Cyprus Agency of Quality Assurance and Accreditation in Higher Education

Republic of Cyprus

External Evaluation Report
Program of Study

Institution: CYPRUS UNIVERSITY OF TECHNOLOGY.

District: …………………………………………………………………………………….

Name of the Program of Study in Greek:

Bachelor in Integrated Marketing Communication

Name of the Program of Study in English:

Bachelor in Integrated Marketing Communication

Department: Department of Public Communication

Language/s of instruction: Greek

Faculty: Faculty of Communication and Media Studies

Program Status (check √ where applicable):

- ➢   New Program of Study: √
- ➢   Currently operation Program of Study: ………
  - •   Registered but not evaluated ………
  - •   Evaluated and accredited by SEKAP ………
  - •   Evaluated by the Cy.Q.A.A. and did not get accreditation ………

   Program Category (check √ where applicable):

- ➢ Conventional √
- ➢ Distance Learning ………
- ➢ Inter-university (Name of collaborating university/ies) ………

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INSTRUCTIONS:

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

The document is duly completed by the External Evaluation Committee for each program of study. The ANNEX (Doc. Number 300.1) constitutes an integral part of the external evaluation report for the external evaluation accreditation of a program of study.

EXTERNAL EVALUATION COMMITTEE:

NAME	TITLE AND RANK	UNIVERSITY / INSTITUTION
Prof Savvas Papagiannidis	David Goldman Professor of Innovation of Enterprise	Newcastle University Business School
Dr Anastasia Veneti	Associate Professor	University of Bournemouth
Dr Simos Chari	Associate Professor	Manchester University Business School
Ms Despoina Fouska	Student	Open University Cyprus

INTRODUCTION:

I. The External Evaluation procedure

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

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

The evaluation Committee consisted of 3 academics and a student representative who visited the premises of the Cyprus University of Technology. After a briefing by the Rector of the University and Dean for Financial Affairs, the Committee received a detailed presentation on the proposed program by the Program Coordinator and Dean of the Department. This was followed by meetings with teaching and administrative staff. The Committee also had an opportunity to meet and discuss student matters with representatives. In addition, the evaluation committee toured the facilities and experienced first-hand the learning environment and services provided.

The committee would like to thank colleagues at Cyprus University of Technology for providing all the requested documentation and evidence for the purpose of conducting this evaluation and preparing this report.

These included among others:
1. The self-evaluation reports
2. Staff handbook including clarifications on workload
3. Student handbook
4. Program handbook and regulations
5. Statistics of student performance
6. Samples of student work and feedback
7. Samples of module assessments
8. Academic and teaching staff CVs
9. Virtual learning environment
10. Relevant promotional and student material

FINDINGS:

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES

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

The new UG program to be offered is a conventional academic 4 years Bachelor in "Integrated Marketing Communication" with two specialization pathways as follows:

a) Advertising, Public Relations and Impression Communication, or

b) Perception Management and Political Communication

The program includes both compulsory and elective modules. During the 3rd year of study, students can choose from the offered electives as per their selected pathway. An optional thesis and a compulsory internship complement the overall program of study. The specific program has been informed by an extensive market research with regards to the industry needs (indicative sources include Authority for Human Resource Development of Cyprus, Forecasting Study for the Needs of Employment in Business Market and Sectors) as well as other similar academic programs offered in various HE institutions in Europe and the USA. Necessary information regarding the effective delivery of the academic program is provided timely to students (publication of academic calendar and program curricula, updated module web pages (Moodle)).

Teaching is delivered by permanent academic staff complemented with visiting and adjunct professors based on the various teaching needs. The Department is in a process of hiring new academic staff in tenure track positions to further support the teaching program.

The methods of teaching are appropriate (lectures and seminars using a variety of teaching tools such as business case studies, audiovisual material, tutorials etc). The VLE (Moodle) is appropriately used and updated with necessary teaching material for the students. There is a centralised assessment policy that includes mid-term evaluation, participation and final exams applied throughout the teaching units. Although this centralised pattern creates a unified approach across the program, it would be preferable that more flexibility in the assessment strategy would allow a more nuanced evaluation of students' skills according to each module's idiosyncrasy.

The committee was pleased to see the enthusiastic attitude of the teaching and supporting academic staff. Based on the committee's discussion with some members of the academic staff and the assessment of the academic CVs (all existing academic staff), the teaching team is well-equipped with the appropriate

credentials to effectively deliver the allocated modules. However, the committee expressed its concerns regarding the recruitment of sufficient and appropriate academic personnel for the successful operation of the program of study. The Committee considers such recruitment essential for the delivery of the program. The Committee was reassured of the Department's and University's intentions to proceed with hiring the necessary academic staff. The Department informed the Committee that the specific positions have already been advertised (4 permanent and one STS) with specifications tailored to the needs of the modules and the program overall. The process is expected to be finalised by February 2019.

2. PROGRAM OF STUDY AND HIGHER EDUCATION QUALIFICATIONS

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

The Committee was pleased to see that the program team has conducted extensive research and took into consideration the latest thinking and trends in the field of integrated communications, when it came to the design the program. However, the "integrated" aspect could have been more evident in the overall program structure. Specifically, the Committee believes that the module and knowledge is not progressing from semester to semester. Clearer links among modules would have made it possible for students to develop their knowledge and competencies in a more streamlined manner. This may have been partly due to the large number of potential electives that could dilute the coherency of the program objectives.

Instead, the Committee would suggest that program team considers the following:
1) Review the content of the proposed new modules and ensure that they are appropriately developed for the level that they are offered. Ideally, the program team can also consider the overall assessment strategy of the program while reviewing the content of the new modules.
2) Reconsider the modules offered per semester to ensure the logical progression of knowledge as expected by the program overall learning objectives and its mission to provide an "integrated" program. Otherwise, the program is a "collection of modules", as opposed to a coherent attempt to provide a truly integrated communications program.
3) The Department should ensure that compulsory and electives modules do not overlap significantly with similar modules offered by the School and/or across the University.
4) The 1st and 2nd years of the program should encompass general foundations and principles of communication modules that will provide the basic understanding of the field. Then, in the 3rd and 4th years, students will select their pathway of choice and self-customize the program with specific to the pathway modules.
5) Reduce the number of electives to those that are the most relevant to each pathway. This could potentially be undertaken by grouping the electives and

only giving students a choice between two groups of electives (based on the selected pathway) as opposed to picking numerous individual modules. Such an approach will help streamline the operations of the program, rationalize the allocations of resources, simplify planning and ensure a coherent learning journey.

6) Considering that this is an undergraduate program in integrated marketing communications, the Department could consider merging the multiple research methods modules (quantitative, qualitative and content analysis) into one module that covers all the basic areas of research for business students.

Overall, the Committee is satisfied with the management of the program. The team has sufficient experience in running similar programs. The Committee feels confident that the program team can undertake the necessary improvements to address the suggestions made above (1-6) before the program can be implemented. The Committee would like to note the team's enthusiasm (especially Prof Panigyrakis and Evi Kyriakou) for the proposed program and how it can help underpin the future development of the Department and similar postgraduate/doctoral programs.

The under-consideration program has been informed by an extensive market research with regards to the industry needs and the economic demands of the local market. This should ensure that the program has clear employability potentials and that students can be absorbed easily after graduation. The Department has extensive links with Universities of high standing in Europe and in the USA. Such collaborations can inform the program development and provide learning and teaching opportunities for both staff and students.

3. RESEARCH WORK AND SYNERGIES WITH TEACHING

- **Research Teaching Synergies**

The majority of staff members of the teaching team hold PhDs in their respective fields. They are research active, attend international conferences, publish papers-- often in highly regarded academic outlets--that are relevant to the program under consideration. Despite that the University has only been recently established, it has managed to attract significant research outcome and establish collaborations with renowned European and International bodies. This enhances the research environment and encourages staff to be active members of this research culture. The Committee has identified that there are sufficient facilities and equipment to provide support to the research component of the program.

Cyprus University of Technology is supportive of such activities and offers opportunities and tangible incentives for further research development. A generous research account can be used to fund attendance at conferences or support other research-related activities (e.g. data collection or research internships). Also, the University encourages interdepartmental collaborations both when it comes to research, but also to teaching which can be beneficial to this program (reflected on the options made available by the other Departments).

The external evaluation committee identified that the learning staff acknowledges the importance and value of research led teaching. This was reflected, for instance, in

that peer-reviewed journal articles are used as part of the learning process inviting students to critically reflect on them.

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

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

It is evident that the Cyprus University of Technology recognises the need to support students, especially those facing learning and physical challenges and therefore they have put in place administrative mechanisms to support them. Similar administrative mechanisms were found to be in place when it came to the monitoring of student progression more broadly so that students can be supported proactively. Administrative services included among others student well-fare, career development, counselling and general advising. The staff and student handbooks provided a clear outline of the administrative processes and mechanisms that are in place.

The evaluation Committee visited the library and found it to be well-organised. The library offered suitable books and online resources (such as access to databases) that could well-support the program. It also featured a number of working spaces and a friendly atmosphere. The information communication and technology (ICT) services provided Internet access throughout the campus buildings, while computer labs were well-equipped with up-to-date software and hardware. The Committee was particularly impressed by the laboratory and teaching equipment related to the production of audio-visual content.

Academic registrar and student operations are available to maintain student records and to provide support for the smooth operation of the program and the University more broadly. The financial planning based on the number of students expected (40 in the first instance) appears to be reasonable. There is a number of posts in the process of recruitment which will help support the delivery of the program. The Committee expressed concerns with regards to the insufficient staffing of the Department as it stands with regards to the timely appointment of tenured staff. The University Senate has reassured the Committee of its intentions to fill these positions as quickly and as efficiently as possible. If there are any complications in filling the vacancies with tenured academic staff, visiting staff will be appointed and the required financial resources have already been secured.

5. DISTANCE LEARNING PROGRAMS

This is not a distance learning program.

6. DOCTORAL PROGRAMS OF STUDY

This is not a doctoral program.

CONCLUSIONS AND SUGGESTIONS OF THE EXTERNAL EVALUATION COMMITTEE[1]

- The present situation of the program, good practices, weaknesses that have been detected during the external evaluation procedure by the external evaluation committee, suggestions for improvement.

The Committee believes that the proposed program can be of the required standards, after a substantial restructuring of modules and content has been undertaken. It features a wide range of modules and pathways that should cater for student interests, offering a novel approach to communication studies. Staff are enthusiastic about creating a learning environment that enhances student experience. The Cyprus University of Technology is equipped with the appropriate infrastructure and financial resources to deliver the proposed program.

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

ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
THE CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION

Quality Standards and Indicators

External Evaluation of a Program of Study

Institution: Cyprus University of Technology

Program of Study: Bachelor in Integrated Marketing Communication

Duration of the Program of Study: 4 years

Evaluation Date: 03/12/2018

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

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

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

1. Poor
2. To an unsatisfactory degree
3. To a satisfactory degree
4. Best practice
5. Excellent

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

Members of the External Evaluation Committee

NAME	TITLE AND RANK	UNIVERSITY / INSTITUTION
Prof Savvas Papagiannidis	David Goldman Professor of Innovation of Enterprise	Newcastle University Business School
Dr Anastasia Veneti	Associate Professor	University of Bournemouth
Dr Simos Chari	Associate Professor	Manchester University Business School
Ms Despoina Fouska	Student	Open University Cyprus

Date and Time of the On-Site Visit: 03/12/2018

Duration of the On-Site Visit: 9.30am – 5.00pm

1. EFFECTIVENESS OF TEACHING WORK – AVAILABLE RESOURCES							
1.1	**Organization of teaching work**		**1**	**2**	**3**	**4**	**5**
1.1.1	The student admission requirements to the program of study, are based on specific regulations which are adhered to in a consistent manner.						x
1.1.2	The number of students in each class allows for constructive teaching and communication, and it compares positively to the current international standards and/or practices.						x
1.1.3	The organization of the educational process safeguards the quality implementation of the program's purpose and objectives and the achievement of the learning outcomes. Particularly, the following are taken into consideration:					x	
	1.1.3.1	The implementation of a specific academic calendar and its timely publication.					x
	1.1.3.2	The disclosure of the program's curricula to the students, and their implementation by the teaching personnel				x	
	1.1.3.3	The course web-pages, updated with the relevant supplementary material					x
	1.1.3.4	The procedures for the fulfillment of undergraduate and postgraduate assignments / practical training				x	
	1.1.3.5	The procedures for the conduct and the format of the examinations and for student assessment					X
	1.1.3.6	The effective provision of information to the students and the enhancement of their participation in the procedures for the improvement of the educational process.				x	
1.1.4	Adequate and modern learning resources, are available to the students, including the following:						X
	1.1.4.1	facilities					X
	1.1.4.2	library					X
	1.1.4.3	infrastructure					X

	1.1.4.4	student welfare					X
	1.1.4.5	academic mentoring				x	
1.1.5		A policy for regular and effective communication, between the teaching personnel and the students, is applied.				x	
1.1.6		The teaching personnel, for each course, provide timely and effective feedback to the students.				x	
1.1.7		Statutory mechanisms, for the support of students and the communication with the teaching personnel, are effective.				x	
1.1.8		Control mechanisms for student performance are effective.				x	
1.1.9		Support mechanisms for students with problematic academic performance are effective.					X
1.1.10		Academic mentoring processes are transparent and effective for undergraduate and postgraduate programs and are taken into consideration for the calculation of academic work load.					X
1.1.11		The program of study applies an effective policy for the prevention and detection of plagiarism.					X
1.1.12		The program of study provides satisfactory mechanisms for complaint management and for dispute resolution.					X

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

Note, additionally:

α) the expected number of Cypriot and International Students in the program of study.

β) the countries of origin of the majority of students.

γ) the maximum planned number of students per class-section.

As suggested by the Department the expected number of students is approximately 40, primarily Cypriot. Other Greek-speaking candidates could join the program upon the successful completion of the Pancyprian Examinations. Upon availability, the program accepts applications for transfer of students by other institutions. Overall,

	the Committee is satisfied with the organization of the teaching work.					
1.2	**Teaching**	**1**	**2**	**3**	**4**	**5**
1.2.1	The methodology utilized in each course is suitable for achieving the course's purpose and objectives and those of the individual modules.			x		
1.2.2	The methodology of each course is suitable for adults.					X
1.2.3	Continuous-formative assessment and feedback are provided to the students regularly.					X
1.2.4	The assessment system and criteria regarding student course performance, are clear, adequate, and known to the students.					X
1.2.5	Educational activities which encourage students' active participation in the learning process, are implemented.				x	
1.2.6	Teaching incorporates the use of modern educational technologies that are consistent with international standards, including a platform for the electronic support of learning.					X
1.2.7	Teaching materials (books, manuals, journals, databases, and teaching notes) meet the requirements set by the methodology of the program's individual courses, and are updated regularly.					X

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

Overall, the Committee is satisfied with the organization of the teaching methodology and teaching material. More flexibility regarding the assessment methodology is considered beneficial for student experience and a more nuanced evaluation.

1.3	**Teaching Personnel**	**1**	**2**	**3**	**4**	**5**
1.3.1	The number of full-time academic personnel, occupied exclusively at the institution, and their fields of expertise, adequately support the program of study.			x		
1.3.2	The members of teaching personnel for each course have the relevant formal and fundamental qualifications for teaching the course, as described by the legislation, including the following:					X

	1.3.2.1	Subject specialization, preferably with a doctorate, in the discipline.				X
	1.3.2.2	Publications within the discipline.				X
1.3.3		The specializations of Visiting Professors adequately support the program of study.				N/A
1.3.4		Special Teaching Personnel and Special Scientists have the necessary qualifications, adequate work experience and specialization to teach a limited number of courses in the program of study.				N/A
1.3.5		In every program of study the Special Teaching Personnel does not exceed 30% of the Teaching Research Personnel.				X
1.3.6		The teaching personnel of each private institution of tertiary education, to a percentage of at least 70%, has recognized academic qualification, by one level higher than that of the program of study in which he/she teaches.				X
1.3.7		In the program of study, the ratio of the number of courses taught by full-time personnel, occupied exclusively at the institution, to the number of courses taught by part-time personnel, ensures the quality of the program of study.				X
1.3.8		The ratio of the number of students to the total number of teaching personnel is adequate for the support and safeguarding of the program's quality.				X
1.3.9		The academic personnel's teaching load does not limit the conduct of research, writing, and contribution to the society.			x	
1.3.10		Future redundancies / retirements, expected recruitment and promotions of academic personnel safeguard the unimpeded implementation of the program of study within a five-year span.		x		
1.3.11		The program's Coordinator has the qualifications and experience to efficiently coordinate the program of study.				X

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

Overall the committee is satisfied with the qualifications of the existing academic staff to successfully deliver the allocated modules. Concerns have been raised by the

committee regarding the need for more academic staff in order for the program to be operational. The Department has reassured that positions have been advertised and expected to be filled by February 2019.

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

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

The committee raised concerns regarding the necessity for fine-tuning of objectives with intended learning outcomes on program and module level.

2.2	**Structure and Content of the Program of Study**	**1**	**2**	**3**	**4**	**5**
2.2.1	The course curricula clearly define the expected learning outcomes, the content, the teaching and learning approaches and the method of assessing student performance.			x		

2.2.2	The European Credit Transfer System (ECTS) is applied and there is true correspondence between credits and workload per course and per semester for the student either he / she studies in a specific program or he/she is registered and studies simultaneously in additional programs of studies according to the European practice in higher education institutions.				x
2.2.3	The program of study is structured in a consistent manner and in sequence, so that concepts operating as preconditions precede the teaching of other, more complex and cognitively more demanding, concepts.	x			
2.2.4	The higher education qualification awarded, the learning outcomes and the content of the program are consistent.	x			
2.2.5	The program, in addition to the courses focusing on the specific discipline, includes an adequate number of general education courses.				X
2.2.6	The content of courses and modules, and the corresponding educational activities are suitable for achieving the desired learning outcomes with regards to the knowledge, skills, and abilities which should be acquired by students.			x	
2.2.7	The number and the content of the program's courses are sufficient for the achievement of learning outcomes.	x			
2.2.8	The content of the program's courses reflects the latest achievements / developments in science, arts, research and technology.	x			
2.2.9	Flexible options / adaptable to the personal needs or to the needs of students with special needs, are provided.				X

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

Note the expected number of students who will be studying simultaneously at another academic institution, based on your experience so far, regarding students who study simultaneously in the programs of your institution.

The restructuring of the program of study (module selection and content) would create a more coherent and rigorous structure that would allow for clearer distinctions between the different strands and enhance the teaching curriculum. The course overall considers the latest developments in the respective sciences. However, indicative readings in certain modules could include more updated academic sources.

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

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

The Committee is overall satisfied with the Quality Assurance of the Program of Study.

2.4	Management of the Program of Study	1	2	3	4	5
2.4.1	Effective management of the program of study with regard to its design, its approval, its monitoring and its review, is in place.					X
2.4.2	It is ensured that learning outcomes may be achieved within the specified timeframe.					X
2.4.3	It is ensured that the program's management and development process is an academic process which operates without any non-academic interventions.					X
2.4.4	The academic hierarchy of the institution, (Rector, Vice-Rectors, Deans, Chairs and Programs' Coordinators, academic personnel) have the sole responsibility for academic excellence and the development of the programs of study.					x
2.4.5	Information relating to the program of study are posted publicly and include:					X
	2.4.5.1 The provisions regarding unit credits					X

			1	2	3	4	5
	2.4.5.2	The expected learning outcomes					X
	2.4.5.3	The methodology					X
	2.4.5.4	Course descriptions					X
	2.4.5.5	The program's structure					X
	2.4.5.6	The admission requirements					X
	2.4.5.7	The format and the procedures for student assessment					X
2.4.6		The award of the higher education qualification is accompanied by the Diploma Supplement which is in line with the European and international standards.					X
2.4.7		The effectiveness of the program's evaluation mechanism, by the students, is ensured.					X
2.4.8		The recognition and transfer of credit units from previous studies is regulated by procedures and regulations which ensure that the majority of credit units is awarded by the institution which awards the higher education qualification.					X

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

In the case of practical training, note:

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

- In which semester does practical training takes place?

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

The Committee is overall satisfied with the management of the program of study and ensures its successful delivery.

2.5	International Dimension of the Program of Study	1	2	3	4	5
2.5.1	The program's collaborations with other institutions are compared positively with corresponding collaborations of other departments / programs of study in Europe and internationally.					X

2.5.2	The program attracts Visiting professors of recognized academic standing.					X
2.5.3	Students participate in exchange programs.					X
2.5.4	The academic profile of the program of study is compatible with corresponding programs of study in Cyprus and internationally.				x	

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

Also, comment on the degree the program compares positively with corresponding programs operating in Cyprus and abroad in higher education institutions of the same rank.

The Committee is overall satisfied with the international dimension of the program of study. The program has been informed by similar ones in other HE institutions in Europe and the US. It participates at the Erasmus program for students and attracts a considerable number of Visiting Professors.

2.6	**Connection with the labor market and the society**	**1**	**2**	**3**	**4**	**5**
2.6.1	The procedures applied, so that the program conforms to the scientific and professional activities of the graduates, are adequate and effective.					X
2.6.2	According to the feasibility study, indicators for the employability of graduates are satisfactory.					X
2.6.3	Benefits, for the society, deriving from the program are significant.					X

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

The program is informed by updated market research in order to reflect the needs of the industry and equip students with necessary skills and knowledge to be employable.

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

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

Overall, the Committee has been satisfied by the evidence provided that the research-teaching synergies are encouraged and can provide students with a rich learning experience that reflects the latest thinking in the field.

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

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

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

The University has a good team and administrative system mechanisms for support teaching and the student journey more broadly.

4.2	Infrastructure / Support	1	2	3	4	5
4.2.1	There are suitable books and reputable journals supporting the program.					x
4.2.2	There is a supportive internal communication platform.					x
4.2.3	The facilities are adequate in number and size.					x
4.2.4	The equipment used in teaching and learning (laboratory and electronic equipment, consumables etc) are quantitatively and qualitatively adequate.					x
4.2.5	Teaching materials (books, manuals, scientific journals, databases) are adequate and accessible to students.					x
4.2.6	Teaching materials (books, manuals, scientific journals, databases) are updated regularly with the most recent publications.				x	
4.2.7	The teaching personnel are provided with training opportunities in teaching method, in adult education, and in new technologies on the basis of a structured learning framework.				x	

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

Overall, the Committee was satisfied by the infrastructure and facilities provided by the University and the Department.

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

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

The University has the required financial resources for smoothly delivering the proposed program.

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

5.	DISTANCE LEARNING PROGRAMS	1	2	3	4	5
5.1	Feedback processes for teaching personnel with regards to the evaluation of their teaching work, by the students, are satisfactory.					N/A
5.2	The process and the conditions for the recruitment of academic / teaching personnel, ensure that candidates have the necessary skills and experience for long distance education.					N/A
5.3	Through established procedures, appropriate training, guidance and support, are provided to teaching personnel, to enable it to efficiently support the educational process.					N/A

5.4	Student performance monitoring mechanisms are satisfactory.					N/A
5.5	Adequate mentoring by the teaching personnel, is provided to students, through established procedures.					N/A
5.6	The unimpeded long distance communication between the teaching personnel and the students, is ensured to a satisfactory degree.					N/A
5.7	Assessment consistency, its equivalent application to all students, and the compliance with predefined procedures, are ensured.					N/A
5.8	Teaching materials (books, manuals, scientific journals, databases) comply with the requirements provided by the long distance education methodology and are updated regularly.					N/A
5.9	The program of study has the appropriate and adequate infrastructure for the support of learning.					N/A
5.10	The supporting infrastructures are easily accessible.					N/A
5.11	Students are informed and trained with regards to the available educational infrastructure.					N/A
5.12	The procedures for systematic control and improvement of the supportive services are regular and effective.					N/A
5.13	Infrastructure for distance education is comparable to university infrastructure in the European Union and internationally.					N/A
5.14	Electronic library services are provided according to international practice in order to support the needs of the students and of the teaching personnel.					N/A
5.15	The students and the teaching personnel have access to the necessary electronic sources of information, relevant to the program, the level, and the method of teaching.					N/A
5.16	The percentage of teaching personnel who holds a doctorate, in a program of study which is offered long distance, is not less than 75%.					N/A

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

This is not a distance learning program.

If the following apply, note "√"in the appropriate space next to each statement. In case

the following statements do not apply, note what is applicable:

The maximum number of students per class-section, should not exceed 30 students.	N/A
The conduct of written examinations with the physical presence of the students, under the supervision of the institution or under the supervision of reliable agencies which operate in the countries of the students, is compulsory.	N/A
The number of long distance classes taught by the academic personnel does not exceed the number of courses taught by the teaching personnel in conventional programs of study.	N/A

The following criterion applies additionally for doctoral programs of study.

6.	DOCTORAL PROGRAMS OF STUDY	1	2	3	4	5
6.1	The provision of quality doctoral studies is ensured through Doctoral Studies Regulations.					N/A
6.2	The structure and the content of a doctoral program of study are satisfactory and they ensure the quality provision of doctoral studies.					N/A
6.3	The number of academic personnel, which is going to support the doctoral program of study, is adequate.					N/A
6.4	The doctoral studies' supervisors have the necessary academic qualifications and experience for the supervision of the specific dissertations.					N/A
6.5	The degree of accessibility of all interested parties to the Doctoral Studies Regulations is satisfactory.					N/A
6.6	The number of doctoral students, under the supervision of a member of the academic personnel, is apt for the continuous and effective feedback provided to the students and it complies with the European and international standards.					N/A
6.7	The research interests of academic advisors and supervisors are satisfactory and they adequately cover the thematic areas of research conducted by the doctoral students of the program.					N/A
Justify the answer you have provided and note the additional comments you may have on each standard / indicator.						
This is not a doctoral program.						

FINAL REMARKS – SUGGESTIONS

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

We would like to thank all colleagues at the Cyprus University of Technology for hosting the visit, answering all our queries and providing all the necessary evidence to the committee. We wish them all best with program.

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

Name:	Signature:
Prof Savvas Papagiannidis	
Dr Anastasia Veneti	
Dr Simos Chari	
Ms Despoina Fouska	

Date: 04/12/2018

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