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Date: 20 December 2022

# External Evaluation Report (Conventional-face-to-face programme of study)

- **Higher Education Institution:**  
Atlantis College
- **Town:** Ammochostos Liopetri
- **School/Faculty (if applicable):** n/a
- **Department/ Sector:** n/a
- **Programme of study- Name (Duration, ECTS, Cycle)**

#### **In Greek:**

Διεύθυνση Επιχειρήσεων Φιλοξενίας και Τουρισμού (4 έτη, συν ένα προαιρετικό προπαρασκευαστικό έτος, Πτυχίο, 240 ECTS)

#### **In English:**

Hospitality and Tourism Management (4 years, plus an optional foundation year, Bachelor of Arts Degree, 240 ECTS)

- **Language(s) of instruction:** English
- **Programme's status:** New



- **Concentrations (if any):**

**In Greek:** n/a

**In English:** n/a

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 2021 [L.136(I)/2015 – L.132(I)/2021].

## A. Introduction

### Agenda

The site visit took place on Monday the 19<sup>th</sup> of December 2022 according to the following schedule of meetings:

- A brief introduction of the members of the External Evaluation Committee (EEC)
- A meeting with the Head of the Institution and members of the Internal Evaluation Committee that included a short presentation and subsequent discussion about the College, its mission, structure, and development planning; its quality assurance processes and strategy; and its relations with the society, the industry, and other external stakeholders
- A meeting with the coordinators of the BA Programme in Hospitality and Tourism Management that included a short presentation and subsequent discussion on the feasibility of the programme and its curriculum (i.e. philosophy, the programme's standards, allocation of courses per semester, weekly content of each course, the learning outcomes and ECTS, teaching methodologies, admission criteria for prospective students, student assessment, final exams, the people involved in the programme's design and development) and the methodology and equipment used in teaching and learning (i.e. software, hardware, materials, online platforms, teaching material, evaluation methods, projects, samples of written examinations / thesis).
- A meeting only with members of the teaching staff on each course of the programme for all the years of study (QA session) discussing their CVs (i.e. academic qualifications, publications, research interests, research activity, continuous professional development, compliance with Staff ESG), on any other duties in the College and teaching obligations in other programmes, the content of each course and its implementation (i.e., methodologies, selected bibliography, students' workload, compliance with Teaching ESG), the learning outcomes, the content and the assessment of each course and their compliance with the level of the programme according to the EQF and the assessment criteria, samples of final exams or other teaching material and resources.
- A meeting with two members of the administrative staff regarding the administrative policies of the College with emphasis on issues related to international students as well as students facing learning, financial or other difficulties.
- A meeting with three local graduates of the College – two of them in areas related to the Programme under evaluation – regarding their impressions of the College, the staff - student relations, the quality of the studies, the employability prospects, Erasmus mobility issues and the overall support provided by the College to its students and graduates
- An exit discussion with the senior management team where members of the EEC had the opportunity to ask further questions and clarify any pending issues.

During the site visit, the EEC visited the library, teaching rooms, the amphitheatre, various practical laboratories (related to other programmes on offer such as aesthetics and hairdressing) and the

computer laboratories of the programme under evaluation. The EEC did not have the opportunity to attend a live lecture at the College, as the evaluation took place during the Christmas break.

The EEC confirms staff were available during the whole day of the site visit for queries and the College provided short presentations in the sessions needed, so that adequate time remained for questions by the EEC members and productive discussion.

### General remarks

The EEC made it clear from the start of the visit that the purpose was not only confirmation of compliance with the required standards, but also to help the College further improve the proposed programme content and delivery. The discussions that took place were hence in line with a “peer review”, i.e., very open, future-focused and in a broader context than just the standards. The context the EEC deemed relevant for this evaluation was characterized by the (general) challenges of introducing a BA programme in a college that had so far focused almost exclusively on the delivery of Diploma and Higher Diploma programmes. Some trends and evolutions in the world of higher education have been accelerated by the COVID-19 pandemic (e.g., online delivery, hybrid learning) and issues regarding globalization and internationalization, knowledge transfer and knowledge creation, impact of education and research and employability were equally discussed to better frame the importance of the standards and of continuous improvement.

In general, the EEC found clear evidence of standard compliance of the programme under evaluation although there is room for improvement as discussed later in the various sections of this report. The EEC was also satisfied by the close relationships (personal touch and individual attention) between staff and students at Atlantis College. This is, of course, due to the small number of students in the College, but it is also well “embedded” in the institution’s approach to higher education, thereby establishing a competitive advantage and distinctive mission and vision.

The EEC commends Atlantis College for having a direct impact on the local economy of Ammochostos Liopetri and the support the College offers to business development by providing well-trained students in high demand on the market. The College has developing connections to the business world and to higher education partners in Europe through the Erasmus programme and effectively supports its students throughout the whole learning experience (work-study support). The EEC was also satisfied by the enthusiasm and the engagement of academic faculty and administrative staff.

Points of discussion and areas for further improvement:

1. Atlantis College's strategic decision to introduce its first BA Programme in Hospitality and Tourism Management calls for a serious and not to be underestimated strategic planning, execution, and

change management endeavour from an academic perspective. The EEC suggests that the College should develop a roadmap to ensure that its operations and academic credibility will not suffer from the strain on time, human, financial and infrastructure resources that such a new programme will undoubtedly entail.

2. The role of (active, practice-focused) research activities and experiential (practical) learning in the context of “blended” learning pedagogies: the College is recommended to further extend and continue to integrate the kind of research activities aligned with its mission and vision and to ensure faculty and staff have the necessary time and financial resources to successfully do so. Leveraging the academic calibre and business networks is a sensible strategy for the College to follow, certainly when the College is set to scale-up its operations; research time and academic publications in reputable journals (at least Scopus-indexed) will become more crucial to achieve success.

3. The development of a clear strategy for (young) faculty to obtain a PhD is recommended. The recruitment of PhD holding, and research active faculty will become necessary for the College to improve its academic credibility ahead of the introduction of the new BA Programme in Hospitality and Tourism Management. Being able to attract and compensate (international) faculty (competitive, cost-of-living adjusted wages) with the necessary qualifications for high quality delivery of such programmes and research (in terms of both time and output) will be key to success (reputation and attractiveness) in the College's future.

## B. External Evaluation Committee (EEC)

<i>Name</i>	<i>Position</i>	<i>University</i>
Andreas Papatheodorou	Professor, EEC Chairperson	University of the Aegean, Greece
Alexander Josiassen	Professor, EEC Member	Copenhagen Business School, Denmark
Anita Eves	Professor, EEC Member	University of Surrey, UK
Maria Christoforou	Student, EEC Member	University of Cyprus, Cyprus

## 1. Study programme and study programme's design and development (ESG 1.1, 1.2, 1.7, 1.8, 1.9)

### Sub-areas

- 1.1 Policy for quality assurance
- 1.2 Design, approval, on-going monitoring and review
- 1.3 Public information
- 1.4 Information management

### 1.1 Policy for quality assurance

#### Standards

- *Policy for quality assurance of the programme of study:*
  - *has a formal status and is publicly available*
  - *supports the organisation of the quality assurance system through appropriate structures, regulations and processes*
  - *supports teaching, administrative staff and students to take on their responsibilities in quality assurance*
  - *ensures academic integrity and freedom and is vigilant against academic fraud*
  - *guards against intolerance of any kind or discrimination against the students or staff*
  - *supports the involvement of external stakeholders*

### 1.2 Design, approval, on-going monitoring and review

#### Standards

- *The programme of study:*
  - *is designed with overall programme objectives that are in line with the institutional strategy and have explicit intended learning outcomes*
  - *is designed by involving students and other stakeholders*
  - *benefits from external expertise*
  - *reflects the four purposes of higher education of the Council of Europe (preparation for sustainable employment, personal development, preparation for life as active citizens in democratic societies, the development and maintenance, through teaching, learning and research, of a broad, advanced knowledge base)*

- *is designed so that it enables smooth student progression*
- *is designed so that the exams' and assignments' content corresponds to the level of the programme and the number of ECTS*
- *defines the expected student workload in ECTS*
- *includes well-structured placement opportunities where appropriate*
- *is subject to a formal institutional approval process*
- *results in a qualification that is clearly specified and communicated, and refers to the correct level of the National Qualifications Framework for Higher Education and, consequently, to the Framework for Qualifications of the European Higher Education Area*
- *is regularly monitored in the light of the latest research in the given discipline, thus ensuring that the programme is up-to-date*
- *is periodically reviewed so that it takes into account the changing needs of society, the students' workload, progression and completion, the effectiveness of procedures for assessment of students, student expectations, needs and satisfaction in relation to the programme*
- *is reviewed and revised regularly involving students and other stakeholders*

### 1.3 Public information

#### Standards

- *Regarding the programme of study, clear, accurate, up-to date and readily accessible information is published about:*
  - *selection criteria*
  - *intended learning outcomes*
  - *qualification awarded*
  - *teaching, learning and assessment procedures*
  - *pass rates*
  - *learning opportunities available to the students*
  - *graduate employment information*

### 1.4 Information management

#### Standards

- *Information for the effective management of the programme of study is collected, monitored and analysed:*
  - *key performance indicators*
  - *profile of the student population*
  - *student progression, success and drop-out rates*



- *students' satisfaction with their programmes*
  - *learning resources and student support available*
  - *career paths of graduates*
- 
- *Students and staff are involved in providing and analysing information and planning follow-up activities.*

### Findings

Atlantis College has well laid-out policies to ensure quality assurance (QA). These are publicly available on the College website. There is a clear Committee structure supporting QA and students are involved in these where appropriate. Staff were clear on their responsibilities in these processes in terms of module design, modification, and moderation of assessments. There is a clear statement of student responsibilities and their rights, e.g., to appeal marks. There is also a clear disciplinary policy, including possible penalties. The small size of the college makes it relatively easy to keep control of processes.

There is a plagiarism policy, and the College uses an on-line tool to check for plagiarism. Students are informed about plagiarism, what it means and how to avoid it. The report refers to use of footnotes and quotations to ensure work is correctly attributed and discussion confirmed that there is also a reference list. Currently, a sample of work is checked for plagiarism. It is recommended that all work is checked. Students confirmed that plagiarism is taken very seriously.

The College has clear statements of non-discrimination, including on admission.

The programme of study comprises the existing Diploma programme, albeit with some modifications to ensure a coherent programme, and additional modules to make up the 4-year degree programme. It has learning objectives in-line with the College objectives. It does have explicit learning outcomes; however, these are often written at too low a level for a degree programme and do not reflect contemporary issues in the sector (although there are courses covering these, notably sustainability and digital). It was also recommended that resilience and crisis management are incorporated, considering recent experiences through the pandemic.

The programme team had designed the programme based on similar degrees offered elsewhere in Cyprus and their own knowledge of the industry (some staff have industry backgrounds). Students and other industry contacts were not used in the design process, albeit the need for the programme had, in part, been established through student requests for a higher level of learning. The faculty were involved in the development of the individual courses making up the programme. The programme does reflect the four purposes of higher education of the Council of Europe and is explicitly designed to provide a wide range of knowledge and skills needed in the hospitality and tourism sector and thus to support student employment on graduation. The programme also covers the four pillars of a management programme: operations, marketing, finance/accounting and



organisational management/human resource management. The inclusion of languages is useful for students moving into positions in the local tourism industry.

Arrangements for student progression are clear and give students ample opportunities to retrieve less good performance. The courses state the ECTS each course comprises and are designed to reflect the relevant ECTS. Student workload is monitored through regular student reports on the level of work required in a course. Work submitted in individual courses is assessed by the course leader and is internally moderated. There is a table indicating how marks link to evaluations (e.g., 67 - 79 equates to 'good') and individual courses do use marking criteria. There are no generic grade descriptors to indicate what, e.g., good, looks like at each level of study and it is recommended that these are developed to ensure consistency in marking levels between staff and to help students understand the expectations at each level.

The programme includes two compulsory internships, both of which carry credits and are assessed through both employer assessment and student assignments. Internships are facilitated by the College in local businesses.

There is a formal approval process for both new programmes and modifications to existing programmes or courses. Minor changes, e.g., a change of textbook, do not need to go through the entire formal approval, but are reviewed. Programmes are regularly monitored based on student feedback, staff feedback and developments in the field. In addition, major revisions may be made at the 5-year re-accreditation.

Publicly available information is readily found on the College website covering regulations, programmes and their learning outcomes, assessment, student rights and also expectations of students, learning resources and support services available to students.

Key Performance Indicators (KPIs) were not seen; however, the College is small, and these could be misleading. Going forward, these should be developed (e.g., target progression rates) and monitored, especially as student numbers increase. The profile of the student population comprises largely students from the local region, with some from more distant areas of Cyprus and some from overseas. Overseas numbers had reduced, particularly because of the pandemic, but it is hoped they will grow again. The new programme would likely have the same cohort composition. Progression and success data for the programme were not available as this is a new programme. Satisfaction is assessed for each course, but not at programme level. Students confirmed that the College took their feedback seriously and actioned it as appropriate. There is an overall satisfaction questionnaire relating to non-academic elements of the student experience, and it is recommended that an academic programme-level assessment of satisfaction is included in this. Learning resources are monitored for adequacy and considering changing student behaviours or advances in technology. Support services are currently adequate, but if student numbers increase may need to be reviewed. There is an Alumni Association and the College actively contacts graduated students to establish their employment status.

### Strengths

- Clear and publicly available policies covering quality assurance, student rights, expectations of students, etc.
- Involvement of students in appropriate Committees.
- Assessment of student satisfaction with courses and actioning student feedback.
- Inclusion of an assessed internship in the degree programme.

### Areas of improvement and recommendations

The EEC recommends that the College should:

- submit all work (not exams) for a plagiarism check.
- revise programme learning outcomes to reflect degree level outcomes and also contemporary topics.
- devise generic grade descriptors for each level of study to improve marking consistency and guide students in expectations.
- include a programme-level measure of student satisfaction.
- devise appropriate KPIs for the programme.
- involve local industry contacts in further revisions to the programme to ensure it is fit for purpose.

**Please select what is appropriate for each of the following sub-areas:**

Sub-area		<i>Non-compliant/ Partially Compliant/Compliant</i>
1.1	Policy for quality assurance	Partially compliant
1.2	Design, approval, on-going monitoring and review	Compliant
1.3	Public information	Compliant
1.4	Information management	Compliant

## 2. Student – centred learning, teaching and assessment (ESG 1.3)

### Sub-areas

- 2.2 Process of teaching and learning and student-centred teaching methodology**
- 2.3 Practical training**
- 2.4 Student assessment**

### **2.1 Process of teaching and learning and student-centred teaching methodology**

#### Standards

- *The process of teaching and learning supports students' individual and social development.*
- *The process of teaching and learning is flexible, considers different modes of delivery, where appropriate, uses a variety of pedagogical methods and facilitates the achievement of planned learning outcomes.*
- *Students are encouraged to take an active role in creating the learning process.*
- *The implementation of student-centered learning and teaching encourages a sense of autonomy in the learner, while ensuring adequate guidance and support from the teacher.*
- *Teaching methods, tools and material used in teaching are modern, effective, support the use of modern educational technologies and are regularly updated.*
- *Mutual respect within the learner-teacher relationship is promoted.*
- *The implementation of student-centred learning and teaching respects and attends to the diversity of students and their needs, enabling flexible learning paths.*
- *Appropriate procedures for dealing with students' complaints regarding the process of teaching and learning are set.*

### **2.2 Practical training**

#### Standards

- *Practical and theoretical studies are interconnected.*
- *The organisation and the content of practical training, if applicable, support achievement of planned learning outcomes and meet the needs of the stakeholders.*

## 2.3 Student assessment

### Standards

- *Assessment is consistent, fairly applied to all students and carried out in accordance with the stated procedures.*
- *Assessment is appropriate, transparent, objective and supports the development of the learner.*
- *The criteria for the method of assessment, as well as criteria for marking, are published in advance.*
- *Assessment allows students to demonstrate the extent to which the intended learning outcomes have been achieved. Students are given feedback, which, if necessary, is linked to advice on the learning process.*
- *Assessment, where possible, is carried out by more than one examiner.*
- *A formal procedure for student appeals is in place.*
- *Assessors are familiar with existing testing and examination methods and receive support in developing their own skills in this field.*
- *The regulations for assessment take into account mitigating circumstances.*

### Findings

The programme consists of a wide range of relevant modules. It includes the expected pillars of a management degree (marketing, operations, finance/accounting and organisational behaviour/human resources management). It also includes a range of industry-specific topics. The inclusion of a single, specific Events module (MICE) was discussed, and a recommendation was made to include an introductory Events module to cover a wider range of event types. It was also noted that the only electives were languages in the first year. It was recommended that some electives were included in the final year (and possibly year 3) to allow students to specialise in particular areas. The MICE module could become an elective for those interested in pursuing a career in the events function of hospitality businesses. A general concern is the writing of learning outcomes in course outlines. These are often not at the appropriate level and at times read as a list of course content that will be covered. These should be reviewed. In addition, the recommended textbooks could be updated, and a list of recommended journals added.

Staff and students confirm that a wide range of approaches is used in the classroom, including didactic teaching, case studies, discussions, activities, and student presentations. A class is of 3-hours duration and would include a range of these activities, thus ensuring students from a range of learning styles can benefit. This was maintained during on-line provision arising from the pandemic. Group work is also included in activities, which is an important management skill. Similarly, in-class activities can include presentations, another valued soft skill. Currently, the staff can easily judge the engagement of students owing to small numbers and will adapt delivery accordingly. Activities enable students to actively participate in developing their knowledge and skills in a supportive environment. The final project organisation was discussed, and this may be either through student

selection of topic (guided by staff) and/or staff putting forward topic ideas. Both approaches are used elsewhere. Invited speakers are regularly invited to deliver classes and field trips organised to enrich the student experience.

The EEC was concerned about staff's ability to teach at degree level given their experience (within the College) of teaching at a lower level. Staff stated that they were more experienced at teaching at degree level and had had some difficulties adjusting to the requirements of the Diploma.

The College does subscribe to recent teaching technologies, including bibliographic search engines (EBSCO and Emerald) and, currently, an airline booking system (SABRE). Students also have access to the University of Cyprus Library. Staff confirmed that new software relating specifically to systems used in the hospitality sector will be introduced if the programme is accredited, noting training software from providers. General classrooms were equipped with computers and projectors and sockets were available for student laptops. A new amphitheatre is in the process of construction and will include power supplies for students to use their laptops. Digital skills are developed using Microsoft Office applications, including use of WORD and EXCEL, and through the use of bibliographic search engines and (as appropriate) industry-specific software systems.

Speaking to staff and students suggested a very positive relationship, where students felt able to approach staff for help and advice. Where specific learning needs were identified, these were addressed through changes in exam arrangements. Rooms were also accessible to students with physical disabilities.

A student complaint procedure was in place linked to module delivery and assessment appeals.

Practical training is included by virtue of the two compulsory internships. The possibility of using the College cafeteria (also open to the public) as a practical training space was discussed in relation to Operations modules. The industry background of some staff allowed them to contextualise theoretical material for students and to demonstrate application of such theory to practice. This is also an aim of the internship. The employer report, and often personal contacts with employers, will evaluate the knowledge and skills of students in relation to industry needs and help guide potential course modifications. The College has many contacts with employers in the area and will facilitate the internship.

In addition, the College has the Erasmus+ Charter allowing both staff and student mobility. This has been taken up by both staff and students and improved the student experience and offered valuable new skills.

Assessment is clearly laid out and largely follows a 20% attendance/participation; 20% coursework; 60% exam format. The EEC understands that the minimum proportion that an exam can constitute is 40% and it would recommend a move to this. This would allow students with different assessment preferences to have opportunities to perform well and support the development of all learners. The coursework element could be designed to develop the soft skills that industry values, for instance the ability to do a presentation or to solve a problem. It was reported that exams went beyond the need to relate knowledge, also requiring evidence of understanding and application.

Assessment criteria are released in advance and marked coursework includes good feedback, notably on how to improve. Marked exams can be seen by students but are retained by the College. As indicated previously, generic grade descriptors would help students understand what is required at each mark band and each level, as well as ensure marking consistency. Work is marked by the course leader, but a sample of work is moderated to ensure consistency and fairness. There is a clear process to resolve differences in opinion over mark levels. There is a process allowing students to defer exams/assessments where there is a verifiable issue preventing the student completing at the normal time.

Students have opportunities to become engaged in research and staff are incentivised to conduct research through reduced teaching hours. They are also able to keep abreast of developments in their fields through subsidised conference attendance and use of the bibliographic search engines and access to the University of Cyprus Library.

### Strengths

- Industry background of some staff allowing them to link theory and (the realities of) practice.
- Wide range of classroom activities to ensure engagement and to cater for a range of learning styles.
- Use of industry contacts to provide guest lectures or fieldtrips, enriching the student experience.
- Student access to Erasmus+ mobility opportunities
- Feedback on work pointing to areas for improvement

### Areas of improvement and recommendations

The EEC recommends that Atlantis College should:

- move to a 40% exam component allowing a wider range of other assessment methods to be used, thus meeting the needs of more students.
- use the cafeteria as a practical learning opportunity in operations modules.
- introduce an introductory module on events management.
- offer electives to students in final (and possibly 3rd) year to allow them to specialise in areas of interest.
- review all learning outcomes to ensure they are at the appropriate level and are written appropriately.
- review set texts for currency and add lists of recommended journals to course reading lists.
- consider adding consumer behaviour as either a separate course or part of a marketing module

**Please select what is appropriate for each of the following sub-areas:**

Sub-area		<i>Non-compliant/ Partially Compliant/Compliant</i>
2.1	Process of teaching and learning and student-centred teaching methodology	Compliant

2.2	Practical training	Compliant
2.3	Student assessment	Compliant

### 3. Teaching staff (ESG 1.5)

#### Sub-areas

- 3.1 Teaching staff recruitment and development
- 3.2 Teaching staff number and status
- 3.3 Synergies of teaching and research

#### 3.1 Teaching staff recruitment and development

##### Standards

- *Institutions ensure the competence of their teaching staff.*
- *Fair, transparent and clear processes for the recruitment and development of the teaching staff are set up.*
- *Teaching staff qualifications are adequate to achieve the objectives and planned learning outcomes of the study programme, and to ensure quality and sustainability of the teaching and learning.*
- *The teaching staff is regularly engaged in professional and teaching-skills training and development.*
- *Promotion of the teaching staff takes into account the quality of their teaching, their research activity, the development of their teaching skills and their mobility.*
- *Innovation in teaching methods and the use of new technologies is encouraged.*
- *Conditions of employment that recognise the importance of teaching are followed.*
- *Recognised visiting teaching staff participates in teaching the study programme.*

#### 3.2 Teaching staff number and status

##### Standards

- *The number of the teaching staff is adequate to support the programme of study.*
- *The teaching staff status (rank, full/part time) is appropriate to offer a quality programme of study.*



- *Visiting staff number does not exceed the number of the permanent staff.*

### 3.3 Synergies of teaching and research

#### Standards

- *The teaching staff collaborate in the fields of teaching and research within the HEI and with partners outside (practitioners in their fields, employers, and staff members at other HEIs in Cyprus or abroad).*
- *Scholarly activity to strengthen the link between education and research is encouraged.*
- *The teaching staff publications are within the discipline.*
- *Teaching staff studies and publications are closely related to the programme's courses.*
- *The allocation of teaching hours compared to the time for research activity is appropriate.*

#### Findings

Atlantis College supports attendance of conferences, undertaking of research activities, membership of professional bodies and continuous professional development. From discussion with teaching staff, it has emerged that the College is supportive of those undertaking doctoral degrees and teaching and administrative tasks are usually planned around the PhD commitments. Based on the Appendix 1 of the main document (Feasibility Report – Management of Economic Resources), the College was expected to invest an amount of €20,000 in the academic year 2021-22 for research and training purposes of its teaching staff, which is expected to rise to an amount of €30,000 by the academic year 2024-25. The EEC would like to commend the College on these initiatives but would further advise it to support operational expenses (for data collection etc.) and travel expenses for fieldwork and dedicate a specific percentage of its academic revenues to be spent annually for staff development activities (for both academic and support staff) – providing monetary incentives to research active members of staff who produce publications of high academic calibre would also prove an important investment in the College's human resources.

Out of the seventeen (17) members of academic staff currently working in the College, nine (9) work as full-timers and eight (8) as part-timers. Moreover, five (5) members of staff are at the level of Assistant Professor and twelve (12) are at the level of Lecturer. The College has five (5) PhD holders; the remaining academics hold a Masters' degrees except for two academics who hold degrees of lower levels. For quality assurance purposes, academics that do not hold a Masters' degree should not be asked to teach in the BA Programme in Hospitality and Tourism Management. Very few people in the College have solid research aspirations in terms of publishing in highly ranked

refereed academic journals. The EEC strongly advises that the College should undertake every possible effort to help existing members of staff upgrade their educational level, particularly those who do not hold a doctorate to enrol into PhD programmes as well as to employ new academics who hold a doctoral degree. This is essential to increase the academic credibility of the College ahead of the introduction of the new programme of study.

When compared to other academic institutions delivering similar BA programmes, the research activity of the College needs improvement. There is a Research Development Committee in place, but it is the impression of this EEC that this Committee might not be too active or have a set of clearly defined Key Performance Indicators (KPIs) at this stage. The EEC would like to commend the College on participating in the Erasmus+ programme for staff mobility to improve the academic prospects of its staff. Its new agreement with a university in Armenia for collaboration on research activities and student and staff exchanges may also help in this direction. Creating a proper research culture in the College will prove essential to instigate similar spirits among recruited students in the new BA programme; when and where possible, members of academic staff should not only inform the curriculum based on their own research but actively encourage students to produce academic work of publishable standards (at least in the context of local conferences) out of their final semester Research Project.

### Strengths

The EEC commends Altantis College on encouraging and financially supporting its members of staff to attend conferences, undertake research activities, become members of professional bodies and engage in continuous professional development activities.

### Areas of improvement and recommendations

The EEC strongly advises the College:

- to undertake every possible effort to help existing members of staff to upgrade their educational level, including enrolling into PhD programmes as well as to employ new academics who hold a doctoral degree. In this context, the EEC would welcome an increased visibility of advertised positions in academic platforms such as the Trinet tourism and hospitality community <https://tim.hawaii.edu/about-values-vision-mission-accreditation/trinet/>, or internationally or academic job fora such as [www.jobs.ac.uk](http://www.jobs.ac.uk), [www.timeshighereducation.com](http://www.timeshighereducation.com), [www.akadeus.com](http://www.akadeus.com);
- to support and coordinate research activities based on solid KPIs and to encourage publication in peer-reviewed academic journals of high calibre (at least Scopus-indexed)



Please select what is appropriate for each of the following sub-areas:

Sub-area		<i>Non-compliant/ Partially Compliant/Compliant</i>
3.1	Teaching staff recruitment and development	Compliant
3.2	Teaching staff number and status	Compliant
3.3	Synergies of teaching and research	Partially Compliant

#### 4. Student admission, progression, recognition and certification (ESG 1.4)

##### Sub-areas

- 4.1 Student admission, processes and criteria
- 4.2 Student progression
- 4.3 Student recognition
- 4.4 Student certification

##### 4.1 Student admission, processes and criteria

###### Standards

- *Pre-defined and published regulations regarding student admission are in place.*
- *Access policies, admission processes and criteria are implemented consistently and in a transparent manner.*

##### 4.2 Student progression

###### Standards

- *Pre-defined and published regulations regarding student progression are in place.*
- *Processes and tools to collect, monitor and act on information on student progression, are in place.*

##### 4.3 Student recognition

###### Standards

- *Pre-defined and published regulations regarding student recognition are in place.*
- *Fair recognition of higher education qualifications, periods of study and prior learning, including the recognition of non-formal and informal learning, are essential components for ensuring the students' progress in their studies, while promoting mobility.*
- *Appropriate recognition procedures are in place that rely on:*
  - *institutional practice for recognition being in line with the principles of the Lisbon Recognition Convention*

- *cooperation with other institutions, quality assurance agencies and the national ENIC/NARIC centre with a view to ensuring coherent recognition across the country*

#### **4.4 Student certification**

##### Standards

- *Pre-defined and published regulations regarding student certification are in place.*
- *Students receive certification explaining the qualification gained, including achieved learning outcomes and the context, level, content and status of the studies that were pursued and successfully completed.*

##### Findings

Atlantis College does not discriminate based on race, religion, gender, disability, or national origin when admitting students. To be admitted to the College, applicants must have a secondary school diploma or equivalent qualifications. In addition, if the programme language is English, students must provide evidence of proficiency in English, such as a high score on the TOEFL or IELTS exams or a grade of "C" or higher in the GCE/IGCSE English Language exam. Students for whom English is their native language or who received their secondary education in a country where English is the native language are not required to provide proof of English proficiency. Students who do not meet the English language requirements will be required to take an English placement test before registration and may be required to take English language courses. They may also be directed to the Foundation programme offered by the College. Atlantis College allows students to start their studies in October, February, or June, with an intensive English program starting in June. Transfer credits from other accredited colleges and universities may be accepted, but students must complete a minimum of 60 ECTS for a diploma and 120 ECTS for a bachelor's degree. Students may transfer to Atlantis College from other tertiary education institutions in Cyprus or abroad before or during the first month of the programme. The transfer process involves submitting transcripts and other documents for evaluation by the Academic Committee, which will determine which credits will be transferred.

##### Strengths

- Non-discrimination policy: Atlantis College has a policy of non-discrimination in admitting students, which is a good practice that promotes diversity and inclusivity.
- English language requirements: The College has specific requirements for English proficiency for students whose program language is English, which ensures that students have the necessary language skills to succeed in their studies. The requirement for applicants to demonstrate proficiency in the English language may help to attract high-quality candidates who are fluent in English and able to communicate effectively in the language.

- Also, the College offers an English Language Placement Test for applicants who do not meet the required scores on standardized tests, allowing students who may not have strong English skills to improve and potentially be accepted.
- The College accepts a range of qualifications for regular admission, which allows students with different academic backgrounds to apply and potentially be accepted.
- The requirement for transfer students to be accepted before or during the first month of the course helps to ensure that the College can effectively plan for and accommodate the needs of transferring students.
- Transfer credits: Atlantis College allows students to transfer credits from other accredited colleges and universities, recognizing the knowledge and skills students have gained elsewhere.
- Former students found the application process straight-forward.
- Flexible start dates: The College allows students to start their studies in three different periods (October, February, and June) and offers an intensive English program in June, providing flexibility for students who may have different schedules or preferences.
- Transfer process: The transfer process at Atlantis College involves evaluating transcripts and other documents to determine which credits will be transferred, which in general is a fair and thorough approach to recognizing a student's prior learning. It further helps to maintain the quality and integrity of the academic programs offered.
- Teachers follow up if students are not coming to class. This is a strength of being a smaller college.
- Students are incentivized to participate in class as it is made part of the assessment in most courses.

### Areas of improvement and recommendations

- The process for evaluating transfer credit may be time-consuming and resource-intensive, requiring the college to review and evaluate many transferred courses.
- Difficulties in recruiting international students due to government policies and restrictions due to the COVID-19 pandemic.
- The process for evaluating transfer credit may be subjective and may vary based on individual cases and the documentation provided, which could lead to inconsistency in the admissions process and potentially result in some students being unfairly denied transfer credit.
- The requirement for transfer students to be accepted before or during the first month of the course may not be feasible for all students, particularly those who are transferring from institutions with different academic calendars.

To streamline the transfer credit evaluation process, the EEC recommends that the College should implement a more detailed process for reviewing transcripts and other documents. This could potentially save time and resources and ensure that transfer credits are accurately evaluated.

The College could consider offering additional support services for students who may struggle with the English language, such as language tutoring or language-specific study groups during the semester. This could help students who may not have strong English skills to succeed in their studies.

The EEC advises the College to implement a process to track progression rates of students in the new programme regularly, and to also make plans to increase or maintain progression levels, and to evaluate why targets were (not) met.

The EEC recommends adding to the College regulations clear indications of what can and cannot be put forward as extenuating circumstances, and the evidence required to support an application.

The EEC suggests that the College should consider centralizing the process for accepting extenuating circumstances to ensure consistency in approach.

Currently, up to five exams are chosen for moderation. Within regulations, the College should state more clearly the size and composition of the sample to be moderated – this will become more important as cohorts grow. For instance, 10 – 25% of all assessed work, depending on cohort size, with a minimum of 10 (for example) pieces of assessed work. The sample should include work from across grades awarded.

Within regulations, the College should clearly state the basis on which a grade petition can be made – e.g., bias, and the evidence that will be needed to support the petition.

Learning of soft skills is important to Atlantis College. The EEC recommends that the College should formalize how learning of soft skills is facilitated at the College and through the educational process.

Please select what is appropriate for each of the following sub-areas:

Sub-area		<i>Non-compliant/ Partially Compliant/Compliant</i>
4.1	Student admission, processes and criteria	Compliant
4.2	Student progression	Compliant
4.3	Student recognition	Compliant
4.4	Student certification	Compliant



## 5. Learning resources and student support (ESG 1.6)

### Sub-areas

- 5.1 Teaching and Learning resources
- 5.2 Physical resources
- 5.3 Human support resources
- 5.4 Student support

### 5.1 Teaching and Learning resources

#### Standards

- *Adequate and readily accessible teaching and learning resources (teaching and learning environments, materials, aids and equipment) are provided to students and support the achievement of objectives in the study programme.*
- *Adequacy of resources is ensured for changing circumstances (change in student numbers, etc.).*
- *All resources are fit for purpose.*
- *Student-centred learning and flexible modes of learning and teaching, are taken into account when allocating, planning and providing the learning resources.*

### 5.2 Physical resources

#### Standards

- *Physical resources, i.e. premises, libraries, study facilities, IT infrastructure, are adequate to support the study programme.*
- *Adequacy of resources is ensured for changing circumstances (change in student numbers, etc.).*
- *All resources are fit for purpose and students are informed about the services available to them.*

### 5.3 Human support resources

#### Standards

- *Human support resources, i.e. tutors/mentors, counsellors, other advisers, qualified administrative staff, are adequate to support the study programme.*
- *Adequacy of resources is ensured for changing circumstances (change in student numbers, etc.).*
- *All resources are fit for purpose and students are informed about the services available to them.*

## 5.4 Student support

### Standards

- *Student support is provided covering the needs of a diverse student population, such as mature, part-time, employed and international students and students with special needs.*
- *Students are informed about the services available to them.*
- *Student-centred learning and flexible modes of learning and teaching, are taken into account when allocating, planning and providing student support.*
- *Students' mobility within and across higher education systems is encouraged and supported.*

### Findings

Atlantis College provides a range of learning resources and student support services to its students. These include a library with various materials and online databases, Microsoft Teams, and SABRE platforms for virtual learning, tutoring services, a renovated auditorium, practical labs, make-up and hairdressing rooms, and administrative services such as Business and Administrative Services, Student Accounting, and Technology Services. The College also has a Personal Advisor Scheme, Student Affairs, Academic Affairs, and administrative offices, and a Finance Office to address student needs and concerns. There is a Student Welfare Service that offers counselling, problem-solving, accommodation assistance, job placement, and complaint handling, and the College has a student union, an alumni association, and participates in the Erasmus+ programme for student mobility. Other services offered to students include Wi-Fi, dining options, and library access. Atlantis College has established mechanisms for monitoring and supporting students, and the efficiency of these mechanisms is regularly assessed. Overall, the student support at the College appears to be comprehensive and aimed at addressing a wide range of student needs.

### Strengths

The Learning Resources at Atlantis College are extensive and include a range of resources such as a library, online databases, and tutoring services. The library is well-stocked and has a variety of materials, including books, journals, and electronic resources. The online databases (Ebsco etc.) provide access to a wide range

of information. The College has extensively relied on the Microsoft Teams platform to deal with both asynchronous and synchronous learning and teaching during the COVID-19 pandemic. The SABRE booking simulation platform is also available for teaching and learning. Tutoring services are also available to students.

Further, the library is linked with the library of the University of Cyprus. The College is in the process of building a large amphitheatre, which is planned to be finished in time for commencement of the spring semester. This will accommodate the planned increase in the student intake. Fit-for-purpose practical labs and make-up, hairdressing, and massage rooms are available.

Atlantis College also offers a range of administrative services to support students, including Business and Administrative Services, Student Accounting, Stockroom, Print and Mail Services, College Technology, Facilities Support, Food Services, and more. The College also has a Personal Advisor Scheme, in which full-time faculty members are assigned to meet with and advise students twice per semester. Students indicated that they found staff very approachable and helpful. Additionally, the College has Student Affairs, Academic Affairs, and administrative offices to address various student needs and concerns, as well as a Finance Office to handle financial matters. The aims of these services are to help students with their problems and concerns, and to identify and address student issues as soon as possible, with the expressed aim to foster a friendly and supportive environment, and to strengthen the faculty-student relationship.

Atlantis College offers a Student Welfare Service that aims to support students with both academic and personal issues. This service includes counselling, problem-solving, accommodation assistance, job placement, and complaint handling. The College also has a student union, an alumni association, and participates in the Erasmus+ programme, which provides mobility opportunities for students in other European countries. Other services offered to students include Wi-Fi, dining options, and a library. The college has established statutory administrative mechanisms for monitoring and supporting students, and the efficiency of these mechanisms is regularly assessed. Alumni associations can often help students with information and as sparring partners, and Atlantis has an alumni association. Overall, it appears that the student support at Atlantis College is comprehensive and aims to address a wide range of student needs.

### Areas of improvement and recommendations

However, the EEC also sees challenges regarding the Learning Resources and Student Support at Atlantis College. For example, the library is not open 24 hours a day, which is important especially for students who work to finance their studies and therefore need extensive library opening hours. Additionally, tutoring services are only available during certain hours. Further, it is not clear if all services are available to all students or if there are any limitations on access. It is not fully specified how students can access these services or what the process is for seeking assistance or support. Further, the College expresses some concerns with the challenges of balancing competing needs and interests of students. University student life is less vibrant compared to other larger institutions, although events targeted at the local community help here. Moreover, while the College aims to foster an international atmosphere, and allow students the benefits of meeting new cultures and viewpoints (40% of current students are international), this is a challenge due to government policies and restrictions that have hurt international student numbers.

Having the above in mind, the EEC recommends the following:

- Other simulation platforms than SABRE may be useful, such as booking simulations relevant to the hospitality sector and other hospitality-related systems used in the industry.
- The College is advised to improve student-centred learning and flexible modes of learning and teaching when classes with physical presence resume. This is especially the case when many students must work part- or even full-time to fund their studies; among others, the scheduling of lectures should explicitly consider this to increase ease of attending.
- The College should consider expanding the library's hours to include evenings and weekends, as many students have busy schedules and may not be able to access the library during regular business hours.
- The College should consider offering more flexible tutoring hours or alternative methods of tutoring (e.g. online tutoring) to make it easier for students to access this service.
- The College should make it clearer to students how they can access the various learning resources and student support services offered by the College, including any eligibility requirements or processes for seeking assistance.
- The College should work on creating a more vibrant university life for students by organizing more social and extracurricular activities on campus.
- The College should consider ways to increase international student enrolment, such as by lobbying for more favourable government policies or offering more international student support services.
- The College should make efforts to address the challenge of balancing competing student needs and interests, such as by seeking input from students on priorities and implementing policies or initiatives that address the most pressing issues.
- The College's alumni association seems to be rarely used, and the EEC recommends that it should be used and promoted more than it currently seems to be.
- Plagiarism tests are sometimes made, but all student work (except invigilated exams) should be tested for plagiarism.

Please select what is appropriate for each of the following sub-areas:

Sub-area		<i>Non-compliant/ Partially Compliant/Compliant</i>
5.1	Teaching and Learning resources	Compliant
5.2	Physical resources	Compliant
5.3	Human support resources	Compliant
5.4	Student support	Compliant

### C. Conclusions and final remarks

The EEC confirms the evidence of standard compliance at current levels of staff and students.

The EEC specifically commends Atlantis College:

- for having a direct impact on the local economy of Ammochostos Liopetri;
- for its close connections to the business world;
- for its efforts to actively and effectively support students throughout the whole learning experience (work-study support);
- for its highly appreciated “family” approach and direct, personal connections between staff and students.

The EEC discussed the following points of improvement and/or concern:

- The implications of Atlantis College’s strategic decision to introduce its first BA Programme in Hospitality and Tourism Management (stepping beyond its traditional Diploma and Higher Diploma programme delivery) for its necessary institutional transformation;
- The role of (active, practice-focused) research (academic output-oriented) activities and experiential (practical) learning based on solid KPIs;
- The development of a clear strategy that will effectively enable the College to attract and compensate (international) faculty (competitive, cost-of-living adjusted wages) with the necessary qualifications for high quality delivery of BA programmes and related research (in terms of both time and output).

More specifically, the EEC recommends the following:

- The College should formalize and explicitly identify how the different learning pedagogies and assessment methodologies link to Learning Objectives, of which there was ample (informal) proof: rationalize the number of learning goals and objectives, while at the same time more explicitly linking those Learning Objectives and Learning Goals with respect to sustainability/resilience, diversity, inclusion, etc. (in short, the United Nations’ Sustainable Development Goals) would do justice to what the College de facto delivers.
- The College should carefully study the implications of having three (3) entry points per academic year as the possible delivery of several modules (i.e., those with prerequisites) thrice per academic year may result in a loss of scale economies and deny valuable time from academic staff that can be invested towards reading for a PhD degree and/or producing solid, peer-reviewed research outputs and/or participating in bids for external funding. Moreover, the College should carefully redesign its curriculum to consider issues of sectoral contextualization of generic modules; to introduce several elective modules in the third and especially the fourth year of study; and to consider the introduction of two streams/specializations in the third and fourth year of study (e.g., Tourism Management and Management of Hospitality Enterprises).



Finally, the EEC is somewhat concerned about the choice of students/graduates who were selected to be a part of the evaluation/accreditation process. If all the students are scholarship holders, and/or have dual roles (i.e., as both students and employees) at Atlantis College, then it is questionable how objective these students can really be since they are not the typical student at the College.



#### D. Signatures of the EEC

<i>Name</i>	<i>Signature</i>
Professor Dr Andreas Papatheodorou, Chairperson EEC	
Professor Dr Anita Eves. Member EEC	
Professor Dr Alexander Josiassen, Member EEC	
Ms Maria Christoforou, Member EEC	

**Date:** 20th December 2022