual conference of the Euromed Academy of Business Thessaloniki, Greece	Sep !9, 2019	
3	2019	Stress Management in managerial decision-making: Cyprus hotel management	Afxentiou G., Antoniades G.	Proceedings of International Scientific Conference:	April, 2019	

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				Emerging Trends in Economics, Culture and Humanities (ETECH 2019), Riga, Latvia		
4	2019	Special cases of economic behaviour in Cyprus.		The Cyprus Russian Business https://cyprusrussianbusiness.com/index.php/articles/4521-cyprus-economy	28, Jan, 2019	
5	2019	The Impact of Stress Management on Leadership Effectiveness in the Hotel Industry of Cyprus.	Afxentiou G., Antoniades G.	**Journal:** The Market: International Journal of Business, **Conference:** Second Annual Conference of the Cyprus Centre for Business Research, Limassol, CYPRUS	April 2019	
6	2013	What is in your basket?		The Cyprus Weekly	8-14, Feb	21
7	1997	Employee Motivation in Trading Companies of Consumer Cooperation		Published PhD dissertation. Siberian University of Consumer		

				Cooperation		
8	1996	Employee Motivation in Consumer Cooperation.		*In Chita 1996: Directions to improve market position of Consumer Cooperation*		33-37
9	1996	Factors of Employee Motivation in Consumer Cooperation		*In Novosibirsk 1996: Managerial Challenges in Consumer Cooperation of Siberia and Far East*		74-78
10	1995	Employee Motivation and Economic Development in Trading Industry		*In Novosibirsk 1995: Development Challenges of Consumer Market*		11-13

*Specify venue, geographic location etc

Research Projects. List the five (5) more recent and other five (5) selected (max total 10)				
Ref. Number	**Date**	**Title**	**Funded by**	**Project Role***
1	Current	The Impact of Stress Management on Leadership Effectiveness in the Hotel Industry of Cyprus	CTL Eurocollege	Research Team Member

*Project Role: i.e. Scientific/Project Coordinator, Research Team Member, Researcher, Assistant Researcher, other

Consulting Services and/or Participation in Councils / Boards/ Editorial Committees. List the five (5) more recent				
Ref. Number	**Period**	**Organization**	**Title of Position or Service**	**Key Activities**
1	Current	CTL Eurocollege	Research Committee	

2	Current	CTL Eurocollege	The Administrative Committee	
3	Current	CTL Eurocollege	The Disciplinary Committee	
4	Current	Academy of Management	Member	
5				

FORM: 500.1.04

Academic Personnel Short Profile / Short CV

Institution:	CTL EUROCOLLEGE
Surname:	CHRISTOPHIDES
Name:	THEODOROS
Rank:	LECTURER
Program of Study:	TRAVEL & TOURISM MGT 2 YEARS DIPLOMA
Scientific Domain: *	TELECOMMUNICATIONS & COMPUTER NETWORKS ENGINEERING

Field of Specialization

Academic qualifications (list by highest qualification)				
Qualification	**Year**	**Awarding Institution**	**Department**	**Thesis title**
M.Sc.	2007 - 2008	LONDON SOUTH BANK UNIVERSITY	ELECTRICAL, COMPUTER & COMMUNICATIONS ENGINEERING	A PRELIMINARY CASE STUDY OF POTENTIAL HARMFUL RADIATION FROM A BASE TRANSCEIVER STATION BASED IN LIMASSOL, CYPRUS

B.Eng. (Hons)	2004 - 2007	LONDON SOUTH BANK UNIVERSITY	ELECTRICAL, COMPUTER & COMMUNICATIONS ENGINEERING	DEVELOPMENT OF A WIRELESS COMMUNICATION CHANNEL AND CONTROL OF ROBOTS

Employment history – List by the three (3) most recent				
Period of employment		Employer	Location	Position
From	To			
2015	PRESENT	CYPRUS UNIVERSITY OF TECHNOLOGY	LIMASSOL	PROJECT MANAGER AT THE NETWORKED SYSTEMS AND SCIENCE RESEARCH LABORATORY
2011	PRESENT	CYPRUS COLLEGE	LIMASSOL	LECTURER
2010	PRESENT	CDA COLLEGE	LIMASSOL	LECTURER
2009	PRESENT	CTL EUROCOLLEGE	LIMASSOL	LECTURER

Research Projects. List the five (5) more recent and other five (5) selected (max total 10)				
Ref. Number	Date	Title	Funded by	Project Role*
1	2019-2023	INCOGNITO: IdeNtity verifiCatiOn with privacy-preservinG credeNtIals for anonymous access To Online services.	H2020 Marie Curie RISE. Total project funding: 1601K Euro. Funding for CUT: 286K Euro.	Project Manager
2	2019-2023	SECONDO: a Security ECONomics service platform for smart security investments and	H2020 Marie Curie RISE. Total project	Project Manager

		cyber insurance pricing in the beyonD 2020 netwOrking era.	funding: 1173K Euro. Funding for CUT: 255K Euro	
3	2019-2023	CONCORDIA: Cyber security cOmpeteNCe fOr Research anD InnovAtion.	H2020 CYBERSECURITY. Total project funding: 15998K Euro. Funding for CUT: 256K Euro.	Project Manager
4	2018-2020	RE-LIVE WASTE- Improving innovation capacities of private and public actors for sustainable and profitable REcycling of LIVEstock WASTE.	Interreg Med programme. Funding for CUT: 365,425 Euro;	Project Manager
5	2016-2020	ENCASE Research Project: ENhancing seCurity and privAcy in the Social wEb: a user-centered approach for the protection of minors.	H2020 Marie Curie RISE. Total project funding: 2160K Euro. Funding for CUT: 580K Euro.	Project Manager
6	2016-2018	CyberSafety: Cyber security cOmpeteNCe fOr Research anD InnovAtion.	2018 CEF Telecom Safer Internet. Total project funding: 494,86K Euro. Funding for CUT: 49,94K Euro.	Project Manager
7	2015-2018	ReCRED Research Project: From Real-world Identities to Privacy-Preserving and Attribute-based CREDentials for Device-centric Access Control.	H2020 Digital Security-Access Control; Total project funding: 4997K Euro.Funding for CUT: 525K Euro.	Project Manager

Project Role: i.e. Scientific/Project Coordinator, Research Team Member, Researcher, Assistant Researcher, other

Consulting Services and/or Participation in Councils / Boards/ Editorial Committees. List the five (5) more recent				
Ref. Number	Period	Organization	Title of Position or Service	Key Activities
1	2009	ETEK	MEMBER	--
2	2012	CISCO NETWORKING ACADEMY	MEMBER	--

Other Achievements. List the five (5) more recent and other five (5) selected. (max total 10)			
Ref. Number	Date	Title	Key Activities:
1	2012	IT ESSENTIALS	CERTIFIED TRAINER

Academic Personnel Short Profile / Short CV

Institution:	CTL EUROCOLLEGE
Surname:	CONSTANTINOU
Name:	ANDREAS
Rank/Position:	LECTURER
Program of Study:	TRAVEL & TOURISM MGT 2 YEARS DIPLOMA
Scientific Domain: *	ECONOMICS / BUSINESS

*Field of Specialization

Academic qualifications
(list by highest qualification)

Qualification	Year	Awarding Institution	Department	Thesis title
PhD	2003	BELFORD UNIVERSITY USA	BANKING	-
PhD	1985	CITY UNIVERSITY OF NEW YORK	ECONOMICS	-
MBA	1981	SAINT JOHN'S UNIVERSITY	FINANCE	-
BA	1979	QEENS COLLEGE	ECONOMICS	-

Employment history in Academic Institutions/Research Centers – List by the three (3) most recent

Period of employment		Employer	Location	Position
From	To			
SEPT 2008	CURRENTLY	CTL EUROCOLLEGE	LIMASSOL	LECTURER
JUNE 2004	JUNE 2006	IBS CYPRUS	NICOSIA	ACADEMIC DIRECTOR
JAN 2004	JUNE 2006	CYPRUS COLLEGE	NICOSIA	LECTURER

Academic Personnel Short Profile / Short CV

Institution:	CTL Eurocollege
Surname:	LARA
Name:	HENRY
Rank/Position:	LECTURER
Program of Study:	TRAVEL & TOURISM MGT 2 YEARS DIPLOMA
Scientific Domain: *	LINGUISTICS

*Field of Specialization

Academic qualifications (list by highest qualification)				
Qualification	**Year**	**Awarding Institution**	**Department**	**Thesis title**
BA Linguistics (2:1)		University of London (Birkbeck)	Linguistics	

Employment historyin Academic Institutions/Research Centers– List by the three (3) most recent				
Period of employment		**Employer**	**Location**	**Position**
From	**To**			

2001	Present (2019)	CTL Eurocollege	Limassol	Lecturer

Academic Personnel Short Profile / Short CV

Institution:	CTL EUROCOLLEGE
Surname:	EFSTATHIOU
Name:	ELEONORA
Rank:	LECTURER
Program of Study:	TRAVEL & TOURISM MGT 2 YEARS DIPLOMA
Scientific Domain: *	MATHEMATICS

*Field of Specialization

Academic qualifications (list by highest qualification)				
Qualification	**Year**	**Awarding Institution**	**Department**	**Thesis title**
MSc in Applied Maths	2005-2009	University of Patra	Maths	Quantum Theory and Yang-Mills Field
BSc Mathematics	2001-2005	University of Patra	Maths	
Graduation Certificate	1998-2001	Saint Spyridonas Lyceum		

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Employment history – List by the three (3) most recent				
Period of employment		Employer	Location	Position
From	To			
October 2010	Today	Ctl Eurocollege	Limassol,Cyprus	Lecturer
2012	Today	Cyprus ministry of Education and Culture	Nicosia,Cyprus	Teacher
2010	2014	Green Hill School	Limassol,Cyprus	Teacher

Academic Personnel Short Profile / Short CV

Institution:	CTL EUROCOLLOGE LIMASSOL
Surname:	SOFRONIOU
Name:	MARIA
Rank/Position:	LECTURER
Program of Study:	TRAVEL & TOURISM MGT 2 YEARS DIPLOMA
Scientific Domain: *	ACCOUNTING/ BUSINESS

Field of Specialization

Academic qualifications **(list by highest qualification)**				
Qualification	**Year**	**Awarding Institution**	**Department**	**Thesis title**
FELLOW OF CHARTERED CERTIFIED ACCOUNTANTS	2000 - 2003	THE ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANTS	PROFESSIONAL QUALIFICATION	N/A
BACHELOR OF SCIENCE	2003 - 2006	OXFORD BROOKS UNIVERSITY	APPLIED ACCOUNTING	-
MASTER IN BUSINESS	2010-	CYPRUS INSTITUTE OF	BUSINESS	BUSINESS PLAN

ADMINISTRATION	2011	MARKETING		
BACHEROR	2014-2018	OPEN UNIVERSITY, CYPRUS	BUSINESS ADMINISTRATION	-
GENERAL BANKING DIPLOMA.	2004-2005	AMERICAN INSTITUTE OF BANKING	BANKING STUDIES	-
CERTIFICATE OF PROFESSIONAL COMPETENCE (EPEY)	2006-2007	REPUBLIC OF CYPRUS, EXAMING BOARD OF THE UNIVERSITY OF CYPRUS.	MINISTRY OF FINANCE	-
HIGHER NATIONAL DIPLOMA IN BUSINESS AND FINANCE.	1982 - 1984	NORTH LONDON POLYTECHNIC, U.K.	BUSINESS STUDIES	-

Employment history in Academic Institutions/Research Centers – List by the three (3) most recent				
Period of employment		**Employer**	**Location**	**Position**
From	**To**			
2014	2018	C.PETROU PRIVATE INSTITUTE	PAFOS	LECTURER
2014	TODAY	CTL EUROCOLLEGE	LIMASSOL	LECTURER
2003	2011	INTERTUTORIAL CENTRE	PAFOS	LECTURER

Specify venue, geographic location etc

Awards / International Recognition (where applicable). List the five (5) more recent and other five (5) selected. (max total 10) (Optional Entry)			
Ref. Number	Date	Title	Awarded by:
1	2003	1st PANCYPRIAN PLACE IN THE PAPER 3.4 OF ACCA	ASSOCIATION OF CHARTERED CERTIFIED ACCOUNTANTS, CYPRUS.
2	2011	1st PLACE FOR PAFOS- LIMASSOL CAMPUS FOR MBA	CYPRUS INSTITUTE OF MARKETING

Academic Personnel Short Profile / Short CV

Institution:	Ctl Eurocollege
Surname:	TSOUNIDOU
Name:	AFRODITI
Rank/Position:	LECTURER
Program of Study:	TRAVEL & TOURISM MGT 2 YEARS DIPLOMA
Scientific Domain: *	FRENCH

Field of Specialization

Academic qualifications
(list by highest qualification)

Qualification	Year	Awarding Institution	Department	Thesis title
ΠΤΥΧΙΟ	2014	ΤΕΧΝΟΛΟΓΙΚΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΚΥΠΡΟΥ	ΕΠΙΚΟΙΝΩΝΙΑΣ ΚΑΙ ΣΠΟΥΔΩΝ ΔΙΑΔΙΚΤΥΟΥ	ΝΕΕΣ ΤΕΧΝΟΛΟΓΙΕΣ ΜΑΘΗΣΗΣ ΚΑΙ ΕΠΙΚΟΙΝΩΝΙΑΣ
ΠΤΥΧΙΟ	2002	ΑΡΙΣΤΟΤΕΛΕΙΟ ΠΑΝΕΠΙΣΤΗΜΙΟ ΘΕΣΣΑΛΟΝΙΚΗΣ	ΓΑΛΛΙΚΗΣ ΓΛΩΣΣΑΣ ΚΑΙ ΦΙΛΟΛΟΓΙΑΣ	

Employment history in Academic Institutions/Research Centers – List by the three (3) most recent

Period of employment	Employer	Location	Position

From	To			
2015	ΣΗΜΕΡΑ	ΚΡΑΤΙΚΑ ΙΝΤΣΤΙΤΟΥΤΑ ΕΠΙΜΟΡΦΩΣΗΣ		ΚΑΘΗΓΗΤΡΙΑ ΓΑΛΛΙΚΩΝ
2014	ΣΗΜΕΡΑ	ΕΠΙΜΟΡΦΩΤΙΚΑ ΚΕΝΤΡΑ ΛΕΜΕΣΟΥ		ΚΑΘΗΓΗΤΡΙΑ ΓΑΛΛΙΚΩΝ
2012	ΣΗΜΕΡΑ	Ctl Eurocollege	Limassol	Lecturer

Academic Personnel Short Profile / Short CV

Institution:	CTL EUROCOLLEGE
Surname:	NEOKLEOUS
Name:	ANGELA
Rank:	LECTURER
Program of Study:	TRAVEL & TOURISM MGT 2 YEARS DIPLOMA
Scientific Domain: *	GREEK LANGUAGE & LITERATURE

Field of Specialization

Academic qualifications (list by highest qualification)				
Qualification	**Year**	**Awarding Institution**	**Department**	**Thesis title**
POSTGRADUATE CERTIFICATE	2013	OPEN UNIVERSITY, CYPRUS	EDUCATION	ADULTS LEARNING
M.A.	2010	THE UNIVERSITY OF NOTTINGHAM, UK	EDUCATION	LIFELONG LEARNING
B.A.	2009	UNIVERSITY OF IOANNINA, GREECE	PHILOSOPHY, EDUCATION AND PSYCHOLOGY	EDUCATION

Employment history – List by the three (3) most recent				
Period of employment		**Employer**	**Location**	**Position**
From	**To**			
2013	PRESENT	CTL EUROCOLLEGE	LIMASSOL, CYPRUS	ACADEMIC ADMINISTRATOR / LECTURER
2011	PRESENT	MOEC (ADULTS EDUCATIONAL CENTRES)	CYPRUS	TEACHER
2010	2013	THE ECONOMICO INSTITUTE	LIMASSOL, CYPRUS	OFFICE ASSISTANT

Consulting Services and/or Participation in Councils / Boards/ Editorial Committees. List the five (5) more recent				
Ref. Number	**Period**	**Organization**	**Title of Position or Service**	**Key Activities**
1	2009 - 2010	CYPRIOT AND HELLENIC SOCIETY OF NOTTINGHAM, UK	MEMBER	Participating at the meetings, organising seminars and events, etc.
2	2008 - 2009	CYPRIOT SOCIETY OF IOANNINA, GREECE	VICE PRESIDENT	Helping students on their registration, leading of the meetings, organizing activities and elections, etc.

Academic Personnel Short Profile / Short CV

Institution:	Ctl Eurocollege
Surname:	PAPATHOMAS
Name:	KONSTANTINOS
Rank/Position:	LECTURER
Program of Study:	TRAVEL & TOURISM MGT 2 YEARS DIPLOMA
Scientific Domain: *	CULTURAL HISTORY, HISTORY OF ART, CULTURAL GEOGRAPHY

Field of Specialization

Academic qualifications				
(list by highest qualification)				
Qualification	**Year**	**Awarding Institution**	**Department**	**Thesis title**
Diplom Ingenieur Archidekt (Master's degree in Architecture)	1989	RWTH Aachen - Germany	School of Architecture	"A Skyscraper for the Herald Tribune in Chicago"
Vordiplom Ingenieur Arch. (middle stage of the Master's degree programme)		RWTH Aachen - Germany,	School of Architecture	

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Studies in English Literature, English Linguistics, and Comparative Linguistics		RWTH Aachen – Germany		

Employment history in Academic Institutions/Research Centers – List by the three (3) most recent				
Period of employment		Employer	Location	Position
From	To			
October 1993	date	Ctl Eurocollege	Limassol	Lecturer

Key _refereed_ journal papers, monographs, books, conference publications etc. List the five (5) more recent and other five (5) selected –(max total 10)						
Ref. Number	Year	Title	Other authors	Journal and Publisher/ Conference	Vol.	Pages
1	2012-2015	A series of articles on Architecture		Politis newspaper		Tabloid a full newspaper page

Research Projects. List the five (5) more recent and other five (5) selected (max total 10)				
Ref. Number	Date	Title	Funded by	Project Role*
1	01-12/2012	Cultural Geography, The Magic and complexity of Human Culture Diversity	Ctl Eurocollege	Scientific

Project Role: i.e. Scientific/Project Coordinator, Research Team Member, Researcher, Assistant Researcher, other

Academic Consulting Services and/or Participation in Councils / Boards/ Editorial Committees. List the five (5) more recent (Optional Entry)				
Ref. Number	Period	Organization	Title of Position or Service	Key Activities
1	10.1993 – 12.2019	Ctl Eurocollege	Member of the Academic Committee	Decisions on academic matters
2	10.2017 - date	Ctl Eurocollege	Member of the Research Committee	Decisions on research matters

Academic Personnel Short Profile / Short CV

Institution:	Ctl Eurocollege
Surname:	PAPADOPOULOU
Name:	DIMITRA
Rank/Position:	LECTURER
Program of Study:	TRAVEL & TOURISM MGT 2 YEARS DIPLOMA
Scientific Domain: *	SOCIOLOGY

*Field of Specialization

Academic qualifications (list by highest qualification)				
Qualification	**Year**	**Awarding Institution**	**Department**	**Thesis title**
Bachelor in Photography	2012	Middlesex University,		
Bachelor in Sociology	2008	University of Crete		

Employment history in Academic Institutions/Research Centers – List by the three (3) most recent				
Period of employment		**Employer**	**Location**	**Position**
From	**To**			
2016	date	Youth Worker at NGO Cyprus Youth Club Organisation		
2018	date	Ctl Eurocollege	Limassol	Lecturer