Akademia College

Response to Cyprus Agency of Quality Assurance and Accreditation

in Higher Education

Institutional Evaluation

The Akademia College wishes to thank the External Evaluation Committee (EEC) for their valuable recommendations. These recommendations are regarded as feedback coming from experts in the field therefore the college will provide evidence of actions taken to implement the committee's suggestions.

Please find below our actions taken in response following the EEC recommendations and the condition. Firstly, we will present our actions in relation to the condition from the EEC and then continue in order of the recommendations made.

Condition:

To define specific metrics for KPIs in order to be able to evaluate progress and effectiveness of strategies.

Our response (actions taken):

The anticipated metrics for the first year of operation for the following indicators are:

Akademia College Key Performance Indicators

Akademia College aims to offer high-level education and to become a centre of training excellence by being at the forefront of hospitality needs in the region of Ammochostos.

The College Council has determined the broad areas of interest where KPI's were developed to measure the college's performance in achieving its strategic objectives. Furthermore, for each performance indicator a target or an acceptable range was set for the:

1. Next academic semester February – May 2020 (see column E)
2. The academic year October 2020 – May 2021 (see column F)

A. Standard-Broad Area	B. Key Performance Indicator	C. Level at Which Data is Required (Module-Programme-College)	D. Annex	Target or acceptable range for	
				E. the academic semester February – May 2020	F. the academic year October 2020 – May 2021
Management of Quality Assurance and Improvement	Graduate Satisfaction Rate Students overall evaluation on the quality of their learning experiences at the college. (Average rating of the overall quality of their program on a five-point scale in an annual survey final year students.)	Programme	Annex I	n/a The program's first graduates will be in January 2022	n/a The program's first graduates will be in June 2022
	Employer Satisfaction Rate The overall satisfaction of the employer with the graduate (knowledge and skills). (Average rating of the overall satisfaction of the employer on a five point scale in a biannual survey for employed graduates in a related field)	College	Annex II	n/a The program's first graduates are expected to get employed by July 2022	n/a The program's first graduates are expected to get employed by November 2022

A. Standard-Broad Area	B. Key Performance Indicator	C. Level at Which Data is Required (Module-Program-College)	D. Annex	Target or acceptable range for	
				E. the academic semester February – May 2020	F. the academic year October 2020 – May 2021
Learning and Teaching	Ratio of students to teaching staff. (Based on full time equivalents)	College	n/a	Acceptable ratio 1 teaching staff to 4 student	Acceptable ratio 1 teaching staff to 5 student
	Students overall rating on the quality of their modules and program. (Average rating of students on a five point scale on overall evaluation of modules.)	Module Programme	Annex III Annex IV	Acceptable rating: 3.7/5	Acceptable rating: 4/5
	Percentage of students entering programs who successfully complete first year (including internships).	Programme	n/a	n/a	Acceptable percentage: 85%
	Average duration of studies to obtain a qualification	Programme	n/a	n/a	n/a (an acceptable duration of studies for a 2 year diploma: 3 years)
	Graduate Employment Rate Proportion of graduates from undergraduate programs who within six months of graduation are: (a) employed in the field of study (b) employed but not in the field of study (c) enrolled in further study	College	n/a	n/a	n/a acceptable percentages (a) employed in the field of study – 70% (b) employed but not in the field of study – 5% (c) enrolled in further study – 25%

A. Standard-Broad Area	B. Key Performance Indicator	C. Level at Which Data is Required (Module-Program-College)	D. Annex	Target or acceptable range for	
				E. the academic semester February – May 2020	F. the academic year October 2020 – May 2021
Student Administration and Support Services	Ratio of students to administrative staff	College	n/a	n/a Acceptable ratio 1 administrator for 7 students	n/a Acceptable ratio 1 administrator for 8 students
	Student evaluation of academic and career counselling. (Average rating on the adequacy of academic, personal support and career counselling on a five-point scale in an annual survey of final year students.	College	Annex V	Acceptable rating: 4/5	Acceptable rating: 4,2/5
Learning Resources	Student evaluation of online learning resources. (Average rating on adequacy of on line learning resources on a five point scale in an annual survey of final year students.)	College	Annex III	Acceptable rating: 3/5	Acceptable rating: 3,3/5
	Student evaluation of library services. (Average rating on adequacy of library services on a five point scale in an annual survey of final year students.)	College	Annex III	Acceptable rating: 3.7/5	Acceptable rating: 3.8/5

| A. Standard-Broad Area | B. Key Performance Indicator | C. Level at Which Data is Required (Module-Program-College) | D. Annex | Target or acceptable range for | |
				E. the academic semester February – May 2020	F. the academic year October 2020 – May 2021
Facilities and Equipment	Number of accessible computer terminals per student.	College	n/a	For every 2 students to 1 terminal	For every 3 students to 1 terminal
	Average overall rating of adequacy of facilities and equipment in a survey of teaching staff (Average rating on adequacy of facilities and equipment in a survey of teaching staff on a five point scale in an annual survey)	College	Annex IV	Acceptable rating: 3.7/5	Acceptable rating: 4/5
Faculty and Staff Development Processes	Percentage of teaching staff participating in professional development activities during the past year.	College	n/a	Acceptable percentage: 80%	Acceptable percentage: 80%
Research	Journal publications per year	College	n/a	n/a	1 publication
	Presentations to conferences with a paper and conference proceedings.	College	n/a	n/a	1 presentation
	Percentage of research funding from external sources	College	n/a	n/a	Acceptable percentage:50%

Recommendation:

1. To consider formalising relationships with practitioners.

Our response (actions taken):

The college has decided to formalise its relationships with the associating hotels in two stages:

> 1.1 Firstly, memorandums of understanding will be signed with collaborating hotels - Annex A template & Annex B (signed MoU)

> 1.2 Secondly, agreements will be signed when an actual collaboration is going to take place. – Annex C Internship Agreement with evaluations

Recommendation:

2. To implement formal processes for interactions with students and other stakeholders.

Our response (actions taken):

Formal processes of interactions with students
Amendments to the Student Handbook were made and approved by the College Council. Refer to the Student Handbook, section Disciplinary Procedures & Rights page 47 and Complaints Procedure page 49. Following the final approval of the accreditation the amended Student Handbook will be available to all students via Moodle.

Formal processes of interactions with the academic staff
Please refer to the Academic Staff Handbook submitted with the Institutional Accreditation Application (form 200.2). Following the final approval of the accreditation, it will be available to all academic staff via Moodle.

Formal processes of interactions with the industry
After the EEC discussions, the College created the Hotel Summer Internship Process (Annex D) which is part of the amended Academic Staff Handbook. Following the final approval of the accreditation, the amendment document will be available via Moodle.

The College Council has decided to establish an Advisory Board of the college's strategies and interactions with the industry and the community. Suggestions will be made to the College Council for approval and corresponding actions. See response to Recommendation 3.

Formal processes of interactions with other stakeholders
Akademia college main stakeholders (other than students and academic staff) are

- Hotel Industry/ Collaborating Businesses
- Community members, partners, etc.
- HRDA (Human Resources Development Authority of Cyprus)

Any suggestion for collaboration with the above should be provided in writing to the following committees for approval.

Stakeholder/s	Collaboration	Approved by	Formal Documentation
Hotel Industry/ Collaborating Businesses	Summer internships	Academic Committee	Agreements Internship Learning Agreements
	Erasmus+	Academic Committee	Erasmus Agreements and other forms
	Workshops	Academic and Administrative Committees	MoU
	Guest Speakers	Academic and Financial Committees	MoU and Agreement with the hotel/ Guest Speaker
	Research and Consulting	Research and Financial Committees	MoU and/ or Agreement
	In House Training	Administrative and Financial Committees	MoU and/ or agreement HRDA formal documentation for funding
	Career Days	Academic & Administrative Committees and Student Union	MoU and/ or agreement
Community members, partners etc	Volunteering	Student Union and Financial Committee	MoU
	Joint events and initiatives	Student Union and Financial Committee	MoU
HRDA (Human Resources Development Authority of Cyprus)	Professional programs/ Seminars	Administrative and Financial Committee	HRDA formal documentation for funding

Recommendation:

3. To establish an Advisory Board to direct future activities, to include representatives from the college, local industries, local authorities and other stakeholders

Our response (actions taken):

Following the encouragement and support of EEC, the following actions took place:

1. the President of the College Council has prepared a proposal of the objectives, membership and functions of the Advisory Board (Annex E)
2. the College Council has approved the proposal and decided to set up an advisory

committee to explore and suggest the members of the Advisory Board by 20 December 2019.

3. The committee members include
    a. College Director
    b. Academic Director
    c. Programme Coordinators
    d. Director of Administration & Finance
    e. Alumni representative

Recommendation:

4. To review effectiveness of proposed governance structure

<u>Our response (actions taken):</u>

The college will measure the performance of its governing bodies' effectiveness using the KPIs metrics (detailed in the response to the EEC Condition, page 2). In case the college's governing bodies are proven to be ineffective the college will re-examine its governance structure taking into consideration the results of the performance analysis after May 2021.

Recommendation:

5. To formalize an action plan that will allow the college to achieve its ambitions.

Our response (actions taken):

The objectives are presented in the college's strategic plan. The college has developed action plans for its short and midterm objectives as follows:

Objectives	Actions	Timeline	Responsibility of
To continue to offer high quality tertiary education as a private institute	- Programme of Study Performance Assessment - Strategic Periodic Review Report	- Annual and Every five years - Every six months	- Program Director and Academic Director - Strategic Plan Monitoring Team
To continue to provide professional training and tailor-made programmes to the Hospitality and Business sectors	Professional training - Fulfil the criteria set by Human Resource Development Authority of Cyprus Tailor-made programmes - Obtain feedback by conducting surveys - Organisational evaluation	- Every six months - Ongoing	- Executive Education team (Director, Head of Research, Head of Administration) - Head of Research - Specialist in the field of interest (lecturer/ consultant)
To review effectiveness of governance structure	- Monitor and evaluate accountabilities, decision-making processes, performance & reporting - Monitor and analyse KPI performance indicators	- Annual - Every 6 months	- College Council - External Audit Consultant - Internal Evaluation Committee - External Audit Consultant

Recommendation:

6. To review and clarify terms of reference for each committee.

<u>Our response (actions taken):</u>

The reviewed terms of reference of each college committee is provided below:

Internal Evaluation Committee reports to the College Council and is responsible for the implementation of the standards and for ensuring the internal quality according to article 12 of the Law 136 (I) 2015. The committee coordinates the preparation of the specific self-assessment reports which refer to the internal quality management mechanisms established by the College and to any improvements to those mechanisms introduced in the period following the submission of the previous Internal Evaluation Report. The College is responsible for submitting every three (3) years a General Internal Evaluation Report to the College Council that is communicated to all stakeholders via the college website: https://www.akc.ac.cy/about-us/information/quality-assurance-accreditation

Academic Committee reviews the provision of academic quality and the overall experience of the students, providing assurance to the College Council and acting as an essential link between the faculty, students and the College Council.

Terms of Reference:

- To oversee the academic strategic direction of the college and contribute to the strategic plan
- To create, approve and monitor the academic regulations, policies and procedures relating to all academic activities of teaching, examinations and assessment, progression of students and award of qualifications, student conduct and discipline, the student experience, academic staff development and training, quality management practices
- To oversee the planning, development and implementation of academic standards, enhancing quality, research initiatives (in conjunction with the Research Committee), new programmes of study and existing programme revisions, periodic and annual reviews of programmes of study, accreditation by regulatory bodies (CyQAA and other external bodies), external audits and inspections from government departments.
- To report to the College Council and submit the approved minutes of every meeting held.

Administrative Committee

Terms of Reference:

- To oversee the administrative procedures across all departments, maintain student files with latest information, archives, adherence to GDPR practices
- To implement the college's policy on student associations, financial management issues, library operations and resources, lecture rooms and terms of use, student welfare, student safety
- To ensure the provision of prompt and efficient administrative services to students,

staff and other stakeholders such as industry professionals,

- To oversee the provision of effective communication practices and timely support of staff and students personal needs;
- To develop, plan and implement the college marketing activities, recruitment initiatives of staff and student, latest news and events.
-

Finance Committee

Terms of Reference:

- To ensure the financial stability of the college
- To prepare the annual budget and subsequent control
- To provide for financial support for the proper operation of the programmes of study
- To review and approve development plans to match college's strategic objectives and business plans for a new programmes of study,
- To review the financial terms of the contract of employment and other benefits of the staff
- To oversee the calls for tenders to recognized firms of auditors, reviews auditor's work performance and financial statements, evaluates suppliers / subcontractors prior to their inclusion in the approved list.

Disciplinary Committee

The Disciplinary Committee deals with disciplinary problems and misconduct of the students and staff, which are brought to the committee by the Academic Director, and the Director of Administration and Finance.

Terms of Reference:

- To manage misconduct of faculty, staff and students, that can be defined as a breach of college regulations
- To oversee the standards of discipline and the preservation of disciplinary integrity with the Academic Director
- To contribute to the policy formation in quality reviews affecting issues in complaints and disputes
- To meet when necessary and in cases of faculty, staff or student misconduct.

Health & Safety Committee

Terms of Reference:

- To conduct regular health and safety inspections according to the framework of the Laws of Safety and Health at Work 1996 to 2015 and relevant regulations
- To consult and provide suggestions and advice on work place health and safety, submit suggestions to the college management for measures to be taken in order to improve working conditions,
- To study accident reports and oversee complaints about health, safety and the well-being of employees and students and promote co-operation to implement health and safety measures and ways of conducting work safely,

- To participate in the preparation of safety instructions for the college, ensure that all staff and students receive the necessary information, training and guidance on the measures necessary to protect their safety and health,
- To cooperate with the Health & Safety Inspector and other competent authorities on health and safety issues.
-

Research Committee

Terms of Reference:

- To develop, monitor and review the research processes, oversee the academic and research integrity during teaching and when conducting research,
- To approve the provision of independent research services to external organisations
- To provide incentives for the conduct of research by faculty in order to support the college's teaching and research activities
- To promote the establishment of collaboration with other research institutions
- To oversee the assessment of the effectiveness of the Research Centre towards its objectives and optimize performance towards College's standards,
- To evaluate the quality and efficiency of academic research activities annually.

Recommendation:

7. **Formalise processes to capture the student voice, and to respond appropriately and in a timely manner.**

Our response (actions taken):

Formal processes to capture the student voice

ACC Akademia College is committed to using a broad range of methods to capture the student voice. These methods include:

a. Formal representation on the college committees.

    i. Internal Evaluation Committee - one student representative (usually the Student Union President)
    ii. Academic Committee – one student representative
    iii. Disciplinary Committee - one student representative

b. Student feedback is obtained through a formalize process of a module evaluation questionnaire (Annex III) and the graduate satisfaction survey (Annex I).

c. Online student surveys, suggestions board via Moodle LMS

d. Online provision for the Student Union announcements and events via email and Moodle LMS.

e. Student Attendance at external meetings within the local community and national meetings

The student voice is also captured through the Student Union. The Student Union will be fully functional from February 2020 Semester (Annex F Student Union Charter).

Formal processes to 'respond appropriately and in a timely manner'

Any issues that arise from students (e.g. Student Union) are considered vitally important to the college.

If those issues arise outside any of the committee scheduled meeting dates, an immediate ad hoc meeting will be called to deal with those specific issues.

Recommendation:

8. **Review Quality Manual to make it more grounded in institutional practice, and to show clearly how quality practices will be implemented.**

Our response (actions taken):

Following the EEC recommendations, the college Internal Evaluation Committee had reviewed the Quality Manual to make it more grounded in the college's practices (See separate document Quality Assurance Manual Issue 2, dated 23 October 2019).

Specifically, the Internal Evaluation Committee had made the following amendments to the Quality Manual:

·   Revision of the college committee's terms of reference

·   Elaborated on specific detail of operations of committees

·   Incorporated an analytical table consisting of the Standards and Key Performance Indicators to be used by the college

·   Developed specific quantified and clear metrics for each KPI

·   Adopted specialized forms to be used in the quality assurance process (see Annexes I, II, III, IV, V, VI)

The above amendments are incorporated in an annual programme review process. The documentation from receipts of reports from stakeholders were also reexamined and reviewed (Annex IV).

Recommendation:

9. To review assessment structure to incorporate more innovative and authentic assessment methods

Our response (actions taken):

The assessment structure has been modified and further developed in order to address the issues raised by the EEC. The table below shows the amendments made to the assessment methods.

Assessment Method	Assessment %
Class Attendance & Participation	10%
Summative Assessment*: • case study evaluation report • research assignment (individual or group) and presentation, • collaborative project and presentation, • individual project and presentation • midterm assessment	60%-90%
Final Examination	0%-30%

* Formative Assessments to include short in-class quizzes, short discussions, role plays.

The choice of the summative assessment and the need of a final examination is made by the module lecturer with the final approval by the Programme Coordinator and the Academic Committee. Please see ANNEX B in our response to the Hotel Administration Programme Accreditation Evaluation Report.

Recommendation:

10. To make plagiarism support more formal and compulsory

Our response (actions taken):

As discussed with the EEC there will be a compulsory Academic Skills Development Workshop (Annex G) for all students each semester to inform about plagiarism policy and guidelines.

Our Moodle LMS will be operational for the next academic semester (February 2020) and through that platform it will be compulsory for all students to submit all assignments and projects electronically with the inclusion of the honesty statement.

For students will use Crot Plagiarism Checker (Moodle integration) to check their work before submission and the academic staff will use PlagiarismCheck subscription (Moodle integration) to check after submission.

Recommendation:
11. Develop a more formal staff development plan

Our response (actions taken):

Following the recommendations of the EEC for developing more formal staff development plan, the college has decided to implement a series of academic staff workshops with topics covered include lecturing skills, assessment and feedback, management skills, learning outcomes, designing teaching material and effective use of technology in teaching. The college initiatives include:

Induction Training Programme
The college has an Induction Training Programme for first time lecturers covering the qualities needed to be an effective lecturer, how to plan a lesson, writing effective learning objectives, Bloom's Taxonomy, different learning styles, multiple intelligences, assessments and grading criteria as well as support from other faculty members and their feedback.

Research Skills Development Workshops
The Research Centre has created a programme of 'Research Skills Development Workshops' for the faculty to further develop and expand its knowledge and understanding in research, ethics, and on ways to keep themselves up date with the current literature and trends. Please see Annex J.

Certification of Instructors Programme
Our staff will have the opportunity to develop their skills further with the Certification of Instructors Programme provided by ACTA SA (a subsidiary of Aristotle University of Thessalonaki).

The themes of the programme are as follows:

- Adult education principles
- Basic Adult Trainer Skills
- Group dynamics and process
- Learning theories and adult characteristics
- Educational Techniques and Educational Tools
- Interculturalism
- Curriculum design and evaluation
- Micro-teaching design
- Presentation of pilot lessons
- Preparation for the EOPPEP exam interview

Particular emphasis will be placed on educational techniques, as well as on the design, presentation and evaluation of micro-instruction.

The Certification of Instructors Programme is an internationally recognized qualification and it will be compulsory for all faculty to complete within the first year of teaching. Part of the costs will be subsidised by the college.

Erasmus Partnerships & Exchanges

With the newly cemented relationships and Erasmus partnerships between the college and other European and international institutions, part of the collaboration will be for professional staff development exchange programmes in the areas of hospitality and academic training and management at least once a year.

Staff Development Plan

Activities	Lead	Timeline	Participants
Induction to the College & facilities	Academic Director & Director of Administration & Finance	Beginning of each semester Once a semester	All staff
Lecturer Induction Training Programme	Academic Director	Beginning of each semester	First time lecturers
Research Skills Development Workshops (Annex J)	Research Centre	During each semester 8 weeks duration (3 hours per week = 24 hours total)	Compulsory for non-PhD faculty Elective for PhD faculty
Peer Assessment/Class Observations* (Annex H)	Academic Director & Programme Coordinator	During each semester Once a semester Twice a semester	All faculty First time lecturers
Certification of Instructor Programme	ACTA SA	During each semester Ongoing	All faculty
Staff Development Exchange Programmes & Erasmus Mobilities	Academic Director & Mobility Office	During each semester	All faculty
Performance Appraisal	Academic Director & Director of Administration & Finance	End of each semester Once a semester	All staff

* Development feedback from these sources will be communicated to individuals in one-to-one meetings. The Academic Director will consider the most appropriate members of staff to manage these feedback sessions.

Recommendation:

12. Develop clear job specifications for each level, to facilitate more obvious paths to promotion

Our response (actions taken):

Following the recommendations of the EEC, the college has developed clear specifications for each level in line with promotional paths. The Academic Committee overseas all promotion applications submitted. This is included in the revised Academic Staff Handbook. See Annex I Job Specifications.

Recommendation:

13. Provide guidance to current staff on improving their academic orientation, including updating themselves on recent literature to bring to their teaching

Our response (actions taken):

Following the recommendation of the EEC, the Head of Research has created Research Skills Development Workshops for the faculty. Please see Annex J. Also please refer to our previous response for recommendation 11 given earlier in this document.

Recommendation:

14. That the lead for the research centre is given opportunities to liaise with industry and other established research institutions.

Our response (actions taken):

The lead for the Research Centre will have the opportunities to liaise and engage with the industry and other established research institutions as follows:

Professional Contacts & Access to Hotels for Gathering Data

Akademia College has numerous professional contacts with hotels in Cyprus through the HRDA approved training courses that has been ongoing for the last 20 years in the hotel sector and are targeting: directors, general managers, human resource managers and managers from different departments. This is a great opportunity for the Research Centre to develop its activities in terms of conducting applied research and gathering a variety of data within the hotel working environment.

MoU with European, International Research Centres & relevant Organisations

Akademia College provides incentives for the lead of the Research Centre for academic collaborations in research with European and International Research Centres. This is clearly stated in the Centre's objectives 'Promote international cooperation in teaching, research and other fields of mutual interest with European and international academic institutions, international organizations and non-profit organisations'.

For instance, the college has signed an MoU with the Mediterranean Agronomic Institute of Chania, CIHEAM-MAICh for collaborative research and guest lecturing and an MoU with AZM University, in the same areas. You can visit our website for further information: https://www.akc.ac.cy/about-us/information/collaborations.

Considering that the Research Centre is in its infancy (established in September 2019), there are great prospects for further collaboration in the near future with more academic establishments that share our interests and mission.

Recommendation:

15. To revisit scope of research centre.

Our response (actions taken):

Considering the recommendation of the EEC, the scope of the newly established Research Centre (objectives, activities research areas) has been revised to represent and reflect the needs of the College, faculty, students and to be in line with its mission. Considering that the size of the College is small, the focus will be given in conducting applied and interdisciplinary research in the tourism and hospitality sector in Cyprus and organising tailored academic and research workshops for the faculty and its students on a yearly basis. Collaborative research with other research centres across Europe and internationally will also be encouraged until more PhD faculty is recruited.

Academic and Research Workshops for Faculty and Students

In addition, following previous recommendation of the EEC, the Centre has designed to run two programmes in the form of workshops for the further development of academic and research skills of students and faculty. In particular, the programme which has been designed for the students is titled 'Academic and Research Skills Development Workshops' which is compulsory and the programme which has been designed for the faculty is titled 'Research Skills Development Workshops' which is compulsory for non-PhD holders and optional for PhD qualified staff. Please see Annexes G & J.

The academic and research objectives of the Centre have been minimised from fifteen to nine and the research areas as well. Please see Annex K for the revised objectives of the Research Centre. The Research Centre webpage is: https://www.akc.ac.cy/about-us/information/research-centre.

Academic Collaborations

Academic collaborations in research and guest lectures have been initiated as part of academic partnerships. For instance, the college has signed an MoU with the Mediterranean Agronomic Institute of Chania, CIHEAM-MAICh for collaborative research and guest lecturing and an MoU with AZM University. You can visit our website for further information https://www.akc.ac.cy/about-us/information/collaborations.

Recommendation:

16. Create a separate budget for improvement/development of resources, and to develop the research centre.

Our response (actions taken):

The college has created a two-year development budget for the below projects:

1. Additional improvement of resources – due to the college relocation and expansion new audio/ visual equipment and online learning resources (LMS) will be purchased. In addition, the college plans to increase its collection of library books, journals and electronic database subscriptions.
2. Research Centre - The college has plans to develop a Research Centre in the next 3-5 years. For the first two years the college will invest in research related activities.

Note: The two-year developmental budget will focus on the expenses side of the above activities because for this period the college will mainly invest for their development.

Please see Annex L Two-Year Development Budget

BUILDING FACILITIES

EEC NOTES AND REMARKS

All required Certificates and Licences are duly submitted and filled out in a well-organized manner. Given the fact that the building permit was issued on 18/07/2019, it makes sense that the school is allowed for some time to complete the following works in order to apply for a Final Approval of Works Certificate:

a) Construct 4 parking spaces in plot 132 Sheet/Plan 2-288-380. It is noted that the plot is already in use as a parking by the College, but according to the Building Permit issued, the following configuration should be made according to the relevant drawing which is part of the permits:

- Plant trees at the plot perimeter
- Demarcate parking spaces
- Lay suitable paving material within the plot

b) Construct minor external works at the perimeter of the College such as boundary wall and/or fencing.

Our response (actions taken):

The college will follow the instruction of works according to the building permit.

EEC CONCLUSIONS

The results of the Building Facilities Review are considered satisfactory / sufficient for the institution to function properly and to achieve its objectives.

Akademia College

Response to Cyprus Agency of Quality Assurance and Accreditation

in Higher Education

Institutional Evaluation – Quality Standards & Indicators

Please find below our response following the EEC comments for each quality standard and indicators. We continue in order of the comments made.

EEC Comment:

1.1.1 This will be made available once accreditation is achieved.

Our response (actions taken):

The vision and mission of the college is currently shown on our website.
https://www.akc.ac.cy/about-us/information/vision-and-mission

EEC Comment:

1.1.2 The strategy is appropriate and achievable, but a clear plan is required for the operationalisation of the strategy.

Our response (actions taken):

Done. Please see the college response to the Condition given by the ECC and answered earlier in this document.

EEC Comment:

1.1.7 KPIs need to be quantified.

Our response (actions taken):

Done. Please see the college response to the Condition given by the ECC and answered earlier in this document.

EEC Comment:

1.2.2 This will be actioned once the programme is accredited.

Our response (actions taken):

The college website currently provides the latest information regarding the programmes of study and activities. Once the accreditation process is complete, information will be updated to reflect the new changes.

https://www.akc.ac.cy/study-us/undergraduate-studies/programmes-of-study

EEC Comment:

1.2.3 Although discussions suggested positive impact, this needs to be more clearly evidenced.

Our response (actions taken):

The college has recently moved to the area and therefore any positive impact on society will be evidenced in the future. The feedback that will be gained by the Graduate

Satisfaction Surveys and the Employer Satisfaction Surveys (first results in 2022) will provide the relative information.

The provision of education and training opportunities by the college for those working in the hotel industry to update their knowledge and skills in best practices, and providing knowledge and skills to new high school graduates seeking a career in the hotel industry, will improve the local tourism industry, in turn producing a positive impact to society.

EEC Comment:
1.2.4 It is encouraging that the institution has recognised the need to communicate with graduates and plans to do so.

Our response (actions taken):

The college will create a platform for alumni communications, networking opportunities and will be kept updated with the latest college news and activities.
As the first graduates will be in January 2022, they will be required to complete the Graduate Satisfaction Survey.

EEC Comment:

1.3.4 The students targeted are appropriately qualified for the level of study. Recent relocation means that the college is located close to its target market.

EEC Comment:
1.3.5 Current plans do not include overseas students.

EEC Comment:

2.1.2: The engagement of interested parties needs to be more evident.
In most cases above, systems have the potential to promote a culture of quality, but have yet to be implemented.

Our response (actions taken):

All quality assurance procedures will be implemented from February 2020 which is the first student intake of the Hotel Administration 2 Years Diploma. Through the monitoring of the KPI benchmarks (see response to the EEC Condition) and execution of the action plan (see response to Recommendation 5) this will measure the effectiveness of all QA procedures.

EEC Comment:

2.2.2 System is under development, and it appears this will be appropriate. It has yet to be implemented.

Our response (actions taken):

Further to our response for recommendation 9, the college has revised the assessment in line with EEC suggestions, which will be implemented from February 2020 and all information will be accessed through Moodle LMS by students and faculty.

EEC Comment:

2.2.3 KPIs need to be qualified

Our response (actions taken):

Please see the college response to the EEC Condition given earlier in this document.

EEC Comment:

2.2.5 Little evidence that students have a full understanding of plagiarism, and attendance of seminars on this is cited as recommended. As indicated elsewhere, this should be strengthened and seminars made compulsory.

Our response (actions taken):

Please see our response to recommendation 10 given earlier in this document.

EEC Comment:

2.2.6 More detail of the processes involved are needed.

Our response (actions taken):

As stated in the college Internal Regulations (section entitled Recording Grades and their approval by the Academic Committee) after the Academic Committee has approved and announced all semester results and grades, the students have a period of seven days to submit their objection in writing to the Academic Committee. The Academic Committee will decide on the objection and record its decision in the relevant minutes. The new list of grades will be recorded in the General Results Book as a separate recording. The final grades which will be ratified/approved by the Academic Committee will be transferred to the transcript of academic record.

Also see our response to recommendation 2 given earlier in this document.

EEC Comment:

2.2.7: Materials are ready for publication after accreditation is given.

Our response (actions taken):

The college website currently provides the latest information regarding the programmes of study. Once the accreditation process is complete, information will be updated to reflect the new programme changes and the prospectus to be published.

https://www.akc.ac.cy/study-us/undergraduate-studies/programmes-of-study

EEC Comment:

2.2.10: More evidence of this is required.

Information relating to students taking exams, success rates, etc. is provided in the report from the college.

Our response (actions taken):

The college's Internal Regulations include the procedures of collecting and evaluating student assessment data.

With the use of Moodle in February 2020, the collection, monitoring and evaluation of student academic performance will be more transparent for all stakeholders.

EEC Comment:

3.1.3: Although a council was in evidence in organisational structures, there was some uncertainty over its purpose, which therefore needs to be clarified.

Our response (actions taken):

The College Council's purpose is to:

- Appoint a subcommittee for developing the College's strategic plan
- Approve the college's the strategic plan
- Approve of Academic staff recruitment
- Approve of a new programme of study
- Authorise to proceed with projects included in the strategic plan
- Approve the college's budget
- Approve new policies or amendments to existing ones
- Approve new regulations or amendments to existing ones
- Appoint external auditors
- Approve the college's audited financial statement
- Decide how the College operates, including the appointment of Committees

The above is provided in the Quality Manual (section 1.0) submitted with the Institutional Accreditation Application (Form 200.2). The College Council is the supreme body and affirms that decisions made are always based on academic freedom, students' freedom of thought, the maintenance of high quality services and the well-intentioned interest of students. It also affirms that the Council's decisions do not contradict the Higher Education Law 67 (I) 1996 to 2013 and the approval of the Institution by the Ministry of Education & Culture and the directives and regulations of the European Union.

EEC Comment:

3.1.8: See 2.2.5 above

In many cases procedures are yet to implemented, thus it is difficult to comment on effectiveness.

Our response (actions taken):

Please see our response to recommendations 2 and 10 given earlier in this document.

EEC Comment:

4.1.1 and 4.1.2: As systems are yet to be implemented, it is not possible to comment on effectiveness.

Our response (actions taken):

The systems and processes in place for introducing, approving, monitoring and revising programmes of study are outlined in Section H. Learning and Teaching of the Institutional Accreditation Application (form 200.2) and will be implemented from February 2020.

EEC Comment:

4.1.4: This is a clear focus for the college and plans should facilitate this integration, but again it will take time for this to become apparent.

Our response (actions taken):

The college is committed to integrate effective theory and practice and has made investment in resources to accomplish this.

The college has already acquired Oracle Hospitality Suite 8 software which was demonstrated to the EEC. All Hotel Administration students will use this software as part of their studies to gain practical skills in the latest property management systems ranging from reservations to housekeeping, from restaurant to sales & marketing and accounting. There will also be field trips during the semester and the compulsory summer internship after the first year of studies.

EEC Comment:

4.2.5: New procedures for formalised feedback were articulated in discussion, and should, in the future lead to more effective feedback to students.

Our response (actions taken):

Please see our response to recommendation 7 given earlier in this document.

EEC Comment:

5.1.1: Since the completion of the initial documentation, the college has appointed more ft and PhD qualified staff.

Details of staffing are to be found in the institution's submission.

EEC Comment:

6.1.1: The college does have a research policy, however this too ambitious and not in-line with its mission. As indicated earlier, this should be reviewed.

Where NA is indicated above, this reflects the infancy of the centre and what could be expected at this point.

Our response (actions taken):

The college has revised the scope of the Research Centre. Please see our response to recommendation 15 given earlier in this document.

EEC Comment:

7. Resources It is clear that there has been significant investment in the college to improve facilities, staffing and resources.

Our response (actions taken):

The college is in continuous improvement with its facilities, staffing and resources.

Names and Signatures of Akademia College:

Name:	Signature:
Costas Charalambous	
Dr. Eirini Daskalaki	
Eleftherios Charalambous	
Susan Taylor	

Date: …………………………….