

Doc. 300.1.2

# Higher Education Institution's Response

Date: 28.3.2022

- **Higher Education Institution:**  
European University Cyprus

- **Town:** Nicosia

- **Programme of study**  
**Name (Duration, ECTS, Cycle)**

**In Greek:**

“Ακτινολογία και Ακτινοθεραπεία (4 έτη/240 ECTS, Πτυχίο)”

**In English:**

“Radiology and Radiotherapy (4 years/240 ECTS, B.Sc.)”

- **Language(s) of instruction:** Greek
- **Programme's status:** Currently Operating
- **Concentrations (if any):**

**In Greek:** Concentrations

**In English:** Concentrations



**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. Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.1.1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area.*
- *In particular, under each assessment area, the HEI must respond on, without changing the format of the report:*
  - *the findings, strengths, areas of improvement and recommendations of the EEC*
  - *the conclusions and final remarks noted by the EEC*
- *The HEI's response must follow below the EEC's comments, which must be copied from the external evaluation report (Doc.300.1.1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4).*
- *In case of annexes, those should be attached and sent on a separate document.*

The Department of Health Sciences of European University Cyprus wishes to express its sincere gratitude to the External Evaluation Committee (EEC) for the evaluation of the undergraduate programme of study Radiology and Radiotherapy (B.Sc.).

It is with great pleasure that the Department and the School of Sciences noted the positive feedback of the EEC and we appreciate its insightful recommendations, which provided us the opportunity to further improve the quality and implementation of the programme.

In the following pages, we respond in detail to all recommendations for improvement suggested by the EEC and we provide all relevant information to explain the actions taken to ensure that the newly accredited programme is of high quality.

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

### **Comments by EEC:**

#### ***Areas of improvement and recommendations***

1. There needs to be a cross programme evaluation of student feedback.
2. There needs to be more evidence of alumni and employers involvement in programme design, assessment, and ongoing improvement.
3. The format of receiving feedback from students is currently very repetitive for students. The team should consider other methods of feedback such as focus groups, and shorter more specific questionnaire. These need to be collated into an annual report and progress tracked over time.

### **Response by EUC:**

We thank the EEC for their valuable comments regarding study programme's design and development. Please find below our responses to the Committee's comments:

#### **1. There needs to be a cross programme evaluation of student feedback.**

We thank the EEC for this suggestion. In the School of Sciences, we have decided to perform a cross programme evaluation of student feedback for all programs of study, starting from the findings of the Fall 2021. In this way, we can have a more global overview of students' feedback per program, including the Radiology and Radiotherapy, as well as have a comparison between different programs and Departments. We are attaching the results of the Fall 2021 semester for Radiology and Radiotherapy program (*APPENDIX I; Cross program student feedback evaluation F2021*).

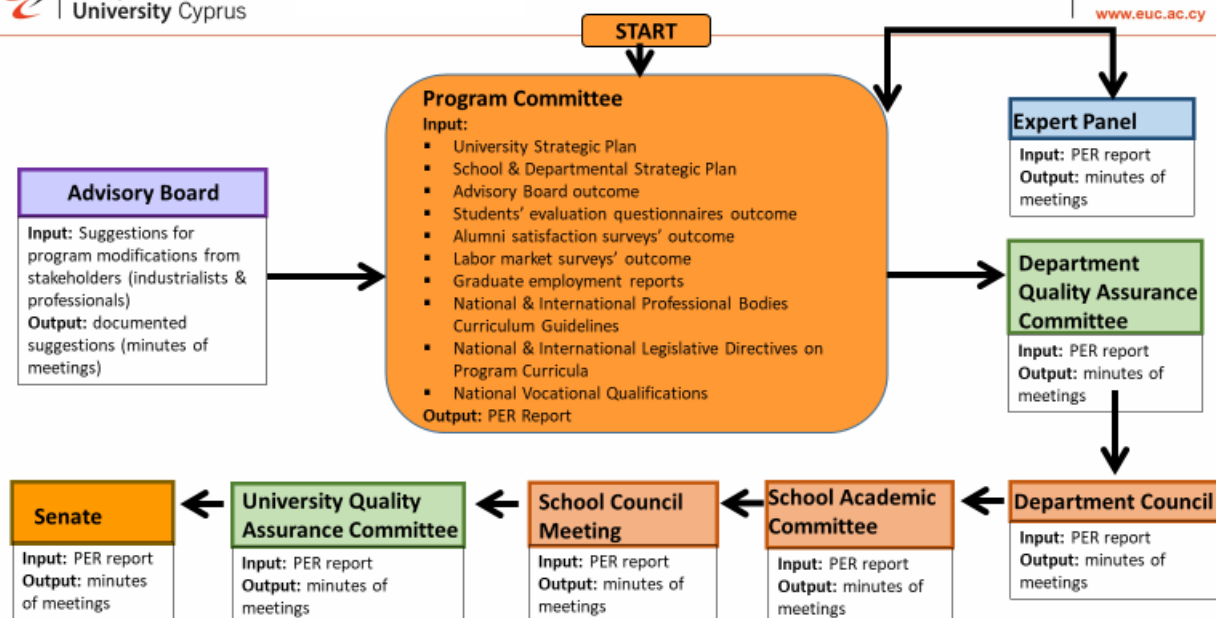
#### **2. There needs to be more evidence of alumni and employers involvement in programme design, assessment, and ongoing improvement.**

We acknowledge the importance of involving the alumni and employers in the programme design, assessment and ongoing improvement. The alumni and employers have a significant role in the current quality assurance mechanisms of the Radiology and Radiotherapy programme. Hence, alumni representatives and employers participate in the Programme Evaluation Review (PER) process of programmes of study, which aims at programmes' ongoing monitoring and evaluation. PER is an integral part of the University's overall quality assurance processes and every program must complete a PER every five years. The PER process is initiated by the Program Academic Committee but one of the sources of information is from the programs' Advisory Board which includes alumni and employers. The table below shows the way by which the PER process monitors and collects information from the program stakeholders and a diagram outlines the PER procedure. For full information on the PER process, please see *APPENDIX II; Internal Regulation on EUC's Program Evaluation Review*.

**Table 1. PER procedure.**

<b>STAKEHOLDER</b>	<b>SOURCES OF INFORMATION</b>	<b>DOCUMENTATION</b>
<b>Students</b>	Course Evaluation Questionnaires	Full report of questionnaires output shall be available at the end of each semester
	Program Committee	Students' representation in the Program Committee. Minutes of meetings
<b>Alumni</b>	Alumni Questionnaires	Full report of questionnaires output should be available
	Advisory Board	Alumni representation on the Advisory Board. Minutes of meetings.
	Graduate Employment Reports	Reports
<b>Faculty Members</b>	Program Committee	All faculty members teaching in the program are members of the Committee. Minutes of meetings
		Students' representatives in the Committee. Minutes of meetings
<b>Professionals – Industrialists</b>	Advisory Board	Professional Bodies, Industrialists representation on the Advisory Board. Minutes of meetings
	National & International Professional Bodies Curriculum Guidelines	Established guidelines
	National & International Legislative Directives on Program Curricula	Directives on program curricula
<b>University Management</b>	University Strategic Plan	University strategic plan document
	School/Departmental Strategic Plan	School/Dept. Strategic Plan.

## Program Evaluation Review (PER) Procedure



16

The program appointed an external Advisory Committee (Board) in 2019. The program's Advisory Board consists of university faculty members and external stakeholders, with qualifications shown in the following table. The Board is dealing with issues for improving the program's quality. In particular, the program's Advisory Board aims to:

- Determine the objectives of the Program;
- Provide timely knowledge about trends and completions on the educational methods;
- Identify upcoming legislative and regulatory developments;
- Specify the areas which need to be improved;
- Discuss and consider alternative educational methods;
- Provide interconnection methods of the Program with the industry.

The Program agrees with the EEC suggestion to improve the involvement of alumni and employers and therefore, the Program has decided to include more alumni and employers in the Advisory Board which will be appointed in the forthcoming Advisory Board. The Table below shows the current Advisory Board committee members for the program of Radiology and Radiotherapy.

**Table 2. Advisory Board committee members.**

Name:	Position/University
Mr Thasos Athanasiou	President of the Cyprus Society of Registered Radiologic Technologists and Radiation Therapy Technologists
Mr Constantinos Georgiades	Radiologic Technologist, Head of the Department of Paramedical Staff, Attikon University General Hospital, Greece & President of the Hellenic Federation of Radiographers
Dr Leonidas Ioannou	Interventional Radiologist, Ygia Polyclinic Private Hospital, Limassol.

Dr Prodromos Kaplanis	Senior Medical Physicist, Nicosia General Hospital
Mr Michalis Kyriakou	Radiologic Technologist, Ygia Polyclinic Private Hospital, Limassol, 2014 Alumnus of the program
Mr Petros Michaeloudes	Senior Radiation Therapy Technologist, Bank of Cyprus Oncology Center
Mrs Antigoni Kallona	2018 Alumna of the program.

In the new advisory board, we will add more alumni and employers from Aretaeio Hospital, the German Oncology Centre, the Alpha Evresis Diagnostic Centre and the Limassol General Hospital.

Specifically, we have already contacted and confirmed the participation of the following alumni and employers:

- Dr Christoforos Nikolaou, Aretaeio Hospital, Nicosia, Cyprus
- Dr Konstantinos Ferentinos, Director of the Radiation Oncology Department, German Oncology Centre, Limassol, Cyprus
- Dr Alexis Vrachimis, Head of Nuclear Medicine Department, German Oncology Centre, Limassol, Cyprus
- Mr Vasilis Tzagkarakis, Senior Technologist of Radiology, Alpha Evresis Diagnostic Centre, Nicosia, Cyprus
- Mrs Zoi Chaviara, Technologist of Radiology, Alpha Evresis Diagnostic Centre, Nicosia, Cyprus
- Mrs Marw Pilavaki, Senior Technologist of Radiology, Chief of Radiographers, Limassol General Hospital, Limassol, Cyprus
- Mrs Georgia Krasia 2020 Alumna of the program
- Mr Nikolas Aristokli 2020 Alumna of the program

To further improve the involvement of employers in the Program design, assessment and ongoing improvement, the Program has started holding mid-semester teaching staff meetings. The aim of these meetings is to discuss opportunities for improving the program and identify any weaknesses and take corrective measures in a timely manner. During these meetings, we have invited the Heads of departments from leading hospitals with which we have partnerships and agreements for student training. Historically, these hospitals have absorbed a large number of our students in full time positions post-graduation and we expect this to continue in the future. It is our intention to expand the attendance of future employers in these meetings. The Minutes of our last meeting can be found in the *APPENDIX III; Semester program meetings*.

**3. The format of receiving feedback from students is currently very repetitive for students. The team should consider other methods of feedback such as focus groups, and shorter more specific questionnaire. These need to be collated into an annual report and progress tracked over time.**

We thank the EEC for these suggestions. We have made changes in order to comply with the suggestions. We have implemented focus groups and a shorter questionnaire. The feedback received from all the sources will be collated into an annual report and progress tracked over time. The programme started mid-semester meetings between the program coordinator and student's representatives from each year. The aim of these meetings is to identify in time any weaknesses of

the courses and take corrective measures before the end of the semester. This initiative has already started and the meetings have been already held for Spring 2022. The Minutes from the meetings for Spring 2022 can be found in *APPENDIX IV; Semester program student meetings*.

As far as the suggestions of the students that the actual questionnaire of the “Survey on Students’ Learning Experience” is currently very repetitive for them, the Department reached out to the Office of the Vice Rector for Academic Affairs to raise the issue and suggest immediate action. Therefore, the Committee of Internal Quality Assurance (C.I.Q.A.) of the University is currently reviewing the questionnaire and the new edition of the questionnaire to be circulated to students in the Spring 2022 semester addresses this critique. In more specific, an ad-hoc committee of C.I.Q.A. reviewed the questionnaire in light of the EEC’s comments which were taken under serious consideration. The ad-hoc committee has made several suggestions for revisions, rephrasing and reducing its length, as well as other items in the questionnaire and submitted them to the Office of the Vice Rector for Academic Affairs so that the revisions are placed into implementation in Spring 2022. Among others, the ad-hoc committee has made the following suggestions:

1. Question A8. “The instructor uses a variety of teaching tools and means (e.g. notes, PowerPoint, group discussions, student presentations, case studies, etc.) to support the learning process”, to be replaced with “A variety of teaching tools and means (e.g. notes, PowerPoint, group discussions, student presentations, case studies, etc.) are used to support the learning process”
2. Question A14. “The instructor gives timely feedback (within two weeks) for all assessed coursework (assignments, presentations, etc.)” to be replaced with “Feedback for all assessed course work is given in a timely manner (within two weeks)”.
3. Question C3 “Write down one or two positive characteristics of the instructor of this course,” to be changed to “Which aspects of the teaching approach used in this course did you find more beneficial?”
4. Similarly, for C4 “Suggest one or two ways that the instructor of this course can improve his/her teaching”, to be changed to “How would you benefit more from the instructor’s teaching approach?”
5. Removed all questions asking about personality characteristics of instructor. As a general rule, the focus is on teaching approach.
6. Furthermore, as a general rule, collapsing different categories in one is to be avoided. For instance, a student might have found the handouts useful but the books not helpful.

As an overall approach of the Program and the Department, the feedback received from our students through their active participation in several committees/bodies related to quality assurance is very important and highly valued. Our students have a significant role in several quality assurance mechanisms. In particular, student representatives participate in the Program Evaluation Report (PER) process. The PER process is initiated by the Program Academic Committee consisting of the Program Coordinator, a full-time faculty of the program, a representative of the Administration personnel and student representatives. PER is an integral part of the University’s overall quality assurance processes and every program must complete a PER every five years. In addition, it must be pointed out that students are represented at all levels of advisory and decision-making bodies, including program Advisory Boards, Departmental Councils, School Councils, the Senate, etc.



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

We thank the ECC for their valuable comments regarding student-centred learning, teaching and assessment. Please find below our responses to the Committee's comments:

### **Comments by EEC:**

#### ***Areas of improvement and recommendations***

1. The alignment of the assessment to the learning outcomes needs to be mapped, and the assessment plan for the entire course made available.
2. Assessment needs to be double marked in some way, for example, double marked top middle and bottom; double check all fails, all tops; etc.
3. Marking criteria or marking rubrics should be available to the student before the assessments.
4. If feedback is available, it should be given to the students without the student having to ask.
5. The team should reconsider whether all theses should be individually written.

### **Response by EUC:**

#### **1. The alignment of the assessment to the learning outcomes needs to be mapped, and the assessment plan for the entire course made available.**

Regarding the assessment plan for the entire course, from the onset of their studies, students are informed of requirements and expectations for each of their courses. The assessment plan for each course is uploaded at the beginning of the semester to the related Blackboard page in the form of a Course Outline. The instructor explains the Course Outline content during the first lecture/session of the course and clarifies any potentially remaining issues. This information is presented on the Course Outline of each module (please see an example of the EUC Course Outline sample in *APPENDIX V; Conventional Course Outline Template*). Course Outlines are based on the syllabi with time, regulations, and scheduling information. In case of an assignment, in the Course Outline, only the total mark of the assignment is outlined (e.g. 20% of the total mark) and therefore the detailed marking criteria for each assignment for each course are explained to the students in separate Assignment Instructions (see example in *APPENDIX VI; Example of Assignment Instructions*). The assessment criteria have been also improved after the EEC comments as described in the following point 3, page 14.

Each Course Outline contains information on:

- The Learning Outcomes of the course, as well as guidelines for the knowledge, understanding and skills students are expected to develop by the end of the course;
- Weekly description of the subject that will be covered.
- The University's Internal Regulations on Academic Ethics and Students' Discipline;
- The Appeal Procedure;
- The Department's Absences Policy, including which is the maximum number of absences allowed for theoretical and laboratory classes;
- The course's Marking/Assessment Criteria, so that students are clearly informed what their instructor will be assessing them on during each part/component of their assessment, as well as the balance between exams, practical skills and assignments;

- The Grading System of EUC.

Instructors submit the Course Outlines for approval to the program coordinator prior to the onset of the semester. The coordinator assesses whether the learning outcomes as stated in the syllabus are covered and uniformly distributed among the weeks of the semester.

Furthermore, in order to ensure that the desired Objectives and Learning Outcomes of the program are met, during the PER process the Curriculum of the Program and its Learning Outcomes are reviewed, revised and mapped as follows:

**Table 3. Summary of Learning Outcomes Mapping**

<b>Program's Learning Outcomes</b>	Identify the anatomy and physiology of the human body, illustrating the operation of all main systems of it and recognize the clinical and radiographic image displayed in various physiological and pathological situations.	Describe the basic concepts and theories of atomic and nuclear physics, the creation and production of ionizing and non-ionizing radiation and their utility in diagnostic radiology imaging and radiotherapy.	Prepare nursing material which they need for radiodiagnostic examinations as well as facing emergencies by providing first aid and CPR in patients with possible responses to them.	Describe and explain all radiological equipment (conventional x-ray system, mammography, panoramic, bone density, CT, MRI, ultrasound and gamma camera, SPECT/CT, PET/CT) and their technology characteristics, differences in function and imaging and to determine the usefulness of each modality as regards to the imaging of structures in the human body.	Apply all radiographic projections of the skeletal system, breast imaging and the internal organs with x-ray modalities and the gamma camera. Applies the basic protocols to be followed in CT and MRI as well as preparation of guidance-test according to the test called upon to perform.	Describe and explain the radiotherapy modalities and recognizes all their technological characteristics, differences based on beam radiotherapy and the way these modalities function.	Apply responsibly procedures and protocols to be followed during the planning and implementation of treatments with ionizing radiation (radiotherapy and treatment with radioisotopes).	Apply all the instructions and rules of radiation following the ALARA principle as well as to follow the rules of hygiene and epidemiology in order to protect the employee, the patient and the public.	Recognize the basic ethical principles in order to ensure privacy and confidentiality and to apply the basic rules of behavior and psychological support in order to be able to advise patients and their relatives when are faced with complex situations that occur in everyday practice. Acquire skills required in clinical practice.
Anatomy I	√								
First Aid	√		√						
Introduction to Radiation Physics and		√							

Radiography									
Physiology	√								
Anatomy II	√								
Radiotherapy Physics		√				√			
Clinical Training I					√				√
Radiation and Molecular Biology	√							√	
Clinical Training II				√	√			√	√
Radiography II	√			√	√			√	
Radiological anatomy	√								
Basic Principles of Pathology	√								
Clinical Training III				√	√			√	√
Medical imaging systems technology I				√					
Interventional Radiology	√		√		√				
Radiography III	√			√	√			√	
Tomographic Imaging				√	√				
Radiation Oncology I						√	√	√	
Medical imaging systems technology II				√				√	

Clinical Training IV				√	√			√	√
Imaging Interpretation for Radiologic Pathology I	√								√
Digital Imaging & Health Information Technology									√
Biostatistics and Research Methodology in Health Sciences									
Clinical Training V				√	√			√	√
Medical imaging systems technology III		√		√				√	
Imaging Interpretation for Radiologic Pathology II	√								√
Radiation Oncology II						√	√	√	
Radioactive Isotopes				√			√		
Undergraduate Thesis									
Clinical Training VI				√	√	√	√	√	√
Radiation Oncology III						√	√	√	
Mammography				√	√		√	√	

Clinical practice			√	√	√	√	√	√	√
-------------------	--	--	---	---	---	---	---	---	---

**2. Assessment needs to be double marked in some way, for example, double marked top middle and bottom; double check all fails, all tops; etc.**

We endorse the suggestion of the EEC for double marking. More specifically, the Program's Committee has decided that all top (i.e. above 90/100) and all Fails will now onwards be doubled marked for all the courses. The double marking will be provided by one other internal or external faculty member with a profile that potentially enables him/her to teach the course. In addition, in case of a students' appeal, the University has a policy during which the student can ask for a re-evaluation of his/her final exam/project by an independent examiner. An Appeal Procedure allows any student who believes that the grade received in the Final Exam/project is different from what was expected, to ask for a re-evaluation of his/her final exam/project to a second examiner other than the original instructor. Before requesting a re-evaluation, the student must exhaust all possibilities of resolving the problem with the pertinent instructor first. If this does not lead to a resolution, the student may appeal against the grade by filing a petition with the Office of the Registrar within four (4) weeks from the date the results are announced. The Registrar will forward a copy of the petition to the pertinent Chairperson of Department, who will first ascertain that no error was made by the instructor, and if so will assign an anonymous re-evaluation of the final examination/project to a second examiner. In the case of major discrepancy between the instructor's evaluation and the re-evaluation that will require change of grade, the average of the two evaluations will be assigned as the final grade to the final examination/project. Changes of grades resulting from an appeal require the endorsement of the Dean of School.

**3. Marking criteria or marking rubrics should be available to the student before the assessments.**

As far as the use of rubrics, we agree that they need to be available to the students before assessments. Using a coherent set of criteria for students' work will definitely help students to understand what are the expectations and have a clear outline of their assessment. It will also help the instructors to grade more objectively. We immediately proceeded from the current semester to use rubrics in all of our courses in the program so that all instructors use grading rubrics to assess a range of activities. The Program collaboratively designed generic rubric templates (both holistic and analytic) based on a coherent set of criteria for students' performance and development, to support reliability in feedback or grading, and provide students with a way to evaluate and self-regulate their work critically. The rubrics requirements are linked to specific learning objectives (knowledge, skills, and competencies) of the Program. These general templates have been adopted accordingly based on each course's particular requirements and learning objectives and were explained to the students prior to each assignment and exam (*please see APPENDIX VII; Indicative Example of an Assessment Rubric*).

Further explanation of the assessment can be found in the Course Outlines of each course where it is outlined how the total grade is calculated. For example, in the theory courses grading is calculated as following: midterm exam 30%, final exam 40%, assignment 20% and participation 10%. An example of a course outline can be found in *APPENDIX V. Conventional Course Outline Template*. The Course Outline and assessment breakdown is explained to the students at the beginning of

each semester for each course separately. The Course Outline is also uploaded in the Blackboard page of each course.

#### **4. If feedback is available, it should be given to the students without the student having to ask**

We agree with the EEC that is extremely important for the students to get feedback. Students receive feedback from their instructors from the very beginning of each semester. This varies from comments made during a lecture, discussions in groups, feedback on practice exercises in class, answers to queries about coursework and feedback on the submitted assignments. Regarding the marking of assessments with feedback, the current EUC regulations are the following:

- Assignments and mid-terms are marked and returned to students with written feedback within 15 days of submission.
- The Final Exam grades are marked and submitted together with the entire course's grade book after 48 hours of the exam. Students receive their overall grades online a week after the examination period is finished.

In addition, in case a student believes that the grade of her/his final examination received is different from what was expected, she/he has the right to submit an appeal. As an initial step, the student must exhaust all possibilities of resolving the problem with the pertinent instructor. If this does not lead to a resolution, the student may appeal against the grade by filing a petition with the Office of the Registrar. The Registrar forwards a copy of the petition to the Department Chairperson, who first ascertains that there were no numerical errors made by the instructor, and the chairperson then assigns an anonymous re-evaluation of the final examination to another instructor. In the case of a major discrepancy between the instructor's evaluation and the re-evaluation that will require the change of the final examination grade, the average of the two evaluations is assigned as the final grade to the final examination. Changes in grades resulting from an appeal require the endorsement of the Dean of School. For a petition to be reviewed, a student must appeal within four weeks from the date the semester grades have been announced.

In thoroughly reviewing the recommendation of the EEC, it was evident in our Program, however, that students in some courses need to ask for feedback for their midterm exams. The program addressed this issue to all teaching staff and decided to establish a control mechanism where the coordinator will remind and check all teaching staff to ensure the return of the midterm exams with feedback to the students for all courses.

#### **5. The team should reconsider whether all theses should be individually written.**

We thank the Committee for this suggestion and the program has decided that theses should be now only individually written. Therefore, the Undergraduate Thesis Guide has been revised to adhere to this recommendation and can be found in *APPENDIX VIII; Undergraduate Thesis Radiology and Radiotherapy (see page 7)*.

### 3. Teaching staff (ESG 1.5)

We thank the ECC for their valuable comments regarding teaching staff. Please find below our responses to the Committee's comments:

#### **Comments by EEC:**

##### ***Areas of improvement and recommendations***

1. Future recruitment strategy should target Radiology and Radiation Therapy technologists as full-time academic staff.
2. Professional development strategy should provide opportunities for future leaders among the Radiology and Radiation Therapy technologists, for example to become deputy head then head of programme.
3. The status of all the Radiology and Radiation Therapy technologists is “special scientist” of “special teaching personnel”; there needs to be a strategy to develop these roles even part-timers to lecturer level and beyond.
4. The titles of “special scientist” of “special teaching personnel” do not correspond with international norms, and should be reviewed to facilitate appropriate recognition of their academic role.
5. A strategy is needed to further develop Radiology and Radiation Therapy technology research and publications.

#### **Response by EUC:**

##### **1. Future recruitment strategy should target Radiology and Radiation Therapy technologists as full-time academic staff.**

As discussed with the EEC, not only the Department agrees that there is a need for an additional full-time academic faculty who will fill in the needs is Radiology and Radiation Therapy technology, but the Department was expecting the re-accreditation of the Program to confirm that this would also be the recommendation of the EEC as an external reviewer. Hence, the Department has decided to open a vacancy for a new Radiology and Radiation Therapy technologist to support the programme's needs and the faculty position has been already advertised in the following website: <https://galileo.wd3.myworkdayjobs.com/en-US/european-university-cyprus-career-site/job/Engomi/Academic-Position-in-Radiography--Lecturer-or-Assistant-Professor-R-09010-1>

##### **2. Professional development strategy should provide opportunities for future leaders among the Radiology and Radiation Therapy technologists, for example to become deputy head then head of programme.**

The University has a faculty promotion scheme in place, as described in the University Charter (APPENDIX IX; EUC Charter, pages 74-79). Promotion is on the basis of competency, qualifications, experience and other relevant factors. A major requirement for promotion from one rank to another is excellence in teaching, research and service to the Community, and sustained commitment and dedication to the University. Advancement in rank is not merely a matter of routine or seniority, but it is based primarily on merit. It should be noted that any Faculty member hired through the faculty selection and appointment procedure must complete at least three (3) years of

service to the appointed rank, in order to be eligible for promotion; provided that he/she meets all other criteria for promotion.

Advancement in rank shall depend upon the faculty member meeting the six criteria listed below:

- Fulfillment of the minimal criteria for appointment to rank.
- Positive and substantial evidence of high competency in teaching.
- Evidence of positive contribution(s) to the overall development of the individual's program area and Department.
- Evidence of service to the University and Community in general.
- Membership and participation in professional or learned societies of national or international significance.
- Research and scholarly publications or recognized creative work in the individual's field.

According to the EUC Charter, all faculty members that hold a Ph.D., including Radiology and Radiation Therapy technologists have equal opportunities to become Head of the programme or Head of the Department.

**3. The status of all the Radiology and Radiation Therapy technologists is “special scientist” of “special teaching personnel”; there needs to be a strategy to develop these roles even part-timers to lecturer level and beyond.**

The titles “Special Scientist” and “Special Teaching Personnel” are given to part time and full-time staff respectively that do not hold a PhD degree. Indeed, all Radiology and Radiation Therapy technologists have these titles as they do not currently have a PhD. As soon as they get a Ph.D., they can apply for a Lecturer position as for the rank of “Lecturer” the minimum requirements are a Doctorate; positive and substantial evidence of high competency in teaching and research (*APPENDIX IX; EUC Charter, pages 70*).

**4. The titles of “special scientist” of “special teaching personnel” do not correspond with international norms, and should be reviewed to facilitate appropriate recognition of their academic role.**

These are the titles given based on the universities wide policy in Cyprus. The titles “Scientific Collaborator” and “Special Scientist” are given to part timer teaching personnel with or without a Ph.D. respectively as described in the University Charter (*APPENDIX IX; EUC Charter, pages 155-157*). A Scientific Collaborator must hold a doctoral degree - or be close to receiving a doctoral degree, show evidence of autonomous scientific work, and recognized ability to teach and/or to conduct research. The position of Scientific Collaborator may be in teaching and/or research. The involvement of Scientific Collaborators in the instructive work of the University aims at the enrichment of specific programs of study, mainly through the extensive practical experience and expertise of these individuals, as well as for the practicum of students. With regard to research, the collaboration aims in the enrichment and enhancement of the research activities and capabilities of the University. For the Special Scientists the minimum qualifications for the hiring in these posts are a first degree from a recognized tertiary academic institution and previous experience in the area of the assigned project. The title “special teaching personnel” is given to full time teaching personnel without a PhD as described in the University Charter (*APPENDIX IX; EUC Charter, pages 72*). Special Teaching Personnel ranks shall be those of Instructor and Senior Instructor. The minimal



requirements for the Instructor's rank shall be a Master's degree, and for the Senior Instructor's rank shall be a Master's degree and twelve (12) years at the Instructor's rank or its equivalent.

## **5. A strategy is needed to further develop Radiology and Radiation Therapy technology research and publications.**

Increasing the quality of the research output is a central pillar in both the University's and the Department's strategy. This culture of high-quality research output is supported by a number of EUC's research support policies and mechanisms, including among others a policy on Teaching Hour Reduction (THR) (see *APPENDIX X; EUC's Research Policy* presenting the Internal Regulation on Research Policy), the Sabbatical Leave scheme (see *APPENDIX XI; Internal regulation on Sabbatical Leave*), the "Annual Awards for Excellence in Research" (see *APPENDIX XII; Internal regulation on EUC's Annual Award for Excellence in Research*), the Ph.D. Scholarships Award Scheme (see *APPENDIX XIII; PhD scholarships award scheme*) and for publishing a Scopus paper (see *APPENDIX XIV; Policy for the award of grants in the form of fee reduction to PhD students for publishing a Scopus paper*), the available budgets for annual conference participation, membership in scientific and professional societies of full-time faculty and available budget for open access journal publication fees. In addition, every year in the School's budget, there is allocated budget for purchasing of laboratory equipment and consumables to support our teaching and research activities. All these initiatives will be continued and further enhanced to further develop and support the Radiology and Radiation Therapy technology research and publications.

Moreover, EUC provides "Internal Research Awards" (IRA). In particular, the University's IRA are launched on an annual basis by the Senate Research Committee. IRAs are awarded to EUC faculty in order to pursue research and other creative work. IRAs provide support for exploratory research projects which might result in proposals submitted for external funding or in creative work that is likely to enhance the recognition of the faculty and research personnel and the University at large. IRAs may be used for funding travel, equipment, supplies, Ph.D. student assistants' scholarships, student assistants, research assistants and other expenses (please see *APPENDIX X; Internal Regulation on Research Policy*, page 23.).

The University also supports the research activity of members of staff by awarding them Teaching Hours Reduction (THR) in order to further enhance their engagement with research. A THR may be awarded if the member of staff fulfils the conditions in one or more of the three schemes outlined below (please see *APPENDIX X; Internal Regulation on Research Policy*):

**(a) Award of a THR for participation in research projects:** Members of staff are eligible to apply for a Teaching Hours Reduction (THR) when conducting funded research.

**(b) Award of a THR for writing a book:** Teaching reduction is awarded for the purpose of writing a book upon submission of a publishing contract by a reputable publisher.

**(c) Award of a THR by accumulation of points:** A third scheme for the award of a THR takes into account the research activity of members of staff and the points they accumulate according to their research output.

Following the introduction of the THR policy, the research activities of full-time faculty have substantially increased. This is evident from the steady increase in both the number of faculty who are granted a THR, and the parallel increase in research activities.

For instance, during the Fall 2021 semester, 75 full-time faculty members obtained a THR, 43 of which had a three (3) hour reduction, and 32 faculty members were granted a six (6) hour reduction per week. During the past 5 years these figures increase steadily on an annual basis. A number of the Department's faculty has systematically capitalized on the particular policy, while every year additional faculty members are eligible for the THR.

The figure below demonstrates the steady increase in the number of THRs per semester (2015 to date).

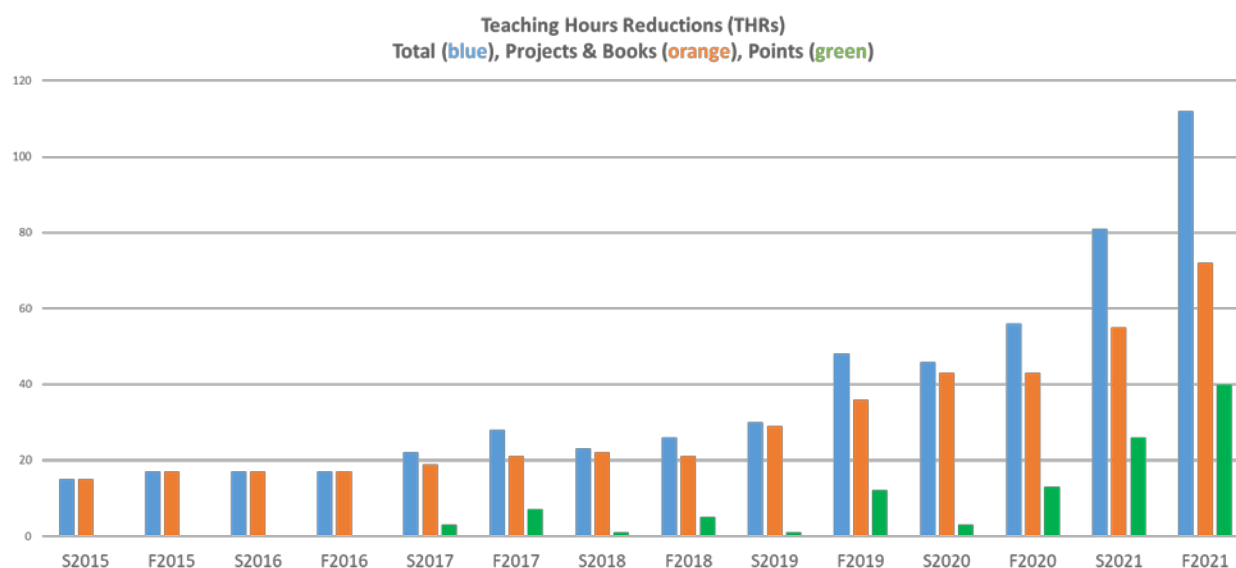
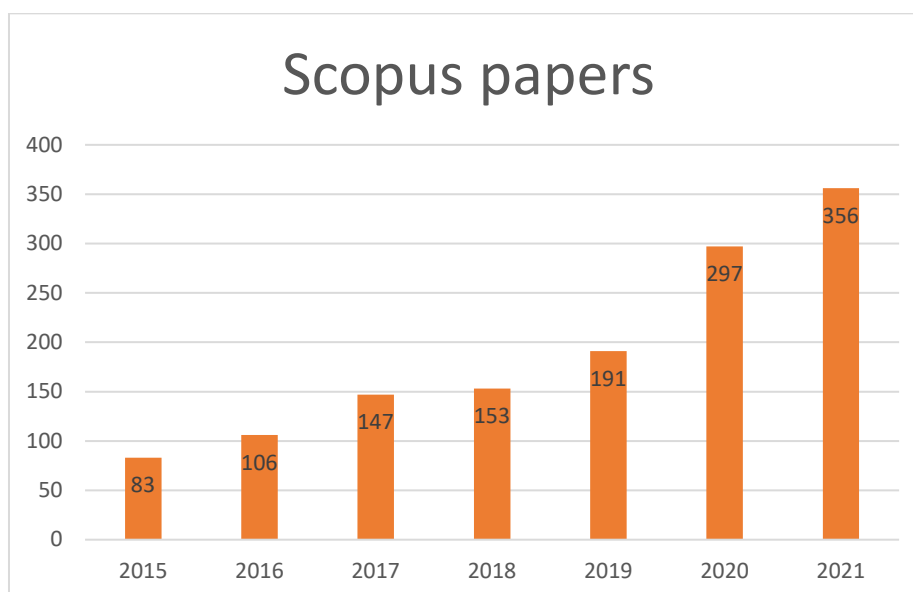


Figure 1 Teaching Hours Reductions (THRs) Total (blue), Projects & Books (orange), Points (green)

The THR policy has led into a boost of not only the quantity but also the quality of research output. Specifically, in the last five years, the University's output in Scopus indexed paper journals has quintupled as much. That is, for the years 2018, 2019, 2020 and 2021, the University's publications in Scopus indexed journals is of the order of 153, 191, 297 and 356, respectively. On the basis of this track record, and provided that the University maintains the benchmark of 150 high quality journal articles in the years 2021 και 2022, it fulfils the criteria for the Times Higher Education World rankings in 2023.

The figure below depicts the steady increase in the number of University's output in Scopus indexed paper journals per calendar year (2015 to date).



*Figure 2 EUC Scopus Papers Output*

Moreover, the positive effect of the THR policy is evident from the strong growth in the research activity of the University as measured through competitive external research projects. Such funding has quadrupled during the last 5 years.

The program full-time academic staff on Radiology and Radiotherapy Technology, Dr Stephanos Leandrou has been already awarded a THR during Spring 2022.

In addition, in order to further improve research on Radiology and Radiation Therapy technology, instructors are encouraged to emphasize on undergraduate thesis research topics instead of bibliographical reviews (at least half of the suggested topics must be research topics). It is also worth mentioning that the University already organizes an annual Research Day Event. Alongside this, a Department's Research Day is organized and will be hosted within Fall 2022 in the Department of Health Sciences, aiming to increase the number of students engaging in research. In this event, Faculty and students from all Department programs will have the opportunity to present their research work. We expect this event to bring together Faculty and students from all programs of the EUC and provide an opportunity to share new findings, facilitate scientific exchange, and identify potential new collaborations and initiatives. Further, this event will promote research synergies among the Department's members and support less active Faculty.

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

We thank the ECC for their valuable comments regarding student admission, progression, recognition and certification. Please find below our responses to the Committee's comments:

##### **Comments by EEC:**

##### ***Areas of improvement and recommendations***

1. The team should consider strengthening the minimum entry level requirement to the programme.
2. The team should consider their rules on student progression specific to the programme.

##### **Response by EUC:**

- 1. The team should consider strengthening the minimum entry level requirement to the programme.**

The program agrees that there is a need to strengthen the minimum entry level requirement to the program. Following the EEC suggestion, we have revised the admission criteria of the Program in a way to demonstrate the determinant role of strong academic performance for being admitted in the Program as following:

*All applicants must have completed a secondary school education or twelve years of schooling to be considered for admission to the Program. The Program recognizes a strong academic performance at secondary school level and applicants having a solid high school record the primary determinants for success in the Program. Applicants who may not demonstrate a strong academic performance at secondary school level, but can provide evidence of activities relevant to the programs' content, extra-curricular involvement, a high level of commitment and potential for personal growth will also be considered.*

- 2. The team should consider their rules on student progression specific to the programme.**

Students follow a pre-defined academic path in order to progress from semester to semester. This academic path appears in *APPENDIX XV: Course Distribution*. Each course's prerequisites and co-requisites appear in the Syllabus of the respective course and students are informed about the path they need to follow in five ways:

1. Upon approval of the program by CY.Q.A.A. the table with the courses (*APPENDIX XV; Course Distribution*) and all syllabi are published on the program's EUC webpage;
2. During their orientation week at EUC;
3. During the registration period by the Student Advisor at the Department of Enrolment;
4. On the Course Outline of each of their courses provided by their instructors on the very first session of each course in the semester. Please see a sample of a Course Outline attached (*APPENDIX V; Conventional Course Outline Template*);
5. On the Course Outline of their courses which is on the Blackboard page of each of the courses they attend every semester.

All students to graduate need to maintain a GPA of 2 out of 4. Please see relevant regulations on EUC website here <https://euc.ac.cy/en/academics/academic-regulations/>

Students' academic progress is monitored based on their GPA (Grade Point Average) on a semester basis. Taking into consideration the ECTS load of each student and their semester GPA, Student Advisors at the Advising Centre of the Department of Enrolment come into communication with students to address issues and assist those with low GPA, by monitoring their academic path and discussing ways to improve performance. The same list of students with low GPA's reaches the Schools' program coordinators, Chairpersons, and Dean for their perusal. The Department closely monitors and supports students with low GPA by following these procedures for supporting students with low GPA as these are described in the EUC Internal Regulation on Low GPA (more information about the processes involved appear in the discussion of topic item 3 below; please also see for more details of the procedure in the Internal Regulation on "EUC's Procedures for Supporting Students with Low Grade Point Average (GPA)" that appears in Appendix 2). These actions are additional to the efforts/support that each individual instructor of the Department provides to each student and aim for a timely and early enough diagnosis of the phenomenon in order to facilitate an effective, early intervention. Moreover, high achievers are rewarded annually with Academic Excellence Scholarships and Certificates of Excellence (Deans' List). The Low GPA Internal Regulation helps to:

- provide correct information to all students, namely undergraduate, postgraduate, Conventional and E-Learning;
- ensure that students are aware of the role of GPA and the impact of low GPA on the progress of their studies;
- increase of the support provided at the Program, Department and School level;
- proper implementation of procedures by the Student Advising Centre.

A detailed description of the procedure can be found in the *APPENDIX XVI; EUC's Procedures for Supporting Students with Low GPA*.

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

We thank the ECC for their valuable comments regarding learning resources and student support. Please find below our responses to the Committee's comments:

### **Comments by EEC:**

#### ***Areas of improvement and recommendations***

1. Fire exits for the Radiology lab are not in place. The location or the emergency exit will need proper institutional assessment.
2. The laboratory is not wheelchair accessible.
3. The wet processing area might be better used for digital diagnostic monitors for image evaluation, or other purposes.
4. There is a need for investment in Radiation Therapy laboratory equipment, for example consider VERT <https://www.virtual.co.uk/products/vert/> , immobilisation devices, fusion software, processing software etc.
5. The team should consider a strategy for replacement and update of the x-ray facilities in the future.
6. The team should consider having access to a PACS system to evaluate images and create an e-portfolio of student experience and learning.

### **Response by EUC:**

#### **1. Fire exits for the Radiology lab are not in place. The location or the emergency exit will need proper institutional assessment.**

Following the recommendation by the EEC, fire exit is now in place in the Radiology lab. A picture can be found below which shows the illuminated fire exit sign. There is one emergency exit as the room has one door in the basement.



## 2. The laboratory is not wheelchair accessible.

We thank the EEC for pointing this out. We proceeded immediately to order a platform stairlift. A description of the platform can be found in the *APPENDIX XVII; Description of the Platform*. The detailed description of the characteristics of the platform for the specific laboratory can be found in *APPENDIX XVIII; Plan for the Platform*. The quotation for the platform can be found in *APPENDIX XIX; Quotation for the Platform*. It is really important for us to ensure that all students and staff are equally treated and have access in all areas of the university.

## 3. The wet processing area might be better used for digital diagnostic monitors for image evaluation, or other purposes.

We thank the EEC for this suggestion. All new material are now included in the wet processing area.

## 4. There is a need for investment in Radiation Therapy laboratory equipment, for example consider VERT <https://www.vertual.co.uk/products/vert/>, immobilisation devices, fusion software, processing software etc.

The program on purpose does not have Radiation Therapy laboratory equipment, because the radiation therapy training of students takes place according to the Syllabus of the courses in Oncology Departments. In specific, our students are greatly benefit from the implementation of their radiation therapy clinical training in the state-of-the-art German Oncology Centre (GOC), which is exclusively affiliated with European University Cyprus. The German Oncology Center started operating in October 2017 and is equipped with equipment of the latest technology (<https://www.goc.com.cy/en/>).

## 5. The team should consider a strategy for replacement and update of the x-ray facilities in the future.

The EEC correctly suggests that these facilities have recently been acquired and point out the need to budget their replacement in the future. As shown during the EEC visit, one of the machines, the

orthopantomogram has been replaced recently (2018) and has been installed in the Dentistry lab where our students do their clinical training for this machine.

## **6. The team should consider having access to a PACS system to evaluate images and create an e-portfolio of student experience and learning.**

We agree with the EEC that the interaction of students with PACS system enhances their skills; hence during for the course of “Digital Imaging & Health Information Technology” there is a PACS and a RIS system installed in the lab, to which students connect via their computer. This provision enables students to experience an environment similar to that of hospitals that have digitized the entire workflow of producing and processing medical images. In the laboratory, in a nutshell, students perform the following stages of the workflow of these systems:

1. Referral of patients for radiological examination (RIS)
2. Schedule patient appointments in the system (RIS)
3. Worklist Retrieval from Modalities (CR Reader + Virtual Modality)
4. Perform examinations (using a patient phantom) and send them to the PACS system
5. Exam retrieval and image processing (PACS + DICOM Viewer)
6. Creating a Medical Report

In addition, during the lab, students have the opportunity to process images of various Modalities, such as MRI, CT, PET-CT, SPECT-CT, Mammography, Digital X-Ray, CR, DEXA, Fluoroscopy, Angiography with software tools suitable for each Modality, such as measurements of regions of interest, calibration of spatial resolution (using a non-radius permeable ruler), 3D reconstructions, use of filters and LUT and many other.

This process enables them to understand the differences of the images produced by each modalities, and in addition to understand the capabilities of the processing tools as well as how they can affect the diagnosis. Below we provide links to 4 videos (please press ctrl+click to watch them) with a demonstration of our teaching methodology using PACS.

### LINKS FOR DEMONSTRATION OF PACS TEACHING METHODOLOGY:

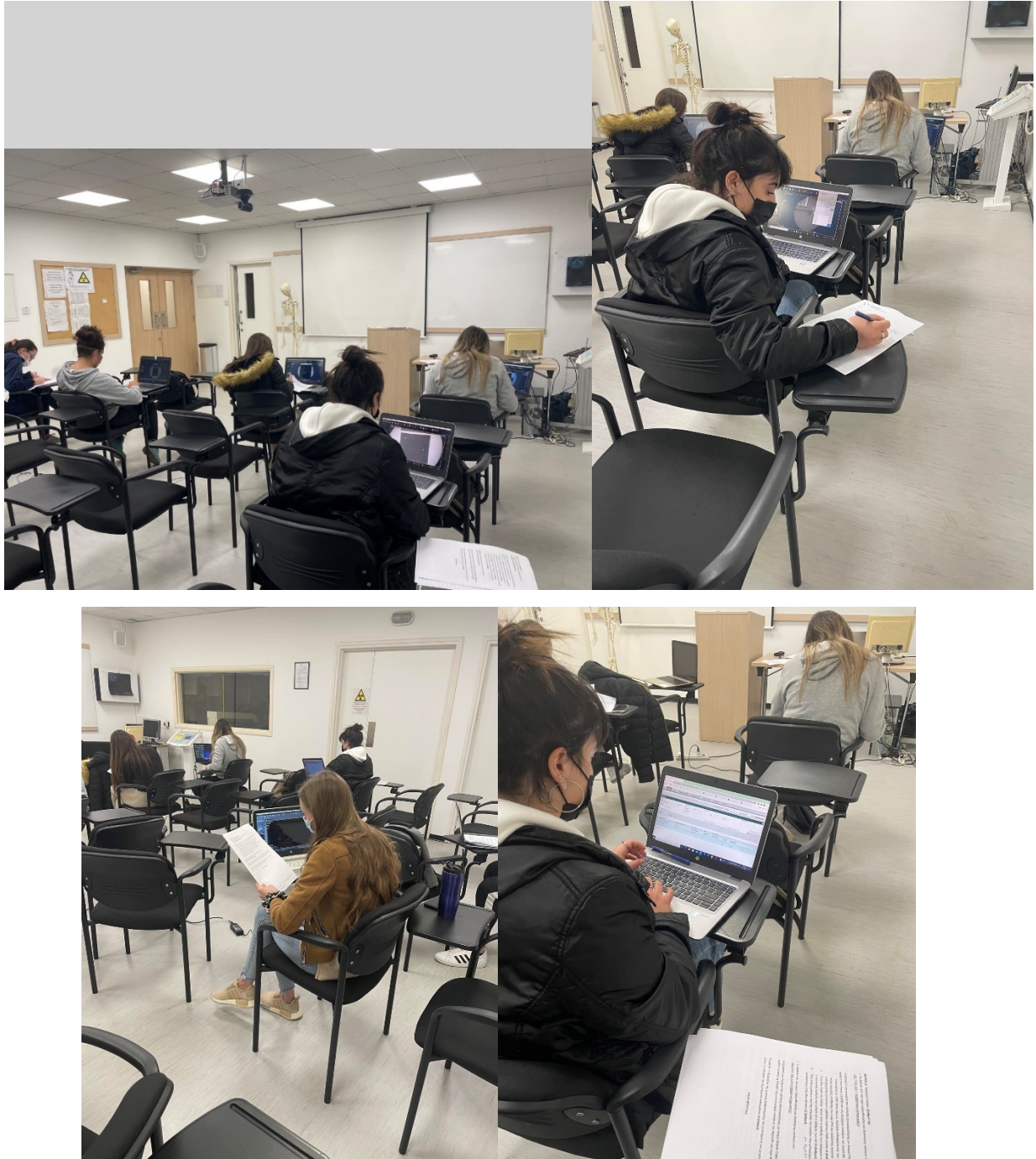
1. [PET-CT.mp4](#)
2. [CT and filters.mp4](#)
3. [Spatial Calibration.mp4](#)
4. [DICOM PDF Report.mp4](#)

The portfolio created can be clearly see in the video of:

1. [Spatial Calibration.mp4](#)



In addition, images are also provided below that show students practicing on their laptops for PACS systems.





## 6. Additional for doctoral programmes

(ALL ESG)

N/A



## 7. Eligibility (Joint programme) (ALL ESG)

N/A

## **B. Conclusions and final remarks**

### **FINAL REMARKS**

The External Examination Committee was fairly satisfied with the information provided both in advanced and during the visit and realized that the Staff of the Department follows a “student centered” approach and showed their willingness to improve the syllabus. The facilities in the EUC are in general very impressive and the students have access to all basic resources related to their studies.

The Members of the Committee discussed the title of the course (Radiology – Radiotherapy) but the conclusion made was that there is no need to change the title, the title remains aligned with the national policy as it is stated by the professional body of Radiology-Radiotherapy Technologists.

### **PROGRAMME**

#### **IMPROVEMENTS**

- The cross programme evaluation of student feedback is weak. The Department should consider other methods of feedback such as focus groups, and shorter more specific questionnaire. These need to be collated into an annual report and progress tracked over time. There needs to be more evidence of alumni and employers’ involvement in programme design, assessment, and ongoing improvement.

### **LEARNING and TEACHING ASSESSEMENT**

#### **IMPROVEMENT**

- The alignment of the assessment to the learning outcomes needs to be mapped, and the assessment plan for the entire course made available.
- Assessment needs to be double marked in some way, for example, double marked top middle and bottom; double check all fails, all tops; etc.
- Marking criteria or marking rubrics should be available to the student before the assessments.
- The practice that some theses are written by two students should be abandoned.

### **STAFF**

#### **IMPROVEMENT**

- Future recruitment strategy should target Radiology and Radiation Therapy technologists as full-time academic staff.
- Professional development strategy should provide opportunities for future leaders among the Radiology and Radiation Therapy technologists, for example to become deputy head then head of programme.
- The titles of “special scientist” or “special teaching personnel” do not correspond with international norms, and should be reviewed to facilitate appropriate recognition of their academic role.
- A strategy is needed to further develop Radiology and Radiation Therapy technology research and publications.

### **ADMISSION and CERTIFICATION OF STUDENTS**

#### **IMPROVEMENTS**

- The team should consider strengthening the minimum entry level requirement to the programme.
- The team should consider their rules on student progression specific to the programme.

## **RESOURCES and STUDENT SUPPORT IMPROVEMENTS**

- The wet processing area might be better used for digital diagnostic monitors for image evaluation, or other purposes. The team should consider having access to a PACS system to evaluate images and create an e-portfolio of student experience and learning.
- There is a need for investment in Radiation Therapy laboratory equipment, for example consider VERT <https://www.virtual.co.uk/products/vert/> , immobilisation devices, fusion software, processing software etc.

### **Response by EUC:**

We would like to sincerely thank the EEC for the positive feedback and its constructive recommendations. As described in the previous sections of the report, the Radiology and Radiotherapy Programme has focused on fully addressing each of the EEC's recommendations. We believe that these actions enhance our Program's quality, which builds on our strengths and our readiness to implement the program in an attractive student-friendly environment. As the EEC noted during the evaluation of the Radiology and Radiotherapy programme, there is a strong student-centered approach, with a clear progressive approach to pedagogy from theory, to practical labs (in small groups) and on practise in the clinical environment. We strongly believe that interconnection of theory with practice reflects our ability to provide a high academic education level. This particular comment from the EEC makes us very proud and increases our commitment to continuous development in all education and research sections.

We summarize in brief the major adaptations described in more depth in the previous sections of the Report based on the overall conclusions of the EEC presented in this section. In more specific, in adhering to the suggestions of the EEC, we have now:

### **PROGRAMME**

1. Used focus groups with students from each class to strengthened our student feedback sources.
2. Initiated the process to create a shorter more specific student's feedback questionnaire which will be used from all programs in the University.
3. Arranged regular semester meetings where student feedback and other problems are discussed.
4. Created a report with the cross-program evaluation of the student's feedback questionnaire which provides a global overview of the results starting from the Fall 2021.
5. Started the process to include more alumni and employers in the Advisory Board from Aretaeio Hospital, the German Oncology Centre, the Alpha Evresis Diagnostic Centre and the Limassol General Hospital
6. Started staff meetings every semester inviting the Heads of departments from leading hospitals that we collaborate for clinical training to further strengthen the employers' involvement in the programme design, assessment, and ongoing improvement.

### **LEARNING and TEACHING ASSESSEMENT**

1. Started double marking process in the midterm and final exams for all top and fails in all the courses.
2. Developed grading rubrics to assess a range of activities to provide students with clear, directed, and focused feedback on ways to improve their learning.

3. Abandoned the practice that some theses are written by two students and now each student has his/her own topic. The undergraduate thesis guide has been updated accordingly.

### **STAFF IMPROVEMENT**

1. Opened a vacancy for a new full-time academic staff for a Radiology and Radiation Therapy technologist to support the programme's needs.
2. Awarded the Radiology and Radiotherapy technologist for the Spring 2022 with the Teaching Hour Reduction (THR) award in order to conduct research.

### **ADMISSION and CERTIFICATION OF STUDENTS IMPROVEMENTS**



1. Revised the admission criteria of the Program in a way to demonstrate the determinant role of strong academic performance for being admitted in the Program.

### **RESOURCES and STUDENT SUPPORT IMPROVEMENTS**

1. Gave access to all students to a PACS system to evaluate images. An e-portfolio has been created for the students with a set of images from a variety of modalities.
2. Started the process to make our laboratory wheelchair accessible by ordering a platform stairlift.
3. Ensured that our students use equipment of the latest technology for the Radiation Therapy clinical training as it takes place in the German Oncology Centre which is affiliated with the European University Cyprus.

In closing, we would like to say that we have thoroughly reviewed the findings, strengths, and areas of improvement indicated by the EEC following its review and attempted to respond to each item precisely and succinctly. By embracing the EEC's comments and suggestions, we are convinced that our programme will ensure its students' learning outcomes more effectively. In this regards, we are grateful to the EEC for their candid discussions regarding our programme and the insightful comments and suggestions throughout their report.

### C. Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
<b>Irene Polycarpou</b>	Program Coordinator	
<b>Chrysoula Thodi</b>	Chairperson, Department of Health Sciences	
<b>Panagiotis Papageorgis</b>	Dean, School of Sciences	<i>Panagiotis Papageorgis</i>

**Date:** 28/3/2022





APPENDIX I - Cross program student feedback evaluation F2021

Semester	Collector ID	Course Code/Section
F2021	EUC32ANA110F	ANA110F
F2021	EUC60BIO282B	BIO282B
F2021	EUC1118RAD110A	RAD110A
F2021	EUC1119RAD111A	RAD111A
F2021	EUC1120RAD210A	RAD210A
F2021	EUC1121RAD211A	RAD211A
F2021	EUC1122RAD212A	RAD212A
F2021	EUC1123RAD300A	RAD300A
F2021	EUC1124RAD301A	RAD301A
F2021	EUC1125RAD303A	RAD303A
F2021	EUC1126RAD310A	RAD310A
F2021	EUC1127RAD311A	RAD311A
F2021	EUC1128RAD324A	RAD324A
F2021	EUC1129RAD400A	RAD400A
F2021	EUC1130RAD411A	RAD411A
F2021	EUC1131RAD412A	RAD412A
F2021	EUC1132RAD413A	RAD413A
F2021	EUC1133RAD414A	RAD414A
F2021	EUC1134RAD420A	RAD420A
F2021	EUC1136RES303E	RES303E

CourseName	Instructor
ΑΝΑΤΟΜΙΑ Ι	PAPACHARALAMBOUS CHARALAMBOS*
ΒΙΟΣΤΑΤΙΣΤΙΚΗ	KYPRIANIDOU MARIA*
ΕΙΣΑΓΩΓΗ ΣΤΗΝ ΑΚΤΙΝ. Κ ΑΚΤΙΝΟΤΕΧΝΟΛΟΓΙΑ	POLYCARPOU IRENE
ΑΚΤΙΝΙΚΗ ΚΑΙ ΜΟΡΙΑΚΗ ΒΙΟΛΟΓΙΑ	NEOPHYTOU CHRISTIANA*
ΚΛΙΝΙΚΗ ΆΣΚΗΣΗ ΙΙ	MICHAEL ILIANA*
ΑΚΤΙΝΟΤΕΧΝΟΛΟΓΙΑ ΙΙ	LEANDROU STEFANOS
ΑΚΤΙΝΟΑΝΑΤΟΜΙΚΗ	LEANDROU STEFANOS
ΤΟΜΟΓΡΑΦΙΚΗ ΑΠΕΙΚΟΝΙΣΗ	LEANDROU STEFANOS
ΑΚΤΙΝΟΘΕΡΑΠΕΥΤΙΚΗ ΟΓΚΟΛΟΓΙΑ Ι	FERENTINOS CONSTANTINOS*
ΤΕΧΝΟΛΟΓΙΑ ΑΠΕΙΚΟΝΙΣΤΙΚΩΝ ΣΥΣΤΗΜΑΤΩΝ ΙΙ	POLYCARPOU IRENE
ΚΛΙΝΙΚΗ ΆΣΚΗΣΗ ΙV	ATHANASIOU THASOS*
ΑΚΤΙΝΟΛΟΓΙΚΗ ΠΑΘΟΛΟΓΙΑ Ι	LEANDROU STEFANOS
ΨΗΦΙΑΚΗ ΑΠΕΙΚΟΝΙΣΗ & ΙΑΤΡΙΚΗ ΠΛΗΡΟΦΟΡΙΚΗ	KAOLIS DIMITRIS*
ΚΛΙΝΙΚΗ ΆΣΚΗΣΗ VI	ATHANASIOU THASOS*
ΑΚΤΙΝΟΘΕΡΑΠΕΥΤΙΚΗ ΟΓΚΟΛΟΓΙΑ 3	FERENTINOS CONSTANTINOS*
ΥΠΕΡΗΧΟΣ	TSITSKARI MARIA
ΘΕΡΑΠΕΙΑ ΜΕ ΡΑΔΙΕΝΕΡΓΑ ΙΣΟΤΟΠΑ	LEANDROU STEFANOS
ΜΑΣΤΟΓΡΑΦΙΑ	LEANDROU STEFANOS
ΠΡΑΚΤΙΚΗ ΆΣΚΗΣΗ	ATHANASIOU THASOS*
ΜΕΘΟΔΟΛ. ΤΗΣ ΈΡΕΥΝΑΣ ΓΙΑ ΕΠΙΣΤΗΜ. ΥΓΕΙΑΣ	HADJIKOU ANDRIA*
	<b>AVERAGE</b>

School	Enrolled students	Lines	Blanks	Filled	Completion rate	Respond rate
School of Sciences	21	20	2	18	90.00%	85.71%
School of Sciences	12	1	0	1	100.00%	8.33%
School of Sciences	18	16	0	16	100.00%	88.89%
School of Sciences	17	19	2	17	89.47%	100.00%
School of Sciences	9	0	0	0	#DIV/0!	0.00%
School of Sciences	7	1	0	1	100.00%	14.29%
School of Sciences	7	0	0	0	#DIV/0!	0.00%
School of Sciences	11	7	0	7	100.00%	63.64%
School of Sciences	10	0	0	0	#DIV/0!	0.00%
School of Sciences	13	12	0	12	100.00%	92.31%
School of Sciences	10	0	0	0	#DIV/0!	0.00%
School of Sciences	8	0	0	0	#DIV/0!	0.00%
School of Sciences	9	0	0	0	#DIV/0!	0.00%
School of Sciences	8	0	0	0	#DIV/0!	0.00%
School of Sciences	11	0	0	0	#DIV/0!	0.00%
School of Sciences	7	0	0	0	#DIV/0!	0.00%
School of Sciences	12	0	0	0	#DIV/0!	0.00%
School of Sciences	15	0	0	0	#DIV/0!	0.00%
School of Sciences	1	0	0	0	#DIV/0!	0.00%
School of Sciences	17	6	0	6	100.00%	35.29%

1. Fully Online	2. Blended (some sessions online and some face-to-face on campus)	3. Fully face-to-face on-campus
1	14	3
1	0	0
0	9	7
0	9	7
0	0	0
0	0	1
0	0	0
2	2	2
0	0	0
3	7	3
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
0	0	0
3	3	0

4. Mixed modalities according to the COVID-19 conditions (i.e. it started in one way and during the semester it changed)	Q2: How satisfied are you in general?
1	4.22
0	4
0	4.44
1	4.29
0	-
0	4
0	-
1	4.86
0	-
0	4.42
0	-
0	-
0	-
0	-
0	-
0	-
0	-
0	-
0	-
0	4.17

1. I am satisfied with my communication with the administrative personnel of my School	1. Choice 11	Q3a2. I am satisfied with my communication with the course coordinator of my program of studies	2. Choice 11
6.29	11	7.44	9
-	1	-	1
8.14	9	7.67	7
8.44	8	7.36	6
-	0	-	0
-	1	-	1
-	0	-	0
7	2	7.83	1
-	0	-	0
7.4	2	8.82	1
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
8.67	3	8.33	3
7.65666667		7.908333333	

3. I am satisfied with my communication with my Student Advisor	3. Choice 11	4. I am satisfied with the support that I receive from the MIS department (IT Support) of the University	4. Choice 11
7.62	5	7.7	8
9	0	-	1
7.77	3	6.91	5
8	3	7.36	6
-	0	-	0
6	0	7	0
-	0	-	0
7.86	0	7.5	3
-	0	-	0
8.55	1	8.75	4
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
8.33	3	7.5	2
7.89125		7.531428571	

5. I am satisfied with the operation of the Blackboard learning platform (for those who had their classes on Blackboard Learn)	5. Choice 11	6. I am satisfied with the operation of the Moodle Learning platform (for those who had their classes on Moodle)	6. Choice 11
9.06	0	2.06	0
6	0	8	0
8.56	0	1.5	0
8.82	0	2.41	0
-	0	-	0
9	0	9	0
-	0	-	0
8.57	0	7.43	0
-	0	-	0
8.42	0	9	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
8.33	0	8.17	0
8.345		5.94625	



7. I am satisfied with the tools of the Blackboard learning platform (for those who had their classes on Blackboard Learn)	7. Choice 11	8. I am satisfied with the tools of the Moodle Learning platform (for those who had their classes on Moodle)	8. Choice 11
8.94	0	2	0
7	0	8	0
8.5	0	1.5	0
8.12	0	2.41	0
-	0	-	0
10	0	8	0
-	0	-	0
8.71	0	7.71	0
-	0	-	0
8.58	0	8.92	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
-	0	-	0
8.33	0	8.5	0
8.5225		5.88	

9. I am satisfied with the teleconferencing system Blackboard Collaborate	9. Choice 11	Q4: How satisfied are you in relation to the information that was provided to you by the University regarding the mode of delivering of this course during Fall Semester 2020?
9.06	0	3.83
6	0	4
8.38	0	4.5
8.65	0	4.59
-	0	-
9	0	4
-	0	-
9	0	4.86
-	0	-
8.58	0	4.5
-	0	-
-	0	-
-	0	-
-	0	-
-	0	-
-	0	-
-	0	-
-	0	-
-	0	-
-	0	-
8.67	0	4.33
8.4175		4.32625

**Q5: How satisfied are you in relation to guidance provided by your instructor regarding the delivery of this course during Fall Semester 2020?**

4.06
5
4.5
4.65
-
4
-
4.86
-
4.75
-
-
-
-
-
-
-
-
-
-
4.83
4.58125



## **INTERNAL REGULATION ON**

## **EUC's PROGRAM EVALUATION REVIEW (P.E.R.) PROCEDURES AND TEMPLATE**

**62<sup>nd</sup> Senate Decision: 28 January 2019**

---

### **Program Evaluation Review (PER) Procedures**

#### **1. Rationale and Scope**

The Program Evaluation Review (PER) encourages excellence in academic programs by aligning teaching and learning, curriculum, and other academic processes and activities with the mission of individual programs. The process is an essential part of EUC's continued effort to ensure that its mission is met through the delivery of its programs, that EUC programs of study comply, on institutional level, with Standards and Guidelines in the European Higher Education Area, and that EUC programs' structure, content and delivery mode meet stakeholders expectations and needs.

More specifically, the PER's goal is to provide a framework for developing, implementing, and maintaining an ongoing effective program evaluation review process that will:

- Result in the improvement of the program experience of students;
- Follow the standards of the EUC policies and align to accreditation bodies' decisions (e.g. CY.Q.A.A. The Cyprus Agency of Quality Assurance and Accreditation in Higher Education/ΔΙ.Π.Α.Ε. Φορέας Διασφάλισης και Πιστοποίησης της Ποιότητας της Ανώτερης Εκπαίδευσης);
- Assess the quality and enhance the overall effectiveness of the Programs, Departments, Schools and University as a whole;
- Identify the strengths and weaknesses in each program under evaluation review and offer opportunities for improvement;
- Establish program action plans and strategies for continuous and ongoing improvement;
- Utilize the information collected through the PER process to better plan and set priorities at the University level.

## 2. Sources of Information

The aim of every program is to satisfy the needs and expectations of its stakeholders. As a result, continuous monitoring of needs and expectations is essential. The table below shows the way by which the PER process monitors and collects information from the program stakeholders.

<b>STAKEHOLDER</b>	<b>SOURCES OF INFORMATION</b>	<b>DOCUMENTATION</b>
<b>Students</b>	Course Evaluation Questionnaires	Full report of questionnaires output shall be available at the end of each semester
	Program Committee	Students' representation in the Program Committee. Minutes of meetings
<b>Alumni</b>	Alumni Questionnaires (e.g. Έρευνα Αποφοίτων)	Full report of questionnaires output should be available
	Advisory Board	Alumni representation on the Advisory Board. Minutes of meetings.
	Graduate Employment Reports	Reports
<b>Faculty Members</b>	Program Committee	All faculty members teaching in the program are members of the Committee. Minutes of meetings
		Students' representatives in the Committee. Minutes of meetings
<b>Professionals – Industrialists</b>	Advisory Board	Professional Bodies, Industrialists representation on the Advisory Board. Minutes of meetings
	National & International Professional Bodies Curriculum Guidelines	Established guidelines
	National & International Legislative Directives on Program Curricula	Directives on program curricula
<b>University Management</b>	University Strategic Plan	University strategic plan document
	School/Departmental Strategic Plan	School/Dept. Strategic Plan.
<b>Other</b>		

In order to facilitate the collection of information from the stakeholders and the development of the PER report, the following Committees/Bodies need to be in place (additional to those described in the EUC Charter):

### (a) Program Committee:

The School Council appoints a Program Committee (as *EUC Charter: Annex 12, Article VII, Section 2,*) that monitors the academic and other issues of each program. The Program

Committee can appoint sub-committee(s) to handle specific thematic areas and/or collect information.

(i) Terms of reference: The Program Committee shall report to the Department and/or School Council accordingly. For the purposes of the PER procedure the Committee meets at least once per semester. It shall have the following specific responsibilities:

- To oversee and monitor the implementation of the Senate policies and guidelines;
- To monitor curriculum development, delivery and assessment; and make recommendations to the School Council for proposed changes in regulations through the development of the PER report;
- To monitor students' admission and progress;
- To monitor the career path of the Alumni and maintain strong ties between the Alumni and the University;
- To receive and consider the minutes of meetings of the Sub-Committee for the program;
- To receive and consider the summary results of students evaluation questionnaires, as available;
- To provide a forum for discussion of general matters relating to the program;
- To submit the PER report of the program to the Department and School Council through the program coordinator.

The Program Committee Chair comprises the following members:

- The Program Coordinator (*as EUC Charter: Annex 12, Appendix B*);
- The Program's full time teaching personnel, plus selective part time teaching personnel, if necessary;
- Representative of the Administration personnel according to the specific administrative needs, if required;
- Student representatives.

**(b) School or Department or Program Advisory Board:**

Each program sets up an Advisory Board with the following broad terms of reference and membership.

(a) Terms of reference: The aim of the Advisory Board is to support the Undergraduate and Postgraduate Programs of each Department and School of the European University Cyprus through an independent evaluation of its activities, feedback and constructive criticism. Overall, the Advisory Board will review and contribute in several areas, including the following:

1. Improvement(s) on academic teaching;
2. Evaluation and provision of suggestions regarding the Undergraduate and Postgraduate Programs of the Department and School structure and content; thus providing students with an enhanced learning experience and a high quality educational program;
3. Proposition of courses that link the Department's/School's programs with the needs of the local and global industries, promote internationalization, academic and professional qualification and foremost employability of graduates;

4. Develop mutually beneficial relationships between the faculty, the industry, stakeholders and authorities, aiming to facilitate constructive exchange of ideas, as well as strengthen the links between them;
5. Contribution of unique and innovative ideas for research and its implementation;
6. Promotion of the faculty's work profile outside the University.

(b) Membership: C/o School and Departments.

**(c) Expert Review Panel (ERP):**

The PER process refers to the evaluation of the report by an Experts' panel with the following terms of reference and membership:

(i) Membership

The Program Review Panel comprises of academic and subject experts, namely:

- Two External Faculty members who are experts on the program thematic areas.

The Program Coordinator (on behalf of the Program Committee) appoints the two external experts.

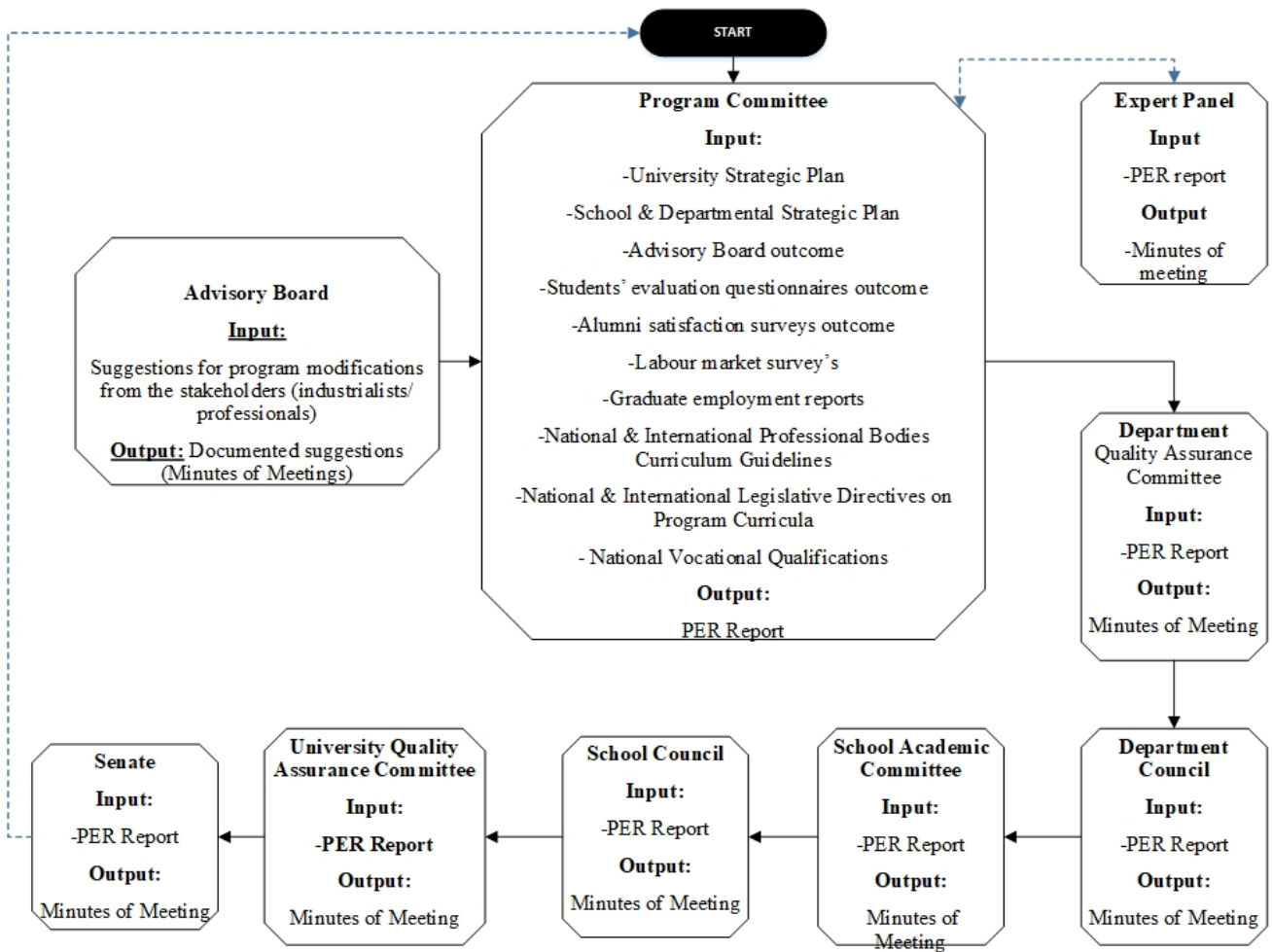
(ii) Terms of reference

The Expert Review Panel provides a written review report by commenting and evaluating the findings and implementation plan presented in the PER, as well as by providing relevant recommendations. The role of the Expert Review Panel is to provide feedback only on the academic elements of the Program Evaluation Review. Decisions about the viability and other aspects of the program remain within the remit of the School and University.

**3. The PER Process**

The PER process to be followed is illustrated in the diagram below. The PER process is a continuous process. It is expected that each Department implements the PER procedure and prepares the PER report (see Template attached) every five (5) years. The Program Committee can initiate a PER procedure at any time within the five year period suggesting documented program changes.

Diagram: PER Procedure



#### 4. Timeframe

Program Evaluation Review is a continuous process. It is expected that every program should complete a PER process every five (5) years. However, the Program Committee is not restricted with regards to the exact time, as it can initiate a PER report at any time within the five year period suggesting documented program changes.

Schools with a program to be reviewed for the 5 years PER process will be notified by the Office of the Vice-Rector of Academic Affairs **in early July**. Since the review process is an ongoing process, the School shall follow all procedures so that the report with the associated documentation is approved by the Senate in its first meeting of the following calendar year.



## Program Evaluation Review (PER) Template

***“Program Title”***

**School of X**  
**Department of X**

Last Review Date: DD/MM/YY

## **1. Background/Contextual Information**

Briefly describe the **status** of the Program in review (provide **headline** information in terms of student numbers, profiles and accreditations). Focus on any significant developments since the last program review.

Briefly present the actions taken since the **last Program Review**, and the progress of the suggested Program Action Plan (if any).

*(Provide references wherever this is applicable / appropriate, see Section ....)*

## **2. PER methodology**

Briefly describe the **methodology** used for the implementation of this review. Refer to how this review is related to the overall University's QA process.

*(Provide references wherever this is applicable/appropriate, see Section ...)*

## **3. PER Data Sets & Other Sources of Information**

List the **data sets** and **other sources of information**, which were used for the implementation of this review. Provide as appendix all the documentation.

## **4. Curriculum Structure, Objectives, and Learning Outcomes**

Briefly describe and review the **general structure/content** and **rationale** of the Program Curriculum in Review. Possible review tasks, which may be undertaken, are the following:

- Review the relevance and adequacy of the **current Objectives / Learning Outcomes** of the Program in review in relation to the latest research, professional and technological developments (wherever applicable).
- Review how the Curriculum structure and content **satisfies the current Objectives and Learning Outcomes** of the Program in review (cross-reference matrices of 'Courses vs Learning Outcomes' can be designed / used for this purpose).
- Review how the Curriculum's structure / learning outcomes **satisfy the requirements of international standards and professional organisations, as well as any legislative requirements** (if applicable).
- Review how the Curriculum structure / learning outcomes **address stakeholders'** (students, alumni, professionals) **considerations and expectations**.

Feel free to implement any additional / alternative review task you consider appropriate for the Program in review.

*(Provide references this is applicable / appropriate, see Section 2)*

## **5. Teaching and Learning**

Briefly describe and review the **teaching and learning methods, teaching and learning materials, academic personnel, resources, and academic support**, which are provided for the Program in review. Possible review tasks, which may be undertaken, are the following:

- Review the relevance and adequacy of the **current teaching, learning, and assessment methods followed**, in relation to international standards, stakeholders' feedback, and current educational trends.
- Review the adequacy of the **Program's current academic personnel** in relation to the teaching and learning needs of the Program Curriculum, international standards, stakeholders' feedback, School and University Strategy, and requirements from professional bodies.
- Review the relevance and adequacy of the Program's current teaching **resources and academic support** in relation to international standards, stakeholders' feedback, and current educational trends.

Feel free to implement any additional / alternative review task you might feel is appropriate for the Program in review.

*(Provide references wherever this is applicable / appropriate, see Section 2)*

## **6. Sustainability**

Briefly describe and review the **Sustainability** aspects of the Program in review. Possible review tasks, which may be undertaken, are the following:

- Review the **student recruitment / retention policy**, which is followed for the Program in review, in relation to the latest enrolment, retention, and marketing data.
- Review the **employability dimension** of the Program in review, in relation to the latest alumni satisfaction and graduate employment reports, and in relation to the feedback provided by industrial stakeholders.
- Review how the Program in review fits and contributes to the satisfaction of **the School's and University's long-term strategic plans**.
- Review how the Program in review addresses the latest **national and international professional needs and trends**.

Feel free to implement any additional / alternative review task you consider as appropriate for the Program in review.

*(Provide references wherever this is applicable / appropriate, see Section 2)*

## 7. SWOT Analysis

Based on your review, please provide a Strengths/Weaknesses/Opportunity/ Threats Analysis for the Program in Review:

<b>Strengths</b>  1. Strength x 2. Strength y	<b>Weaknesses</b>  1. Weakness x 2. Weakness y
<b>Opportunities</b>  1. Opportunity x 2. Opportunity y	<b>Threats</b>  1. Threat x 2. Threat y

## 8. Proposed Program Modifications

Identify the proposed program modifications by providing the necessary documentation on the following areas:

### **I. Program modifications:**

- (a) Title
- (b) Aim and Objectives
- (c) Learning Outcome(s)
- (d) Curriculum/Program structure
- (e) Entry requirements/criteria

### **II. Course(s) modifications**

- (a) Title
- (b) Aim and Objectives
- (c) Learning Outcomes
- (d) Course Content
- (e) Teaching Methodology
- (f) Assessment Methods
- (g) Recommended Textbook(s)
- (h) Other (ECTS, hours, etc.)

### **III. Program quality control mechanisms**

### **IV. Other (Specify)**

## 9. Implementation Plan

Describe the proposed action plan for the proposed modifications/changes in a timetable or Gantt Chart.



## APPENDIX III. Semester program meetings

### Meeting of the teaching staff and heads of the clinical practice

Date: 2/11/2021

#### Participants:

1. Dr Irene Polycarpou, Coordinator
2. Dr Stephanos Leandrou, Lecturer & Council Member of the National Registry Body of the Radiologic Technologists and Radiotherapy Technologists
3. Dr Marilena Theodorou, Lecturer & Oncologist in Bank of Cyprus Oncology Centre
4. Mr Thasos Athanasiou, Special Scientist & President of the Board of the Cyprus Registered Radiologic Technologists and Radiotherapy Technologists & Council Member of the National Registry Body of the Radiologic Technologists and Radiotherapy Technologists
5. Dr Maria Lewnidou, Lecturer
6. Mr Dimitris Kaolis, Senior Medical Physicist, Nicosia General Hospital
7. Dr Konstantinos Ferentinos, Director of the Radiation Oncology Department, German Oncology Centre
8. Mr Petros Michaeloudis, Senior Radiation Therapy Technologist, Bank of Cyprus Oncology Center
9. Mrs Eliana Michael, Clinical Training
10. Mrs Elena Panayiotou, Clinical Training
11. Mr George Charilaou, First Aid Instructor
12. Mrs Xenia Ioakim Supervisor for the labs of the Nursing program in European University Cyprus

#### Agenda:

1. Evaluation of the program for 2022 and areas for improvement
2. Teaching methodologies and problems faced during COVID-19
3. Lab facilities and needs for 2022
4. Students' evaluation during COVID-19
5. Low GPA policy results

### Evaluation of the program for 2022

Mrs Xenia suggested that the First Aid course must be moved in the second year of studies as the students they do not have adequate Anatomy and Physiology knowledge in the first year. We have discussed this and we have ended up that we have no other courses to change it with. We have ended up that the fact that they do Anatomy course in parallel it might be helpful and we will evaluate this in the future.

Dr Ferentinos said that students seem well prepared for their clinical practice from the theory point of view. For further improvement of the program, Dr Ferentinos suggested that some weeks in the courses of Radiation Oncology can be offered from Technologists of Radiotherapy as they are now offered from a Radiation Oncologist. We decided to offer such lectures as part of the training of the students in the German Oncology Centre.

### **Teaching methodologies and problems during COVID-19**

The teaching methodologies applied in courses include lectures but also live demonstrations and extra activities such as assignments, workshops, team work projects and educational video tutorials. Also based on the learning outcomes of a course guest lecturers are invited in order to present special and innovated topics related to the course. Also the teaching staff is continuously informed and trained in Digital enhanced learning tools to support teaching. Actually this helped us a lot during the pandemic, when alternative teaching methodologies had to be developed.

We have raised the issue that the student conference did not take place in the period 2020-2021 due to the COVID-19. Various ways alternative ways have been discussed but we have ended up that what the students like in this conference is the physical presence.

Since we did not organize the conference, Mr Kaolis suggested to organize a workshop for the students for Radiation Protection. The workshop will be organized late in November and will include presentations to enhance the knowledge of students and alumni for Radiation Protection.

### **Lab Facilities**

We have discussed the possibility to buy CT and MRI simulator. The simulators allow for the clinical instruction of CT and MRI procedures within the classroom. Students will acquire clinical experience and confidence with the life-like CT and MRI operator's consoles. This will increase the experience of students and therefore increase their employability. We will include it in our budget next year in order to be evaluated.

Dr Lewnidou have asked to buy the following items for the course of Physiology. We now use the equipment that the university has for all the medical students. They are adequate for now but for the future it may be needed. We will buy them for the program.

### **ΕΞΟΠΛΙΣΜΟΣ ΓΙΑ ΜΑΘΗΜΑΤΑ ΦΥΣΙΟΛΟΓΙΑΣ**

- 10 Pulse Oximeter
- 4 Μηχανάκια για μέτρηση γλυκόζης και χοληστερόλης και αναλώσιμα (ταινίες μέτρησης γλυκόζης, ταινίες μέτρησης χοληστερόλης, ειδικά στυλό για τοποθέτηση βελόνας και βελόνες για το συγκεκριμένο στυλό)
- 10 παραδοσιακά (όχι ηλεκτρονικά) πιεσόμετρα και στηθοσκόπια

- Θερμόμετρα:
  - ✓ 4 ηλεκτρονικά μασχάλης – περίπου 40 ευρώ και τα τέσσερα
  - ✓ 1 ηλεκτρονικό αυτιού- περίπου 50 ευρώ και αναλώσιμα (τα ειδικά πλαστικά καλύμματα μίας χρήσης)
  - ✓ 1 ηλεκτρονικό μετώπου – περίπου 70 ευρώ
  - ✓ 4 ‘σαν τύπου υδραργυρικά’ – περίπου 40 ευρώ και τα τέσσερα
- 10 Σφυράκια για επιγονατιδικό αντανακλαστικό – περίπου 5 ευρώ το ένα δηλαδή σύνολο 50 ευρώ
- 1 Portable spirometer- για αξιολόγηση αναπνευστικού – περίπου 100 ευρώ από το Amazon [https://www.amazon.de/-/en/SMART-Oximeter-Spirometer-Personal-SpO2/dp/B08BTSFNQ8/ref=sr\\_1\\_5?adgrpid=82319560696&dchild=1&gclid=Cj0KCQjwk4yGBhDQARIsACGfAeuqf-ndwd2YKQ4XQZVUe687RvyAgmWFAVKu5LXFKH\\_TM9A98TLs0gAaAnfZEALw\\_wcB&hvadid=394700394206&hvdev=c&hvlocphy=1003700&hvnetw=g&hvqmt=b&hvrand=3227599389679452101&hvtargid=kwd-12865831&hydadcr=24461\\_1812054&keywords=spirometer&qid=1623413639&sr=8-5](https://www.amazon.de/-/en/SMART-Oximeter-Spirometer-Personal-SpO2/dp/B08BTSFNQ8/ref=sr_1_5?adgrpid=82319560696&dchild=1&gclid=Cj0KCQjwk4yGBhDQARIsACGfAeuqf-ndwd2YKQ4XQZVUe687RvyAgmWFAVKu5LXFKH_TM9A98TLs0gAaAnfZEALw_wcB&hvadid=394700394206&hvdev=c&hvlocphy=1003700&hvnetw=g&hvqmt=b&hvrand=3227599389679452101&hvtargid=kwd-12865831&hydadcr=24461_1812054&keywords=spirometer&qid=1623413639&sr=8-5)  
Και μαζί αναλώσιμα: ειδικά επιστόμια μίας χρήσης.

- 1 Algometer

Είναι για αξιολόγηση του πόνου.

[https://www.amazon.com/Baseline-Dolorimeter-Circular-Probe-Sensitivity/dp/B00381Z31O/ref=ex\\_alt\\_wg\\_d?encoding=UTF8&pd\\_rd\\_i=B00381Z31O&pssc=1&pd\\_rd\\_w=IDgsF&pf\\_rd\\_p=4e1b46a8-daf9-4433-b97e-d6df97cf3699&pf\\_rd\\_r=CPK11BEKPCQ5F7A3XJ8G&pd\\_rd\\_r=29796139-0d67-4c15-9c5d-2872cbc0d635&pd\\_rd\\_wg=vXnP9](https://www.amazon.com/Baseline-Dolorimeter-Circular-Probe-Sensitivity/dp/B00381Z31O/ref=ex_alt_wg_d?encoding=UTF8&pd_rd_i=B00381Z31O&pssc=1&pd_rd_w=IDgsF&pf_rd_p=4e1b46a8-daf9-4433-b97e-d6df97cf3699&pf_rd_r=CPK11BEKPCQ5F7A3XJ8G&pd_rd_r=29796139-0d67-4c15-9c5d-2872cbc0d635&pd_rd_wg=vXnP9)

Οι τιμές του αλγόμετρου όπως τις είδα έχουν μεγάλη διακύμανση. Εμείς επειδή θέλουμε κάτι απλό – ενώ στην φυσικοθεραπεία χρειάζονται πιο εξειδικευμένα και σπιρόμετρα και αλγόμετρα – ίσως να βρούμε κάτι γύρω στα 100-150 ευρώ στο amazon απλά το συγκεκριμένο που βρήκα πιο πάνω στο link δεν έχει πολύ καλά reviews.

### **Students' evaluation during COVID-19.**

The transition to Blackboard Learn Ultra in 2021 has been discussed.

The blackboard facilities have been discussed. The coordinator explain to all that in our effort to make the transition to online learning easier for the instructors we now conduct the online courses in the form of Blackboard Learn Ultra. They all agree that they face no difficulties and that is the best program to use.

### **Low GPA policy results.**

The coordinator informed the participants for the results of the low GPA policy and the actions taken (eg e-mail, telephone communication, meeting, etc.) aimed at supporting students. The coordinator had communication via teleconference and telephone with the students. When the first year students were informed that in order to graduate they must have a GPA of 2 most of them were surprised as they did not

know it. Only a few students were aware of that having D in all subjects would make it difficult for them to graduate. The overall results, showed that we had a general improvement in grades. Comparative table for the students involved with before / after communication has been presented to the participants.

The coordinator asked from the instructors to inform her if they observe any student that faces difficulties In order to take further actions.





## APPENDIX IV. Semester program student meetings

### Meeting of the program coordinator with student's representatives from each year.

**Date:** 3/03/2022,

#### **Participants:**

Marina Seleari (1<sup>st</sup> year representative)  
Marina Barrett (2<sup>nd</sup> year representative)  
Maria Constantinou (3<sup>rd</sup> year representative)  
Christiana Constantinou (4<sup>th</sup> year representative)

#### **General comments for the program:**

All students were in general happy with the program. They believe that they currently acquire a very good theoretical background and training skills. However, Maria (3<sup>rd</sup> year) suggested that students could interact alone more with advance imaging techniques such as MRI and CT. The other students did not have any suggestion for improvement. The coordinator took this into account and will find ways to improve it. Probably a CT or an MRI simulator will help the students to gain more experience on such modalities.

Regarding their instructors, in general all students are very happy with them and they believe that are all very helpful. However, some instructors do not respond on their emails on time. The coordinator will remind to all instructors that they need to reply at least within 48 hours to the student's emails.

Marina from 1<sup>st</sup> year she is suggesting that clinical training (not practice) should be done in other hospitals as well, apart from Nicosia General Hospital. The coordinator will exam this suggestion with the clinical training team.

Maria (3<sup>rd</sup> year) raised the issue of transportation for the clinical training and practice which are taking place in hospitals. She said that for some students (especially from abroad) the transfer to the hospital where they have their clinical training, is difficult. She suggested that perhaps the university could arrange transportation. The coordinator was already aware for this suggestion as some students already requested from the university transportation from their houses to the hospitals. The coordinator discussed this with the School and explained to students that the School can not provide transportation and it is their responsibility to arrange their transportation.

Regarding the lab equipment students were in general happy. Areas for improvement have been discussed with Christiana (4<sup>th</sup> year) who suggested that the DEXA, PANORAMIC and MAMMO could be upgraded as they are quite old. For the PANORAMIC the coordinator announced to Christiana that we have installed a new machine of the latest technology, the 4<sup>th</sup> year students did not have the opportunity to work on the new machine as they had their lab course before the installation.

Christiana (4th year) also raised an issue regarding the Erasmus+ program. For Erasmus+ program, the students have been told that if they need to go to a hospital that we do not have any agreement with it, they need to make the first contact by themselves with the hospital they are interested in. However, this is a bit difficult for them and they need some guidance. The coordinator explained to the students that a representative from the university will make the first contact only if we have an established agreement. However, a representative from the university can help them to make the first contact.

### **Online experience:**

Marina (1<sup>st</sup> year) and Maria (3<sup>rd</sup> year) said that all students are happy with the online lectures. Marina 2<sup>nd</sup> year student said that 2<sup>nd</sup> year students are also happy with the online lectures and that recordings are very helpful, especially during revision. So she suggested that it would be great if we continue to record the lectures. The 4<sup>th</sup> year students although they are happy with the online lectures, they have a suggestion for improvement; they believe that cameras should be used by students as well during lectures because they are more concentrated. The coordinator agrees with this suggestion but she explained to the students that because of the GDPR law is tricky to oblige students to have the cameras open. However, the coordinator will transfer this suggestion to the Chairperson of the Department.

<b>SCHOOL:</b>	
<b>DEPARTMENT:</b>	

### COURSE OUTLINE

<b>Course Information</b>		
<b>Course Title:</b>		
<b>Mode of Delivery:</b> Conventional		
<b>Course Code &amp; Section:</b>	<b>Semester:</b>	
<b>Day and Time:</b>	<b>Lecture Room No.:</b>	<b>Lab Room No.:</b>
<b>Prerequisite(s):</b>	<b>ECTS:</b>	
<b>Co-requisite(s):</b>		
<b>Level:</b> Bachelor (1 <sup>st</sup> Cycle) Master (2 <sup>nd</sup> Cycle) PhD (3 <sup>rd</sup> Cycle)	<b>Lecture Hours per week:</b>	<b>Laboratory Hours per week:</b>
<b>Type of Course:</b> Compulsory or Elective		
<b>Instructor Information</b>		
<b>Name:</b>		
<b>Office Room No.:</b>	<b>Office Telephone Number:</b>	
<b>E-Mail:</b>	<b>Office Hours:</b>	
<b>Website Link:</b>		
<b>School Information</b>		
<b>School Office Telephone Number:</b>	<b>School Office Email:</b>	
<b>Website/Links</b>		
<b>University Website:</b> <a href="http://www.euc.ac.cy">www.euc.ac.cy</a>		
<b>Students' Portal:</b> <a href="https://myeuclogin.euc.ac.cy">https://myeuclogin.euc.ac.cy</a> through which you can have access to your University Email Account, as well as the Blackboard Learn Ultra webpage.		
<b>EUC App:</b> <a href="https://mobile.euc.ac.cy/">https://mobile.euc.ac.cy/</a>		

**COURSE DESCRIPTION:**

Copy and paste the 'Course Description' from the latest approved version of the course syllabus.

....

**LEARNING OUTCOMES:**

Copy and paste the 'Learning Outcomes' from the latest approved version of the course syllabus.

Upon successful completion of this course, students are expected to be able to:

- .....
- .....

**SUGGESTED TEXTBOOK(S):****RECOMMENDED/ADDITIONAL READINGS:**

---

**The Copyright Law on Data Protection in Cyprus and the European Union**

'Copyright' is the legal term used to describe the rights given to an author to protect his/her original work. The Law protects this work from being copied without permission and upholds the author's right to derive an income from his/her work.

It is an offence to photocopy *more than 10% or one chapter* (whichever is the greater) of the course textbook or any other textbook, which is not less than 10 pages long. The photocopy must be for *personal* use only.

Possession of substantial photocopied material (such as a whole textbook) on the campus of the European University Cyprus can result in disciplinary measures by the institution and by the Law enforcement authorities.

---

<b>WEEKLY BREAKDOWN (excluding Christmas and Easter Holidays):</b>	
<b>WEEK</b>	<b>TOPIC</b>
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	<b>FINAL EXAMS</b>

<b>GRADE DISTRIBUTION:</b>	
<b>DESCRIPTION:</b>	<b>PERCENTAGE</b>
1. Class Participation & Attendance	10%
2.	%
3.	%
<b>TOTAL</b>	<b>100%</b>

<b>ADDITIONAL NOTES:</b>
1. The basic textbook(s) and/or the recommended/additional readings listed in this course outline are the responsibility of the student to purchase, as per instructed by the Course Instructor.
2. The final examination for this course will be taking place between ..... The final date and time will be provided at a later stage.
3. For a student who fails (one time) a course, see the 'Resit of the Final Examination' policy of European University Cyprus (EUC) at the EUC website here <a href="https://www.euc.ac.cy/en/current-students/academic-policies--regulations">https://www.euc.ac.cy/en/current-students/academic-policies--regulations</a>
4. Students with learning difficulties and disabilities are strongly encouraged to contact before the end of the third week of each academic semester the Committee for Students with Special Educational Needs (C.S.S.E.N./Ε.Φ.Ε.Ε.Α.) at [e] <a href="mailto:efeea@euc.ac.cy">efeea@euc.ac.cy</a> and [t]+357 22559509], in order to ensure that the appropriate academic accommodations and support will be provided to them throughout the semester, as well as during the final examination.
5. Please remember to evaluate this course electronically, always in alignment to the guidelines that will be provided. The evaluation period will be taking place.....

**GRADING SYSTEM:**

UNDERGRADUATE				GRADUATE			
Letter Grade	Grade Meaning	Grade Points	Percentage Grade	Letter Grade	Grade Meaning	Grade Points	Percentage Grade
A	Excellent	4.0	90 and above	A	Excellent	4.0	90 and above
B+	Very Good	3.5	85-89	B+	Very Good	3.5	85-89
B	Good	3.0	80-84	B	Good	3.0	80-84
C+	Above Average	2.5	75-79	C+	Above Average	2.5	75-79
C	Average	2.0	70-74	C	Average	2.0	70-74
D+	Below Average	1.5	65-69				
D	Poor	1.0	60-64				
F	Failure	0		F	Failure	0	
I	Incomplete	0		I	Incomplete	0	
W	Withdrawal	0		W	Withdrawal	0	
P	Pass	0		P	Pass	0	
AU	Audit	0		AU	Audit	0	

(a) The grade "I" is awarded to a student who has maintained satisfactory performance in a course but was unable to complete a major portion of course work (e.g. assignment/paper or final exam) and the reasons given are acceptable to the instructor. It is the responsibility of the student to bring pertinent information to the instructor to justify the reasons for the missing work and to reach an agreement on the means by which the remaining course requirements will be satisfied. A student is responsible, after consulting with the instructor, for fulfilling the remaining course requirements within the first four weeks of the following semester for which an "I" was awarded. In very special cases, the instructor may extend the existing incomplete grade to the next semester. Failure of the student to complete work within this specific time-limit will result in an "F" which will be recorded as the final grade.

(b) The grade "W" indicates withdrawal from the course before the specified time as explained in the withdrawal policy.

(c) Grades of "P" will not be computed into a student's cumulative grade point average but will count towards graduation credits.

(d) Grades of "F" will be computed into the student's cumulative grade point average.

(e) Students enrolling for an Audit must designate their intent to enrol on an Audit basis at the time of registration. Students registering for a course on an Audit basis receive no credit.

**UNIVERSITY EMAILS:**

The University has taken the decision that all students, attending any University program of study, make use of the EUC email addresses when corresponding with EUC academic and administration staff, as well as all scientific collaborators and special scientists. It should be noted that the EUC staff will not be replying to any non-official EUC University email addresses.

**UNIVERSITY EMAIL SUPPORT:**

Kindly contact support@euc.ac.cy in case you do not know your University email address or face any difficulty in using it.

**LIBRARY:**

The library's **OPAC** (Online Access Public Catalogue) is located at <https://onlinelibrary.euc.ac.cy/> and can be freely accessed. Current students, faculty and personnel can make reservations of books and other material.

For accessing electronic resources and databases off-campus, students can use **OpenAthens** <http://openathens.euc.ac.cy/>. You can access OpenAthens from the library webpage <https://library.euc.ac.cy/> or alternatively you will see the OpenAthens logo when you first login through **My EUC Login** located on the upper right side of EUC's webpage. **It is strongly recommended to begin your research by signing first to OpenAthens and then visiting the databases of your interest rather than the other way around.** For a more detailed description of all databases visit **EUC E-Journals and Databases** <https://library.euc.ac.cy/euc-e-journals-and-databases/>.

**Plemochoe** is EUC's institutional repository established for the sole purpose of gathering, preserving and distributing original research material produced by the EUC faculty, students and researchers. Plemochoe aims to validate the intellectual life of the University by promoting scientific research to the local and international communities <https://repo.euc.ac.cy/>.

Visit the **Library Guides** <https://library.euc.ac.cy/library-guides/> page to download and print manuals, guides, flyers on a number of services, like Turnitin, Mendeley, Refworks, EBSCO EDS, DynaMed, etc.

**INTERNAL REGULATIONS ON ACADEMIC ETHICS AND STUDENTS' DISCIPLINE****1. PREAMBLE**

E.U.C. European University - Cyprus is a community of scholars in which the ideals of freedom of inquiry, freedom of thought, freedom of expression, and freedom of the individual are sustained. However, the exercise and preservation of these freedoms and rights require a respect for the rights of all in the community to enjoy them to the same extent. It is clear that in a community of learning, willful disruption of the educational process, destruction of property, and interference with the orderly process of the University or with the rights of other members of the University cannot be tolerated. Students enrolling in the University assume an obligation to conduct themselves in a manner compatible with the University's function as an educational institution. To fulfill its functions of imparting and gaining knowledge, the University retains the power to maintain order within the University and to exclude those who are disruptive of the educational process.

## 2. POLICY AND PROVISIONS ON ACADEMIC ETHICS

The University has a responsibility to uphold and promote quality scholarship and to ensure that its students understand what academic integrity is. This section outlines the University's policy on dishonest academic performance by its students. Such offences carry penalties. Students should read carefully the Internal Regulations on Academic Ethics and Students' Discipline, and are encouraged to ask Faculty for help and guidance on honest academic practice, particularly in using source material from the Internet. In this way, they can avoid any unintentional dishonesty.

### 2.1. ORIGINALITY

For the purposes of this Policy on Academic Ethics 'original' work is work that is genuinely produced specifically for the particular assessment task by the student whose name is attached to it. Any use of the ideas or scholarship of others is acknowledged. 'Work' includes not only written material but also oral, audio, visual or other material submitted for assessment.

### 2.2. ACADEMIC DISHONESTY

Academic dishonesty is determined by the extent and the level of intent. In assessing the extent or scale of the dishonesty the instructor will evaluate how much of the work is the student's own after all unacknowledged source material has been removed. In no case can work that is plagiarized be taken into account in determining a grade. Intent to deceive is the single most significant aspect of academic dishonesty. Repeated instances of deception will incur heavy penalties for the student and the violation will be officially and permanently recorded in the student's record.

### 2.3. PLAGIARISM

Plagiarism is representing the work of somebody else as one's own. It includes the following:

- i. submission of another student's work as one's own;
- ii. paraphrasing or summarizing without acknowledgement of source material;
- iii. direct quoting or word copying of all or part of a work, ideas, or scholarship of another without identification or acknowledgement or reference;
- iv. submitting as one's own work purchased, borrowed or stolen research, papers, or projects.

### 2.4. CHEATING

Cheating is giving or receiving unauthorized help for unfair advantage before, during, or after examinations, tests, presentations or other assessments, such as:

- i. collaboration beforehand if it is specifically forbidden by the instructor;
- ii. verbal collaboration during the examination, unless specifically allowed by the instructor;
- iii. the use of notes, books, or other written aids during the examination, unless specifically allowed by the instructor;
- iv. the use of electronic devices and mobile telephony to store, transmit or photograph information to or from an external source;
- v. the use of codes or signals to communicate with other students in the examination room;



- vi. looking upon another student's papers and / or allowing another student to look upon one's own papers during the examination period;
- vii. passing on any examination information to students who have not yet taken the examination;
- viii. falsifying exam identification by arranging with another student to take an examination in their place or in one's own place;
- ix. pretending to take the exam but not submitting the paper, and later claiming that the instructor lost it.

## 2.5. COLLUSION

Collusion is false representation by groups of students who knowingly assist each other in order to achieve an unfair assessment advantage. It involves:

- i. representation of the work of several persons as the work of a single student with both parties knowingly involved in the arrangement;
- ii. representing the work of one student as the work of a group of students with both parties knowingly involved in the arrangement;
- iii. willing distribution of multiple copies of one's assignments, papers, projects to other students for submission after re-labeling the paper as their own original work.

## 2.6. FABRICATION

Fabrication is the false representation of research data or 'performance' material as original, authentic work for submission for assessment. Examples are:

- i. invention of data;
- ii. willfully omitting some data to falsely obtain desired results.

## 2.7. PENALTIES AND PROCEDURES

A faculty member, after evaluating the extent of the dishonesty and the level of intent and proving academic dishonesty, may use one or a combination of the following penalties and procedures:

- i. requiring rewriting of a paper containing some plagiarized material;
- ii. lowering of a paper or project grade;
- iii. giving a failing grade on a paper;
- iv. lowering a course grade;
- v. giving a failing grade in a course;
- vi. referring the case to the Senate for further action that may include academic suspension or expulsion.

Instructors are expected to report in writing to the Registrar's Office (through their Chairperson of Department) all the penalties they impose, with a brief description of the incident, with copies sent to the Dean of the relevant School and the Rector. Should an instructor announce a failing grade in the course because of academic dishonesty, the student under penalty shall not be permitted to withdraw from the course.

## **APPEALS PROCEDURE:**

In the case where a student believes that the grade received in the Final Exam is different from what was expected, he/she must exhaust all possibilities of resolving the problem with the pertinent instructor first. If this does not lead to a resolution,

the student may appeal against the Final Exam grade by filing a petition with the Office of the Registrar (Petition Fee €34).

The Registrar will forward a copy of the petition to the pertinent Chairperson of Department, who will first ascertain that no error was made by the instructor, and if so will assign an anonymous re-evaluation of the final examination/project to another instructor. In the case of major discrepancy between the instructor's evaluation and the re-evaluation that will require change of grade, the average of the two evaluations will be assigned as the final grade to the final examination/project. Changes of grades resulting from an appeal require the endorsement of the Dean of School.

For a petition to be reviewed, a student must appeal within four (4) weeks from the date the results are announced.

## Οδηγίες εργασίας

### Φυσική Ακτινοθεραπείας - RAD100A

#### Γενικές Οδηγίες:

1. Η εργασία στο μάθημα «Φυσική Ακτινοθεραπείας» θα είναι σε μορφή παρουσίασης και θα παρουσιαστεί στην τάξη κατά την διάρκεια του μαθήματος.
2. Η παρουσίαση σας θα διαρκέσει συνολικά 15 λεπτά. Θα πρέπει να μιλήσετε για περίπου 12 λεπτά και να αφήσετε 3 λεπτά για ερωτήσεις.
3. Χρησιμοποιήστε το PowerPoint.
4. Διαφάνειες (αριθμός): Συμπεριλάβετε μόνο όσες διαφάνειες μπορείτε να συζητήσετε με νόημα στον χρόνο που έχετε ορίσει. Ένας κοινός εμπειρικός κανόνας δεν είναι περισσότερες από μία διαφάνειες για κάθε 1 λεπτό
5. Το σύστημα βιβλιογραφίας που θα χρησιμοποιήσετε θα πρέπει να είναι το **Harvard Referencing System**.

#### Βαθμολογία:

1. Η εργασία αντιστοιχεί στο 20% της τελικής βαθμολογίας.
2. Οι εργασίες αξιολογούνται με βάση τα παρακάτω πέντε (5) κριτήρια:
  - Γλωσσική επάρκεια & Αισθητική παρουσία = 4 βαθμοί (σαφήνεια και γλωσσική απλότητα, κατανοητός λόγος, αισθητική και καθαριότητα, ορθογραφία, στίξη, τυπογραφικά λάθη, ορθά τυπωμένο κείμενο).
  - Δομή & Συνοχή του τελικού κειμένου = 5 βαθμοί (τίτλοι και υπότιτλοι, συνέχεια με τα προηγούμενα, σύνδεση με τα επόμενα).
  - Περιεχόμενο & Επιχειρηματολογία = 6 βαθμοί (ανάπτυξη λογικών επιχειρημάτων, ορθότητα των στοιχείων που αναφέρονται στην εργασία).
  - Παραπομπές & Βιβλιογραφία = 3 βαθμοί (πλήρεις παραπομπές μέσα στο κείμενο και ακριβείς βιβλιογραφικές αναφορές στο τέλος της εργασίας. Για σχετικά παραδείγματα ανατρέξτε στο μάθημα Ακαδημαϊκές Δεξιότητες).
  - Τήρηση χρόνου παρουσίασης = 2 βαθμοί

#### Θέματα εργασίας:

1. Η επιλογή του θέματος της εργασίας είναι αποκλειστικά δική σας. Πιο κάτω προτείνω κάποια θέματα. Μπορείτε όμως να δημιουργήσετε τα δικά σας θέματα φτάνει να εντάσσονται σε μία από τις κατηγορίες που εξετάζονται στη διάρκεια του μαθήματος.
2. Θέματα εργασίας:
  - Ακτινοθεραπεία με ακτίνες Χ.
  - Ακτινοθεραπεία με ηλεκτρόνια.
  - Ακτινοθεραπεία με πρωτόνια.
  - Σύγκριση ακτινοθεραπείας με πρωτόνια και ακτίνες χ (φωτόνια).
  - IMRT Vs IGRT για ακτινοθεραπεία στον εγκέφαλο.
  - IMRT Vs IGRT για ακτινοθεραπεία στον πνεύμονα.
  - VMAT τεχνική ακτινοθεραπείας.
  - Στερεοτακτική Ακτινοθεραπεία στον εγκέφαλο.
  - Ακτινοθεραπεία στην Πυρηνική Ιατρική
  - Πως το είδος της ακτινοβολίας παίζει ρόλο στα στην ακτινοθεραπεία?

## APPENDIX VII. Indicative Example of an Assessment Rubric

### Indicative Example of an Assessment Rubric for all the teaching and learning procedure components.

Criterion	4 A-level qualities (90–100)	3 B-level qualities (80–89)	2 C-level qualities (70–79)	1 or 0 D- or F-level qualities (60–69 or below 60)
<b>Completeness</b>	Complete in all respects; reflects all requirements	Complete in most respects; reflects most requirements	Incomplete in many respects; reflects few requirements	Incomplete in most respects; does not reflect requirements
<b>Understanding</b>	Demonstrates a sophisticated understanding of the topic(s) and issue(s)	Demonstrates an accomplished understanding of the topic(s) and issue(s)	Demonstrates an acceptable understanding of the topic(s) and issue(s)	Demonstrates an inadequate understanding of the topic(s) and issue(s)
<b>Analysis, evaluation, and recommendations</b>	Presents an insightful and thorough analysis of all issues identified	Presents a thorough analysis of most issues identified	Presents a superficial analysis of some of the issues identified	Presents an incomplete analysis of the issues identified
	Makes appropriate and powerful connections between the issues identified and the instructional strategies studied in class; demonstrates complete command of the strategic concepts and analytical tools studied	Makes appropriate connections between the issues identified and the instructional strategies studied in class; demonstrates good command of the strategic concepts and analytical tools studied	Makes appropriate but somewhat vague connections between the issues and the instructional strategies studied in class; demonstrates limited command of the strategic concepts and analytical tools studied	Makes little or no connection between the issues identified and the instructional strategies studied in class
	Supports diagnosis and opinions with strong arguments and evidence; presents a balanced and critical view; interpretation is both reasonable and objective	Supports diagnosis and opinions with reasons and evidence; presents a fairly balanced view; interpretation is both reasonable and objective	Supports diagnosis and opinions with limited reasons and evidence; presents a somewhat one-sided argument	Supports diagnosis and opinions with few reasons and little evidence; argument is one-sided and not objective
	Presents detailed, realistic, and appropriate recommendations clearly supported by the information	Presents specific, realistic, and appropriate recommendations supported by the information	Presents realistic or appropriate recommendations supported by the information presented and	Presents realistic or appropriate recommendations with little, if any, support from the information presented and

## APPENDIX VII. Indicative Example of an Assessment Rubric

	presented and concepts from the reading	presented and concepts from the reading	concepts from the reading	concepts from the reading
<b>Oral presentation</b>	Speaking is slow and clear during the presentation. Very good contact with the audience. Maintains a good posture. Uses sufficient pauses for emphasis.	Speaking is slow and clear in most of the parts of the presentation. Good contact with the audience.	Speaking is not clear in many parts of the presentation. Reading mainly from the notes.	Speaking is fast and not clear. Extensive reading from notes. No eye contact with the audience.
<b>Writing mechanics</b>	Writing demonstrates a sophisticated clarity, conciseness, and correctness; includes thorough details and relevant data and information; extremely well-organized	Writing is accomplished in terms of clarity and conciseness and contains only a few errors; includes sufficient details and relevant data and information; well-organized	Writing lacks clarity or conciseness and contains numerous errors; gives insufficient detail and relevant data and information; lacks organization	Writing is unfocused, rambling, or contains serious errors; lacks detail and relevant data and information; poorly organized
<b>APA guidelines</b>	Uses APA guidelines accurately and consistently to cite sources	Uses APA guidelines with minor violations to cite sources	Reflects incomplete knowledge of APA guidelines	Does not use APA guidelines
<b>Total:</b>				



**European**  
University Cyprus

RADIOLOGY AND RADIOTHERAPY (BSc)  
DEPARTMENT OF HEALTH SCIENCES

---

**UNDERGRADUATE THESIS WRITING GUIDE**

1<sup>st</sup> Version:

Nicosia, March 2022

### **In lieu of a Preface .....**

The Undergraduate thesis contributes significantly to the development of the search and learning skills in the aspiring graduate's subject area. The drafting and completion of the undergraduate thesis gives a sense of accomplishment in developing and creating. Over time, other people, including students, teachers, researchers, etc. will go through and read the works previously prepared, in order to complete their own search and broaden their knowledge.

In the process of submitting an Undergraduate thesis in a University, elegant and accurate writing is as important as the comprehensiveness and originality of the research. This "Undergraduate Thesis Writing Guide" has been prepared by the academics of the Departments of Health and Life Sciences to assist students in achieving an outstanding result.

This Undergraduate Thesis Guide is not an exhaustive manual, but can provide substantial assistance in preparing an acceptable Thesis. The faithful application of the rules of the Guide is essential and will offer quality support to the entire effort. Moreover, attention to the various details and suggestions will help save valuable time. Students are therefore urged to read this manual thoroughly before embarking on the process of preparing the Undergraduate Thesis.

We also recommend and wish to draw your attention to the fact that you should not use other templates which may be incorrect, or follow instructions that are in conflict with the provisions of this Guide. An older Undergraduate Thesis or a Thesis from other Institutions may not have been drafted according to the writing rules included in this manual.

We wish you all the best!

## Table of Contents

<b>INTRODUCTION</b> .....	<b>4</b>
<b>OBJECTIVE AND LEARNING OUTCOMES</b> .....	<b>6</b>
OBJECTIVE .....	6
LEARNING OUTCOMES.....	6
<b>THESIS COMMITTEES</b> .....	<b>7</b>
COMMITTEE OF UNDERGRADUATE THESIS OF THE DEPARTMENT (INFORMAL) .....	7
COMMITTEES OF UNDERGRADUATE THESIS (INFORMAL) .....	7
<b>RIGHT TO CONDUCT AN UNDERGRADUATE THESIS</b> .....	<b>7</b>
<b>DETERMINATION OF THE THESIS TOPIC – UNDERGRADUATE THESIS SUPERVISION -</b>	
<b>STUDENT GUIDANCE</b> .....	<b>7</b>
APPOINTMENT OF SUPERVISING PROFESSOR .....	7
CHANGE OF SUPERVISING PROFESSOR .....	8
SUPERVISION – EXECUTION OF THE UNDERGRADUATE THESIS.....	8
ANNOUNCEMENT – ALLOCATION OF THESIS TOPICS.....	8
APPLICATIONS FOR UNDERTAKING A THESIS TOPIC .....	9
CHOICE OF TOPICS .....	9
ALLOCATION OF A THESIS TOPIC.....	9
MODIFICATION – CHANGE OF THESIS TOPIC.....	9
FINALISATION OF THESIS TOPIC AND PROTOCOL ASSESSMENT.....	10
<b>STRUCTURE OF THESIS PROPOSAL – PROTOCOL</b> .....	<b>10</b>
STRUCTURE OF PROPOSAL – PROTOCOL FOR RESEARCH THESIS .....	10
Title (up to 20 words) .....	10
Abstract (200-300 words) .....	10
Introduction (2-4 pages) .....	11
Purpose and specific objectives (0.5 page).....	11
Innovation of research proposal – Enhancement of existing knowledge – Added value and benefit (0.5 – 1 page).....	12
Methodology (2 – 4 pages) .....	12
Ethical issues (1 paragraph) .....	12
Bibliography .....	13
Time frame (Table) .....	13
Annexes .....	13
STRUCTURE OF PROPOSAL – PROTOCOL FOR BIBLIOGRAPHICAL REVIEW .....	14
Title (up to 20 words) .....	14
Abstract (200-300 words) .....	14
Introduction .....	14
Type A - Introduction (2-4 pages) .....	14
Purpose and specific objectives (0.5 page).....	15
Enhancement of existing knowledge – Added value and benefit (0.5 – 1 page).....	15
Type B - Introduction (2-4 pages) .....	15
Methodology .....	15
Type A - Methodology (2 – 4 pages) .....	15



Type B - Methodology (2 – 4 pages) .....	16
Bibliography .....	17
Time frame (Table) .....	17
Annexes (Only in Types A) .....	17
<b>DURATION OF EXECUTION OF THE THESIS.....</b>	<b>19</b>
<b>ASSESSMENT OF THESIS.....</b>	<b>21</b>
SUBMISSION OF THESIS FOR CORRECTIONS .....	22
PRESENTATION OF THE THESIS .....	23
APPOINTMENT OF TWO-MEMBER ASSESSMENT COMMITTEE .....	23
<b>MARKING OF THE THESIS .....</b>	<b>23</b>
WRITTEN TEXT .....	23
ORAL DEFENSE OF THE THESIS .....	24
<b>OUTCOME OF THE THESIS .....</b>	<b>25</b>
<b>ENTRY OF COURSE GRADE.....</b>	<b>25</b>
SUBMISSION OF GRADE TO THE SECRETARIAT .....	25
ISSUANCE OF GRADE.....	25
<b>DESCRIPTION OF THE STRUCTURE OF THE DIFFERENT TYPES OF THESIS.....</b>	<b>26</b>
TYPES AND LENGTH OF THESIS.....	26
FINAL LAYOUT OF RESEARCH THESIS.....	26
FINAL LAYOUT OF REVIEW THESIS.....	28
PRELIMINARY PAGES.....	29
COVER .....	29
TITLE PAGE .....	29
COPYRIGHT PAGE.....	29
ASSIGNMENT OF COPYRIGHT PAGE .....	29
ABSTRACT .....	30
PREFACE.....	30
TABLE OF CONTENTS.....	31
LIST OF TABLES .....	31
LIST OF FIGURES.....	31
LIST OF ILLUSTRATIONS.....	32
LIST OF PHOTOGRAPHS.....	32
RESEARCH TYPE THESIS.....	33
MAIN PART.....	33
INTRODUCTION.....	33
BIBLIOGRAPHY REVIEW.....	33
METHODOLOGY.....	35
RESULTS .....	37
DISCUSSION .....	37
CONCLUSIONS.....	38
RECOMMENDATIONS .....	38
BIBLIOGRAPHY LIST.....	38
BIBLIOGRAPHICAL REVIEW THESIS.....	39
MAIN PART.....	39
INTRODUCTION.....	39
INTRODUCTION (TYPE A).....	39

INTRODUCTION (TYPE B) .....	40
METHODOLOGY .....	40
METHODOLOGY (TYPE A) .....	40
METHODOLOGY (TYPE A) .....	42
RESULTS .....	43
DISCUSSION .....	46
CONCLUSIONS.....	46
BIBLIOGRAPHY .....	46
ANNEXES .....	46
GENERAL INSTRUCTIONS ON TEXT FORMATTING .....	48
TITLES OF CHAPTERS, SUB-CHAPTERS AND SECTIONS .....	48
NUMBERING .....	48
LETTER FONT .....	48
UNDERLININGS .....	48
PHOTOGRAPHS AND ILLUSTRATIONS .....	48
MARGINS .....	48
PRINTING, SPACING AND INDENTS .....	49
PAGINATION .....	49
<b>OTHER PROVISIONS.....</b>	<b>50</b>
COPYRIGHT .....	50
BIOETHICAL ASSESSMENT OF RESEARCH THESIS .....	50
AVOIDANCE OF PLAGIARISM .....	50
<b>ANNEX .....</b>	<b>51</b>
APPLICATION FOR DECLARATION OF THESIS TOPICS .....	52
APPLICATION TO CHANGE THESIS TITLE.....	53
APPLICATION TO CHANGE SUPERVISOR .....	54
WRITTEN TEXT ASSESSMENT CRITERIA .....	55
ORAL PRESENTATION ASSESSMENT CRITERIA .....	56
DECLARATION OF ASSIGNMENT OF THESIS RIGHTS .....	57

## **INTRODUCTION**

The Undergraduate Thesis is considered to be the capstone of the student's educational process, being a key prerequisite for completing the studies and obtaining the Bachelor Degree.

The Undergraduate Thesis has both a formal and substantial status and is distinguished for its contribution to scientific knowledge, as it enables the student to explore the subject of study in depth and apply a systematic and scientific approach towards achieving the goal, whilst reflecting the quality of the application of his/her Program of Study.

The Undergraduate Thesis is a creative, independent and scientific search. It is the outcome of the student's capability to analyse and synthesize and his/her ability to use the entire spectrum of knowledge and skills acquired throughout the Program of Study.

A high quality Undergraduate Thesis is a reflection of continuous study and assimilation, as well as the application of knowledge, on condition that it meets the requirements in order to verify the student's professional maturity in addressing sophisticated applications of greater complexity and developing the skill of assessing and making good use of bibliography sources. It provides the proof that the student has the ability to apply his/her knowledge and skills, whilst learning how to function and work in a methodical way, using combinatorial thinking and documentation.

This "Undergraduate Thesis Writing Guide" was prepared in order to thoroughly describe the process of writing the Thesis and the guidelines for its completion.

It describes in particular the process of choosing the subject, the specifications in terms of writing, the structure, content, special methodological instructions for writing the key parts of the Undergraduate Thesis, its scientific documentation, the time frames relating to the completion, submission, consideration and assessment, the assessment criteria and the student's obligations throughout the preparation of the Undergraduate Thesis.

Information which is not clearly covered by this Guide in relation to the writing of the Undergraduate Thesis, as well as any problems which may arise during the process, will be addressed by the Supervising Professor in collaboration with the person in charge of the Course and the competent committee of the Radiology and Radiotherapy program. It is also recommended to use manuals on the Methodology of Research and Statistics, where this is deemed useful by the Supervising Professor in collaboration with the student.

The ongoing collaboration between the student and the Supervisor becomes necessary and essential and the student must fulfill his/her obligations without fail. The preparation of the Undergraduate Thesis is an entirely interactive process between the student and the Supervisor throughout its duration, in the sense that the Supervisor provides ongoing and progressive feedback on the development of the Thesis.

Students must study the Guide carefully from the time they declare the Undergraduate Thesis through to its oral defense, in order to avoid any mistakes, omissions and delays.

The academic personnel guides and facilitates the ongoing collaboration with the students, with a view to completing the Thesis within the prescribed time frame.

## **OBJECTIVE AND LEARNING OUTCOMES**

### **OBJECTIVE**

The objective of the Undergraduate Thesis is to enable students to study in depth a topic within their chosen discipline, consisting of a dynamic combination of scientific significance and practical interest (connection with the student's main studies or his/her professional pursuits) through the mental process of analysis and synthesis and the use of critical thinking, as it derives from current scientifically and empirically documented knowledge.

### **LEARNING OUTCOMES**

Upon successful completion of the course HLS450 (Undergraduate Thesis) students should be able to:

- List in a logical sequence the steps required to organize and implement a literature review and research project.
- Identify and recognize scientific sources relevant to the subject under negotiation by searching printed and electronic scientific databases and critically approach the extracted scientific information.
- Describe and explain the structure of scientific articles, clearly summarize their content and compile it into a single text.
- Evaluate and discuss issues related to research bioethics and ethics.
- Design, organize, compile, and implement a descriptive type of narrative or systematic review and / or experimental study of health sciences subjects in accordance with international standards and using validated literature systems.
- Clearly present the problem, purpose, methodology and results obtained from the analysis of the data of an experimental study as well as document the findings and contrast them critically with findings of other studies.
- Organize and complete the presentation of a scientific work through a printed textbook as well as an oral presentation to the general public.

i.

## **THESIS COMMITTEES**

### **COMMITTEE OF UNDERGRADUATE THESIS OF THE DEPARTMENT (INFORMAL)**

The “informal” Committee of Undergraduate Thesis of the Radiology and Radiotherapy program comprises the professor in charge of the course and one representative (member of the Teaching and Research Personnel – TRP) from each Program of Study. The purpose of the Committee is to address issues regarding the review of the “Thesis Writing Guide”, examine important issues arising from the execution of the Thesis by students, such as violation of academic ethics and morals (e.g. plagiarism) or other issues not foreseen or covered by this version of the Thesis Writing Guide, and inform students on current developments.

### **COMMITTEES OF UNDERGRADUATE THESIS (INFORMAL)**

For Radiology and Radiotherapy Program there is a Two-member Undergraduate Thesis Committee comprising from one to two members of TRP or members of the Teaching Personnel and/or the professor in charge of the course. The purpose of these Committees is to coordinate and supervise the process of assigning undergraduate Thesis and plan and organize the procedure for their presentation and assessment through to their final submission with the Secretariat of the Department. This Committee is also responsible for addressing and tackling issues of minor importance which may arise.

### **RIGHT TO CONDUCT AN UNDERGRADUATE THESIS**

Prior to enrolling in the course, students should have obtained a GPA  $\geq$  1.95.

The students do not have the opportunity to conduct the thesis through collaboration. Each student works individually with its own topic.

### **DETERMINATION OF THE THESIS TOPIC – UNDERGRADUATE THESIS SUPERVISION - STUDENT GUIDANCE**

The supervision of the Undergraduate Thesis is undertaken by the teaching personnel of the program amongst holders of PhD (members of the TRP or Scientific Associates) or PhD candidates (Special Teaching Personnel, Clinical Trainers, Laboratory Assistants) or holders of Master degrees upon the relevant approval of the Department’s Committee of Undergraduate Thesis. The responsibility for the allocation of the Thesis per Supervisor lies with the Committees of Thesis of the program. Each member of the TRP undertakes the supervision of a maximum of five (5) Thesis of the Program per academic year. The maximum number of Undergraduate Thesis allocated per Supervisor is determined by the needs of the Program in general and may vary.

### **APPOINTMENT OF SUPERVISING PROFESSOR**

The Supervising Professor (proposer) is appointed by the Committee of Undergraduate Thesis of the Program within 10 working days from the expiry of the deadline for the submission of applications. The criteria for the selection of the Supervising Professor are his subject area and research interests. Any preferences of the student for a specific supervisor are taken into consideration only in research and original topics and provided there is availability in the specific period of time. Following the announcement of the proposers by the Committee of Undergraduate Thesis of the Program, students must contact the Supervising Professor in order to specify and analyse the topic of the Undergraduate Thesis they have undertaken and proceed to the preparation and presentation of their research proposal.

### **CHANGE OF SUPERVISING PROFESSOR**

Once a Supervisor has been designated, he/she may not change without the prior submission of a justified request to the Committee of Undergraduate Thesis of the respective Program. In this case, if the Committee of Undergraduate Thesis of the Program finds that the student is not at fault for the delay, it may extend the deadline for completing the Thesis by up to 2 months.

### **SUPERVISION – EXECUTION OF THE UNDERGRADUATE THESIS**

#### **STUDENT SUPERVISION – GUIDANCE**

During the execution of the Undergraduate Thesis, the student has weekly 30-60 minute meetings with his/her Supervisor, as determined between them (either in person or by teleconference), in order to receive feedback on the progress of the Thesis, plan together the next stages of execution and verify his/her progress. They may also communicate through other electronic means or in any other way as determined by the Supervisor. At the initial meeting, the time frames for the progress of the Undergraduate Thesis are set and discussed and the skeleton to be followed by the student for the completion of the Undergraduate Thesis is defined.

Collaboration between the student and the Supervisor is essential and plays a key role in his/her final grade. In case, at any stage of the execution of the Thesis, more than three weeks elapse without any contact between the student and the proposer, the Supervising Professor reports the fact to the Committee of Undergraduate Thesis of the respective Program and the student is called to justify this lack of contact in writing. If such justification is deemed inadequate, the Supervisor has the right to terminate the collaboration, in which case it is considered that the student has failed the course and receives an “F” (Fail) grade. Students have the obligation and must submit to their Supervisor parts of their Thesis at regular intervals in accordance with the set time frame. The delivery of the completed Thesis to the Supervisor, before or after the deadline for submission, without previous submission and correction by the Supervisor in parts, will not be accepted and the Undergraduate Thesis will be rejected, resulting in the student’s failure. Moreover, Supervisors are not obliged to hold meetings and make corrections during holidays (Christmas, Easter, August).

#### **ANNOUNCEMENT – ALLOCATION OF THESIS TOPICS**

The topics of the Undergraduate Thesis are sent by the coordinator of the Program to the professor in charge of the course for approval and are posted by the latter on the

Blackboard platform, together with the respective application forms. Once the topics are posted, the professor notifies the students using their University email address, they choose the topic that interests them and submit it online within the prescribed time frames announced at the same time as the topics.

### **APPLICATIONS FOR UNDERTAKING A THESIS TOPIC**

During the summer of the semester preceding the semester in which the Undergraduate Thesis course is offered, applications are accepted on the Blackboard platform (course - at Senior Project Topic Application - see Annex on page 52) by students who satisfy the criteria to conduct an Undergraduate Thesis, in view of undertaking a relevant topic.

### **CHOICE OF TOPICS**

The Students state on the standardized form, on a priority basis (see Annex on page 59) up to 5 (five) Thesis titles from amongst the topics to be announced by the Program. Students also have the right to submit up to one topic which interests them and is not included in the aforesaid list. It is noted that a proposed topic not included in the list will be approved only in case of expression of interest to supervise the topic in question by a member of the programs' academic personnel. **NO** application for a topic proposed by a student will be accepted unless the proposer sends his/her agreement in writing (mail) to the professor in charge of the course.

### **ALLOCATION OF A THESIS TOPIC**

The determination and assignment of a topic to the student falls within the competence of the Committees of Undergraduate Thesis of the Program. More specifically, after the expiry of the deadline for the submission of topics by the students, the respective Committee of Undergraduate Thesis of Radiology and Radiotherapy program meets and examines the applications, allocating students to Supervising Professors. As a rule, for applications submitted within the deadline, topics and Supervisors are assigned on a priority basis in accordance with the following criteria:

- The overall grade of each student (GPA)
- The availability of Supervisors.

For example, in case 2 (two) or more students happen to have chosen the same topic, priority is given to the student who has submitted his/her application within the deadline. In case two or more students have chosen the same topic and have both submitted their application within the deadline, the topic is allocated to the student with the highest overall grade (GPA) up until the third year of studies. Finally, topics proposed by a Supervisor are allocated to students up until the maximum number of Thesis that he/she can supervise. When the said number is reached, interested students are obliged to choose any other topic from amongst those remaining available on the list. It is the programs' intention to satisfy the interests of all students, however for various reasons (availability of infrastructure, personnel, topic covered by other students) this may not be possible. As a result, a new topic and type of Undergraduate Thesis may be assigned to students.

### **MODIFICATION – CHANGE OF THESIS TOPIC**



Following the allocation of the Thesis topic, no modification is permitted without the prior submission of a well-substantiated application to the Committee of Undergraduate Thesis of the Radiology and Radiotherapy Program, on condition that serious reasons for doing so apply. Applications by students for the modification of topics are accepted within a period of up to **30 days** from the allocation of the Thesis topic and they must necessarily be signed by both the student and his/her Supervisor.

### **FINALISATION OF THESIS TOPIC AND PROTOCOL ASSESSMENT**

Within two months from the announcement of the Supervising Professors and the finalization of the topic, students are obliged to submit before the Committee of Undergraduate Thesis of the Program to which they belong the proposal of the Thesis as well as its final title for confirmation. If they fail to do so, the assignment is cancelled and the student is marked with an “**F**” (fail) and submits a new application for Undergraduate Thesis in the following semester in which the course is available.

The Committee of Undergraduate Thesis the Radiology and Radiotherapy Program assesses the titles and the proposals of the Thesis and if the proposed topic satisfies the requirements (relevant to the corresponding Program, in line with the scientific requirements of the Program and not executed in the past – at least 5 years must have elapsed from the approval of a similar topic) then the topic of the Undergraduate Thesis will be approved.

In case the Committee finds that the topic does not meet the requirements of the Program, it informs the student and the proposer accordingly and grants them an additional period of 10 working days to submit a new or modified title and a new proposal. If at the end of the foreseen time frame, the student has not submitted the title and the proposal, the topic is not allocated and the student fails the course. In case of disagreement in the Committee, the student’s proposer, being the expert on the said topic, has the final say.

The protocol is assessed and marked by the Committee of Undergraduate Thesis of Radiology and Radiotherapy program.

The protocol is evaluated by the supervisor in the Department of Health Sciences.

### **STRUCTURE OF THESIS PROPOSAL – PROTOCOL**

As stated above, the primary concern of the Supervisor and the student is to submit to the Committee of Undergraduate Thesis of the respective Program the final title and a brief proposal on the approach of the topic they intend to address.

The proposal will cover, as a minimum, the following sections:

#### **STRUCTURE OF PROPOSAL – PROTOCOL FOR RESEARCH THESIS**

**Title** (up to 20 words)

The title must be clear and concise and present the substance of the study to be pursued.

**Abstract** (200-300 words)

Brief summary of the purpose, significance and methodology of the study without including bibliographical references, illustrations and tables. It outlines all the main points of the study, allowing the reader to form a comprehensive view of the proposed work. Apart from the introduction, the abstract is drafted in the future tense as it describes something to be conducted in the future.

The abstract has the following structure:

**Introduction:** Summary of the bibliographical review of the topic in 2-3 sentences.

**Purpose:** It states the purpose of the research work in 1-2 sentences.

**Sample and Method:** Reference to the sample of the research and the place where it has been conducted (without disclosing the identity of the location) as well as to the methodology used for data collection.

**Keywords:** 3-6 keywords which must correspond to the international lexicography terms used by Index Medicus (MeSH).

### **Introduction (2-4 pages)**

#### **Theoretical background**

General and brief presentation of the topic. Concepts are clarified and relevant definitions are described.

#### **Description of the problem**

Description of the problem giving rise to the research questions.

#### **Existing knowledge**

Summary of the existing knowledge which is only **directly** related to the research questions and the variables of the study. References to general studies which do not support the hypothesis or the research design of the study are avoided. For each study, include 2-3 sentences on the design, key findings and main conclusions, without going into great detail or making extensive references to a specific study. Care is taken to link these studies both between them and with the question under investigation. At the end of this section, reference must be made to what previous studies have not answered, where lies the innovation of the specific study and what gap it aspires to fill.

### **Purpose and specific objectives (0.5 page)**

#### **Purpose**

The general purpose is stated in one sentence. The next sentence offers an analysis of the purpose with reference to the specific variables and the research question to be approached.

#### **Specific objectives**

Brief reference to numbered specific objectives of the study, i.e. the specific hypothesis and research questions to be examined. Reference to the specific variables and the relations or differences to be studied.

**Innovation of research proposal – Enhancement of existing knowledge – Added value and benefit (0.5 – 1 page)**

This section states why the proposed study is important for the population under review, how it will contribute to the promotion of the discipline with new knowledge and its significance for the practice and/or theory of the discipline, with special reference to the specific subject area of the Program of Studies for which the Undergraduate Thesis is conducted.

**Methodology (2 – 4 pages)**

This section includes a description of the methods and means to be used in order to achieve the study's purpose and objectives.

**Research design**

E.g. correlation study or prospective study or “patients-controls” study or randomised, experimental double-blind study.

**Material**

**a. Location and Time of conduct of the study**

Brief description of the characteristics of the location of the study, the mode of access and the time of conduct.

E.g. Nicosia General Hospital, Strovolos Health Centre, conducted in the period from January 2014 to December 2015. The Department's head nurse and doctor have been informed and given their consent.

**b. Sample of participants**

Reference to the sampling strategy and the size of the sample, the method of approach and the process of informed consent. Criteria of inclusion to the protocol and exclusion from the study.

**c. Tools**

Description of the tools used for measuring the variables (e.g. questionnaires, scales, laboratory equipment), justification and psychometric features. Reference to the empirical evidence of their validity and reliability.

**d. Data collection method**

Brief but accurate description of all the procedures to be followed, from the commencement of the study to the completion of data collection. Special emphasis is given to ethical and moral issues, e.g. how the secrecy and anonymity of participants will be safeguarded.

**e. Statistical analysis and data processing**

Brief but accurate description of all the statistical tests to be used with reference to the specific hypothesis and/or research questions.

**f. Limitations and weaknesses of the study**

Brief description of any problems in the design, the hypothesis, the sampling and the methods which cannot be improved due to practical reasons (limited time or financial resources).

**Ethical issues (1 paragraph)**

Possible benefits for the participants and process of informed consent. A protocol will be submitted to the National Bioethics Committee, the Office of the Commissioner for Personal Data Protection and the Research Promotion Committee of the Ministry of Health.

### **Bibliography**

List of the bibliographical references used in the drafting of the protocol in accordance with the referencing system of Harvard Anglia Ruskin University or of the American Psychological Association (APA – for Speech Therapy).

### **Time frame (Table)**

The time sequence and the time frames within which the various activities of the research work will be conducted.

### **Annexes**

- i. Informed consent form
- ii. Questionnaires/Scales
- iii. Approvals from competent organizations (if obtained)

**(Attention:** In drafting the protocol, the present and future tenses must be used).

## **STRUCTURE OF PROPOSAL – PROTOCOL FOR BIBLIOGRAPHICAL REVIEW**

### **Title** (up to 20 words)

The title must be clear and concise and present the substance of the study to be pursued. The words “bibliographical review” must be stated at the end.

### **Abstract (200-300 words)**

Brief summary of the purpose, significance and methodology of the study without including bibliographical references, illustrations and tables. It outlines all the main points of the study, allowing the reader to form a comprehensive view of the proposed work. Apart from the introduction, the abstract is drafted in the future tense as it describes something to be conducted in the future.

The abstract has the following structure:

**Introduction:** Summary of the bibliographical review of the topic in 2-3 sentences.

**Purpose:** Purpose of the paper in 1-2 sentences

**Methodology:** Description of the search strategy and more specifically reference to the database(s) used in the search for articles, the keywords to be used in the search and also their combination. Finally, reference to the inclusion or exclusion criteria of a study from the review.

**Keywords:** 3-6 keywords which must correspond to the international lexicography terms used by Index Medicus (MeSH).

### **Introduction**

The Introduction may follow the A or B type as directed by the supervisor. However, each student should follow only one type.

#### **Type A - Introduction (2-4 pages)**

##### **Theoretical background**

General and brief presentation of the topic. Concepts are clarified and relevant definitions are described.

##### **Existing knowledge**

Summary of existing knowledge (since at this stage no comprehensive analysis of the bibliography has been conducted) and presentation of what is generally known from studying the bibliography to this day on the topic in question. For each study, include 2-3 sentences on the design, key findings and main conclusions, without going into great detail or making extensive references to a specific study. Care is taken to link these studies both between them and with the question under investigation.

##### **Description of the problem**

Explanation of the need to conduct a review of the research bibliography on the specific topic (e.g. summary of existing scientific

knowledge, identification of contradictions or gaps in the bibliography).

**Purpose and specific objectives (0.5 page)**

Clear statement of the purpose and specific objectives of the review.

**Enhancement of existing knowledge – Added value and benefit (0.5 – 1 page)**

This section states why the proposed study is important for the population under review, how it will contribute to the promotion of the discipline with new knowledge and its significance for the practice and/or theory of the discipline, with special reference to the specific subject area of the Program of Studies for which the Thesis is conducted.

**Type B - Introduction (2-4 pages)**

General presentation of the subject. Concepts are clarified and definitions are described. Explains the need to conduct a review of the research literature on the subject (eg presenting existing scientific knowledge, identifying inconsistencies or gaps in the literature, lacking guidelines). The purpose and objectives of the review are clearly stated. The existing knowledge is described in detail and what is generally known from literature studies to date on the subject under discussion. Provision is made for interconnecting the reported studies both with each other and with the issue under investigation.

**Methodology**

The Introduction may follow the A or B type as directed by the supervisor. However, each student should follow only one type.

**Type A - Methodology (2 – 4 pages)**

This section includes a description of the methods and means to be used in order to achieve the study's purpose and objectives.

**Description of the search strategy**

Description of the search strategy, in other words:

- a. The database(s) in which the articles will be searched,
- b. The keywords to be used in the search, as well as their combination.

Your search strategy will be presented in a table (see Table 1 for a relevant example) – It is not necessary to include in the protocol the number of articles you have identified.

**Points requiring attention:**

- a. The bibliographical review must be conducted in valid online databases, e.g. MEDLINE, PubMed, Scopus, etc.
- b. In the keywords avoid the use of sentences.

**Study inclusion – exclusion criteria**

Presentation of the criteria for the inclusion or exclusion of a study from the review. These criteria may include the type of the study, the characteristics of the participants, the location where the study has been conducted, the variables under review, the measurement tools, etc.

The strategy to be followed for the number of studies which will be checked and assessed against the fulfillment of the inclusion criteria in order to be included in the review will be presented in an indicative flow chart (see Illustration 1).

### **Type B - Methodology (2 – 4 pages)**

This section includes a description of the methods and means to be used in order to achieve the study's purpose and objectives.

#### **Description of the search strategy**

Description of the search strategy, in other words:

- c. The database(s) in which the articles will be searched,
- d. The keywords to be used in the search, as well as their combination.

#### **Points requiring attention:**

- c. The bibliographical review must be conducted in valid online databases, e.g. MEDLINE, PubMed, Scopus, etc.
- d. In the keywords avoid the use of sentences.

#### **Study inclusion – exclusion criteria**

Presentation of the criteria for the inclusion or exclusion of a study from the review. These criteria may include the type of the study, the characteristics of the participants, the location where the study has been conducted, the variables under review, the measurement tools, etc.

## Bibliography

List of the bibliographical references which have been used in the drafting of the protocol in accordance with the referencing system of the Harvard Anglia Ruskin University or of the American Psychological Association (APA – for Speech Therapy).

## Time frame (Table)

Presentation of the time sequence and the time frames within which the specific activities of the research will be conducted.

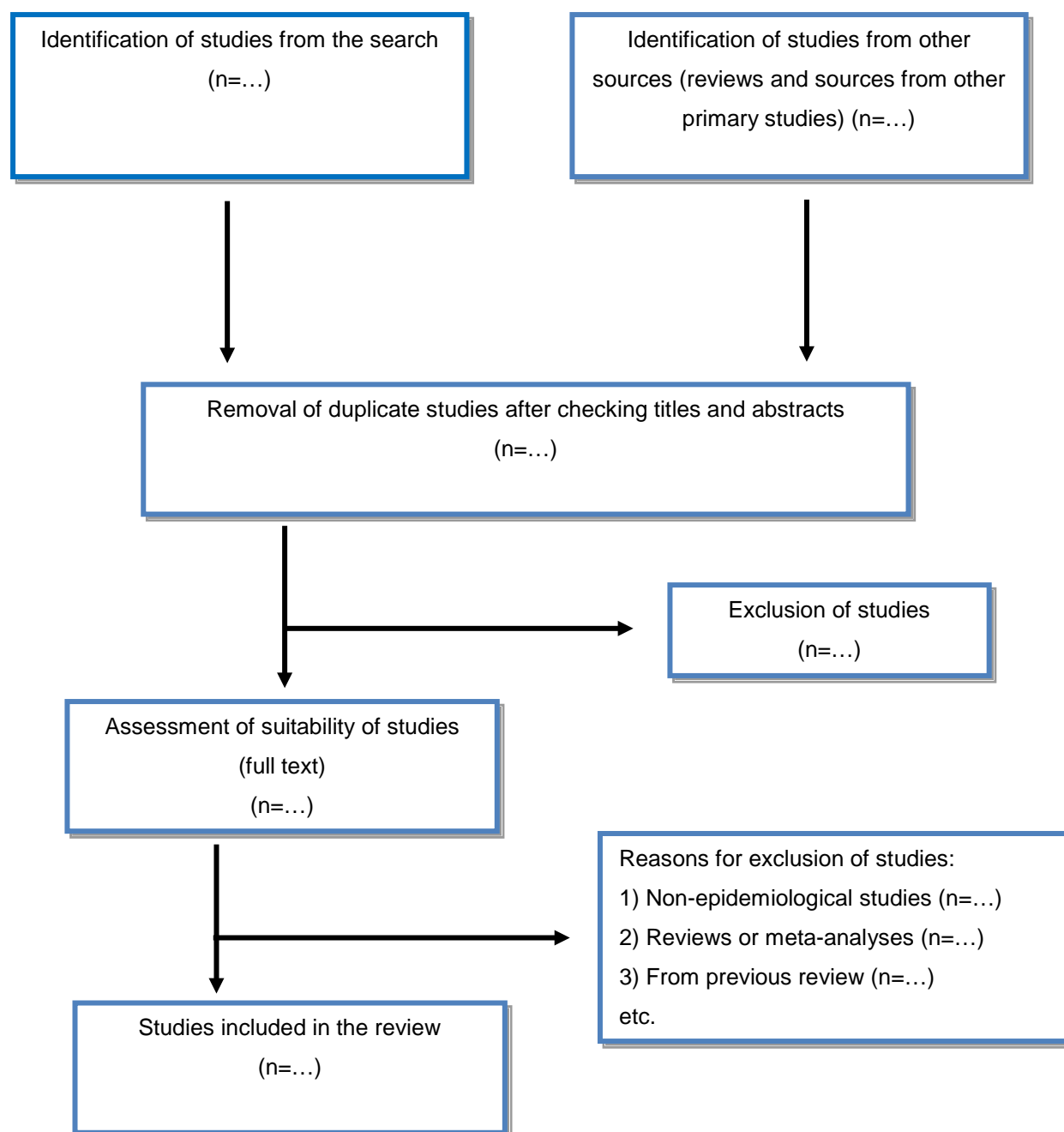
## Annexes (Only in Types A)

Table with the search strategy and the keywords to be used and flow chart presenting the results of the search strategy.

**Table 1:** Search strategy and keywords to be used in the identification of studies investigating the relationship between central obesity and dementia

	Keywords	Number of identified articles
<b>Central obesity – Exposure</b>	1. central obes*	
	2. visceral obes*	
	3. abdominal obes*	
	4. waist circumference	
	5. waist to hip ratio	
	6. waist-to-hip	
	7. waist-to-hip-ratio	
	8. WHR	
	9. Sagittal Abdominal Diameter	
<b>10.#1 OR #2 OR #3 OR #4 OR #5 OR #6 OR #7 OR #9</b>		
<b>Dementia – Outcome</b>	11. Alzheimer’s disease	
	12. Alzheimer disease	
	13. vascular dementia	
	14. dementia	
<b>15.#11 OR #12 OR #13 OR #14</b>		
<b>Research design of the study</b>	16. cohort	
	17. prospective	
	18. longitudinal	
	19. follow-up	
	20. incidence	
	21. risk	
22. rate		
<b>23.#16 OR #17 OR #18 OR #19 OR #20 OR #21 OR #22</b>		
<b>24.#10 AND # 15 AND # 23</b>		





**Illustration 1:** Methodology to be used for the final selection of the studies to be reviewed.

## **PROCESS OF PROTOCOL SUBMISSION**

Here follow the steps and time frame for the preparation, submission and defense of the Undergraduate Thesis protocol:

Following the finalization of the topics, the proposer confirms the commencement of his/her collaboration with the students, in order to launch the drafting of the protocol. The first student-supervisor or supervisor-student communication takes place. The protocol is prepared and submitted by the student.

As soon as the student and the supervisor finalize the text of the protocol, they submit it via the e-learning platform (Blackboard - Submit Protocol) within the deadline granted for the semester.

Following the submission, the Thesis Committee confirms that it has received the file and that it satisfies the specifications of thesis. A two-member committee is appointed, comprising one or two members of the TRP / an Associate of the Program and/or the professor in charge. The professor in charge gives the final grade for the protocol.

Thereafter, in case of major revisions, a new deadline is granted for the re-submission of the protocol (usually after the following exam period), otherwise the student adopts the recommended suggestions / amendments to the protocol, provided the proposer is in agreement. These are checked under the responsibility of the supervisor and immediately afterwards the student can begin to work on the Undergraduate Thesis.

## **DURATION OF EXECUTION OF THE THESIS**

As a rule, the total duration of the execution of the Undergraduate Thesis is one (1) academic semester.

During the first semester the protocol is prepared and the student drafts the introductory part of the Undergraduate Thesis (formal submission is not required). In the second semester, after the successful completion of the protocol, the undergraduate thesis is being written. This can be extended up to 2 additional academic semesters, in case it is not completed. In this case, the student receives an "I" (Incomplete). If, after the end of the two subsequent semesters, the Undergraduate Thesis has not been completed, the student receives an "F" (Fail) and enrolls again for the course in the next semester in which it is offered.

In the programs the Undergraduate thesis is presented as two different courses (Undergraduate Thesis 1 & Undergraduate Thesis 2) during the first semester students prepare and submit (and present only in Department of Life Sciences) the protocol and is graded as a regular course. Upon successful completion on the protocol, students enroll in Undergraduate Thesis 2, where the thesis is being written. This can be extended up to 2 additional academic semesters, in case it is not completed. In this case, the student receives an "I" (Incomplete). If, after the end of the two subsequent semesters, the Undergraduate Thesis has not been completed, the student receives an "F" (Fail) and enrolls again for the course in the next semester in which it is offered.

The ECTS academic units for the declaration of the Thesis is 12 ECTS and are granted to the student in one semester only, and specifically in the semester in which the Undergraduate Thesis is declared. In case of failure, the student must enroll again in the course and will be granted the ECTS units again.

## ASSESSMENT OF THESIS

The final deadline for the submission of the Final Undergraduate Thesis to the proposer for preliminary check, and provided the corrections of the various sections have been made during the supervision of the Undergraduate Thesis in the semester of execution, is set at two weeks before the end of the normal duration of semester courses (Fall, Spring) and one week before the end of the normal duration of Summer semester. The process preceding the presentation is set out in the time frame below.

	Time frame	Prior to the Presentation *		
		Round 1	Round 2	Round 3
		Spring	Fall	Summer
1	Dispatch of Final Thesis by the student to the Supervisor	5 weeks	5 weeks	4 weeks
2	Dispatch of the Thesis back to the student and final corrections.	4 weeks	4 weeks	3 weeks
3	Submission of Thesis via the Blackboard platform by the student	3 weeks	3 weeks	2 weeks
4	<p>Corrections and marking by Member 2 (Chair of the Committee for each Thesis) and dispatch of comments and grade to the proposer and the professor in charge</p> <p>1. If the Chair of the Committee fails to send comments, this amounts to positive acceptance of the Thesis as is (without this releasing the Chair from the obligation to send a grade)</p>	2 weeks	2 weeks	1 week
5	<p>The student makes any changes and corrections to the Thesis based on the feedback and thereafter submits the final text to the proposer for purposes of final confirmation.</p> <p>1. If the student fails to make any changes / corrections / improvements, the supervisor may decide either to accept the Thesis as is or reject it with an F grade (Fail).</p>	10 days	10 days	5 days

6	The Supervisor reads the final text, marks it and grants the student the final approval that the Thesis is ready.	7 days	7 days	3 days
7	The student completes the Thesis (if necessary) and submits it to Blackboard for archiving.	5 days	5 days	2 days
8	The student proceeds to the oral defense of his/her Thesis.	Day of the presentation	Day of the presentation	Day of the presentation

\* Public holidays are not taken into consideration in the above time frame.

As a rule, the Undergraduate Thesis are presented in the week following the end of the final June examinations (for submission in the Spring Semester) or the week after the end of the final January examinations (for submission in the Winter Semester) or the week after the end of the final July examinations (for submission in the Summer Semester).

### **SUBMISSION OF THESIS FOR CORRECTIONS**

In case the Undergraduate Thesis is not delivered within the set time frame, the process of assessment and presentation is postponed, automatically and without derogations, until the next academic semester (Fall, Spring or Summer), again subject to the set time frames.

The Undergraduate Thesis is delivered online (MSWord<20Mb file) and via the online platform. It is pointed out that the student can **in no case submit** the text in print form as this does not facilitate the follow-up of the corrections and comments, whilst resulting in unnecessary and needless financial cost.

The correction and marking of the single text of the Undergraduate Thesis by the members of the Committee will take place as follows:

- i. **Member A (Chair of the Committee):** Within 1 week from receiving the Thesis.
- ii. **Member B (Proposer):** Within 2 days from receiving the Thesis.

The written text of the Undergraduate Thesis is corrected electronically using the "Review/Track Changes" option in MS Word where corrections are made and any comments are inserted using the "New Comment" option. Once corrections are completed, the electronic file is forwarded by the Supervisor to the student for the necessary adjustments after explaining to him/her orally the full range of the corrections/remarks.

If the above time frame is respected, the preliminary corrections to the Thesis by Member 2 will have been completed precisely at the end of the exam period of the academic semester in question, and thereafter the student will be granted 10 days (in the Fall and Spring period) to make the corrections received in order to submit his/her text for marking to the proposer, and then proceed to the final submission via Blackboard and to the oral defense of his/her Undergraduate Thesis.

## **PRESENTATION OF THE THESIS**

Once the check has been completed and the Supervisor verifies that the modifications to the text have been made, the student prepares for the oral defense on the set date.

Thesis which, according to the Committee of Undergraduate Thesis of the Program, do not satisfy the requirements for oral defense, will be returned to the Supervisor with comments and their defense will be postponed until the next period of presentations within the following academic semester, provided all requirements have been satisfied.

## **APPOINTMENT OF TWO-MEMBER ASSESSMENT COMMITTEE**

The Committee of Undergraduate Thesis of each Program appoints the Two-member Assessment Committees which comprise the Supervising Professor (as member) and 1 independent examiner, who is a member of the Program's teaching personnel and will act as chair of the Committee. For purposes of consistency in the marking of the Thesis and the assigned grades, where feasible, the Assessment Committees of the Thesis will be chaired only by members of the Thesis or the Professor in charge of the Program of Radiology and Radiotherapy, in the context of which the Undergraduate Thesis are conducted, and on condition that they will not act as chairs for Undergraduate Thesis which they supervise.

The assessment of the Undergraduate Thesis comprises two stages. The first one regards the assessment of the written text and is carried out before the presentation and the second regards the oral defense of the Thesis and is carried out at the time of the presentation. The marking forms are prepared by the supervisor together with the remuneration forms (for both Members) and are placed in the locker of the Professor in charge of the course for approval, who will in turn verify and send the student's grade to the Secretariat.

## **MARKING OF THE THESIS**

### **WRITTEN TEXT**

The assessment and marking of the written text is a key prerequisite for the oral defense of the Undergraduate Thesis. Only when the Thesis is considered adequate, even with recommendations for minor corrections by the Two-member Assessment Committee and provided it receives a minimum pass grade (30/60), will the student be given permission to proceed to the oral defense of the Thesis. The written text of the Thesis is assessed using the "Review / Track Changes" option in MS Word, where corrections are made to the text, whilst any comments are inserted using the "New Comment" option. The assessment is based on clearly defined criteria laid down in the relevant form (see Annex on page 55).

The grade assigned by each member of the Two-member Assessment Committee to the written text of the Undergraduate Thesis has a different weight and is allocated as follows:

- i. Member B Chair of the Committee:** 40/60
- ii. Member A (Proposer):** 20/60

On completion of the assessment of the written text, the relevant marking forms are collected by the Proposer who brings them to the oral presentation for completion and signing. Three (3) working days before the oral presentation, the Committee of Undergraduate Thesis of the Program determines the time and place of the oral defense of the Thesis and makes all necessary arrangements (reservation of room, provision for electronic means and technical support). He/she then informs accordingly by email the members of the Two-member Assessment Committee and the student who, under the responsibility of his/her Supervisor, has the obligation to post a relevant announcement on the Department's announcement board. The program of presentations of the Thesis will also be posted on the page of the course on the Blackboard platform under the responsibility of the Professor in charge of the course.

### **ORAL DEFENSE OF THE THESIS**

The defense of the Undergraduate Thesis through an oral presentation by the student is carried out using "powerpoint" or a similar software program. The presentation takes place in a University room, as arranged by the Committee of Undergraduate Thesis of the Program, and lasts **7-10 min**. After the presentation, students are examined by the Two-member Assessment Committee for not more than **20 min**. On completion of the examination, the Committee meets in the absence of the student to determine the final grade as it arises from the presentation, whilst making relevant comments/remarks on the presentation which are announced to the student forthwith.

The guidance and supervision of the preparation of the Thesis presentation by the student are part of the Supervisor's obligations. The process of presentation and examination of the Undergraduate Thesis are open to the public and anyone wishing to attend is welcome to do so, but has no right to comment, unless the Chair of the Two-member Assessment Committee decides otherwise. In any case, comments made by the public follow the examination and marking by the members of the Two-member Assessment Committee and are therefore not taken into consideration in determining the grade. The oral defense of the Undergraduate Thesis is assessed based on clearly defined criteria laid down in the relevant form (see Annex on page 56).

The grade assigned by each member of the Two-member Assessment Committee during the oral defense of the Thesis is of equal weight and is allocated as follows:

- i. Chair of the Committee:** 20/40
- ii. Member A:** 20/40

Each member of the Two-member Assessment Committee must attend the defense of the Thesis, either as Proposer or as Examiner. In case the Proposer or the Chair of the Committee is prevented from attending, the Committee of Undergraduate Thesis of the Program must be notified in writing at least 5 days prior to the date of the examination in order to be able to set a new date.

## **OUTCOME OF THE THESIS**

The Two-member Assessment Committee of the Thesis assesses and accepts or rejects the student's Thesis in accordance with the criteria stated in the form of assessment of the written text, as laid down in the Annex (page 55-56). The Committee has the right:

- i. To accept the Thesis as is and proceed with the presentation;
- ii. To accept the Thesis after recommending to the student minor corrections and modifications, to be made in fixed short period of time (10 days) and checked by the Supervising Professor and proceed with the presentation;
- iii. Not to accept the Thesis as is, but recommend broad modifications and corrections. Once these are completed within a fixed period of time (30 days), the Thesis will be submitted again for defense and assessment by the same Committee, at a time set by the Committee of Undergraduate Thesis of the Program;
- iv. Not to accept the Thesis, but recommend substantial modifications and improvements to be made within a fixed period of time (60 days), followed by a new submission for assessment by the same Committee;
- v. To reject the Thesis and consider that the student has failed the course ("F": Fail), in which case the student must repeat the process from the beginning.

## **ENTRY OF COURSE GRADE**

### **SUBMISSION OF GRADE TO THE SECRETARIAT**

Once the examination is complete, the Proposer places within 3 (three) working days in the locker of the Professor in charge of the course, the marking forms relating to the written text and the oral defense of the Thesis as well as the remuneration forms (Member A and Member B) for further processing.

### **ISSUANCE OF GRADE**

On completion of the above process, it is considered that the student has fulfilled his/her obligations in relation to the course and therefore the Professor in charge checks and forwards the markings forms to the Secretariat for the issuance of the grade and the remuneration forms to the Chair of the Department.



## **DESCRIPTION OF THE STRUCTURE OF THE DIFFERENT TYPES OF THESIS**

### **TYPES AND LENGTH OF THESIS**

The Thesis may be in the form of a “**Bibliographical Review**” (Type A or Type B) (Narrative or Critical), or a complete “**Research Thesis**” with collection and processing of data. The thesis is undertaken by up to 2 (two) students.

The length of the Thesis, which relates only to the Main Part of a Thesis is determined as follows:

For programs where Syllabus designates ECTS credits equal to 12:

**1. Bibliographical Review (Type A or Type B):**

8,000 – 11,000 words.

**2. Research Thesis**

8,000 – 11,000 words.

Once completed, the Thesis must respect the specific structure analysed in detail here below depending on its type.

### **FINAL LAYOUT OF RESEARCH THESIS**

Once the Thesis is completed and before its submission to the Supervisor for corrections, great care must be taken by students to ensure that it complies with the proper structure and development and is easy to read and accurate. The pagination of the Thesis must follow the order below:

Cover

Preliminary Pages

Title Page

Copyright Page

Assignment of Copyright Page

**→given by the Professor in charge at HLSXXX-D(X)S  
under the name Front\_Pages.docx**

Abstract

Preface (optional)

Acknowledgements Section

Dedication Section

Table of Contents, with reference pages

List of Tables, with titles and reference page

List of Figures, with titles and reference page

List of Illustrations, with titles and reference page

List of Photographs, with titles and reference page

Main Part of the Thesis

Introduction Chapter

Brief presentation of bibliography and articles

Purpose  
Objectives  
Research and statistical hypothesis  
Key requirements  
Limitations  
Theoretical and functional definitions  
Abbreviations  
Symbols  
Bibliography and Article Review Chapter  
Methodology Chapter  
    Research design  
    Material (Location and time of conduct of the study, Sample, Tools)  
    Data collection method  
    Statistical analysis and processing of data  
    Ethical issues  
Results Chapter  
Discussion Chapter  
Conclusions Chapter  
Bibliography (referencing system of Harvard Anglia Ruskin University or of the American Psychological Association (APA – for Speech Therapy)  
  
Annexes (if any).

## **FINAL LAYOUT OF REVIEW THESIS**

Once the Thesis is completed and before its submission to the Supervisor for corrections, great care must be taken by students to ensure that it complies with the proper structure and development and is easy to read and accurate. The pagination of the Thesis must follow the order below:

Cover

Preliminary Pages

Title Page

Copyright Page

Assignment of Copyright Page

**→given by the Professor in charge at HLSXXX-DLS under the name Front\_Pages.docx**

Abstract

Preface (optional)

Acknowledgements Section

Dedication Section

Table of Contents, with reference pages

List of Tables, with titles and reference page

List of Figures, with titles and reference page

List of Illustrations, with titles and reference page

List of Photographs, with titles and reference page

Main Part of the Thesis

Introduction Chapter

Introduction Chapter (Type A)

Theoretical background

Existing knowledge

Description of the problem

Purpose and specific objectives

Enhancement of existing knowledge – Added value and benefit

Or Introduction Chapter (Type B)

Methodology Chapter

Methodology Chapter (Type A)

Description of search strategy

Study inclusion – exclusion criteria

Final selection of studies of the review

Assessment of the quality of the studies (optional)

Or Methodology Chapter (Type B)

Results Chapter<sup>1</sup>

Discussion Chapter

Conclusions Chapter

Bibliography (referencing system of Harvard Anglia Ruskin University or of the American Psychological Association (APA – for Speech Therapy)).

In particular, for each specific part of the Thesis the following apply.

### **PRELIMINARY PAGES**

It is noted that the preliminary pages have the same structure irrespective of the type of the Thesis.

#### **COVER**

The cover includes:

- the logo of the University,
- the School, the Department and the student's Program of Study,
- the title of the Thesis,
- the name of the student or students and their University registration number,
- the name and title of the Supervising Professor,
- the place where the thesis was conducted and the date of acceptance.

#### **TITLE PAGE**

The title page of the Undergraduate Thesis must contain the following:

The title of the Thesis, positioned in the centre, 5 cm from the top of the page. The title must be clear and concise and present the substance of the study pursued. In case the Thesis is a bibliographical review, the two words "bibliographical review" must be stated at the end.

The name of the student, positioned in the centre, 2.5 cm under the title.

The following statement, inside full margins, positioned 2.5 cm under the author's name: Thesis submitted to the body of professors in partial fulfillment of the requirements for the BSc Degree of the Program... (enter the respective name of the Program, e.g. Nursing) of the Department of Health Sciences, of the School of Sciences of European University Cyprus.

The following words are positioned in the lower half of the page, in the centre: Nicosia? 20... (The year on the title page must refer to the location where the study was conducted and the year of acceptance of the Thesis).

The following words are stated on the right: Approved by: ...The names of the Two member Examining Committee are stated in the lines below.

#### **COPYRIGHT PAGE**

In case the student wishes to copyright the Undergraduate Thesis, the copyright page must be included, after the title page, with the following information written in the center, in the lower half of the page:

**© Year, Full Name  
ALL RIGHTS RESERVED**

#### **ASSIGNMENT OF COPYRIGHT PAGE**

With this page, European University Cyprus is granted permission to use the Thesis for purposes of the University, as well as to print and make copies available to the public on a non-profit making basis, in case copies are not available in any other way.

### **ABSTRACT**

The abstract will follow the title page (and the copyright page, if any) and must be included in the Table of Contents.

The word “ABSTRACT” of the Thesis is typed in 1½ line spacing, Arial 12 font, in fully justified formatting. It is positioned centrally, at a distance of 5 (five) cm from the top of the page. It is followed by the name of the student and the title of the Thesis. In brackets, in the centre under the title, follows the phrase (Under the supervision of

\_\_\_\_\_ ) which states the name of the Supervising Professor. This is followed by an empty line and the text of the abstract, in 1½ line spacing. The abstract must be printed on one side of the page only and in one single paragraph. The margins of the abstract must comply with the relevant instructions stated in the Annex to this Guide. The abstract of the Thesis must not exceed 300 words. It is written in Greek and optionally in English.

The title of the abstract must follow the same formatting as that of the title page. In general, the inclusion of mathematical formulas, diagrams and illustrations in the abstract is avoided. The abstract is a brief description of the Thesis and must be accurate and comprehensive so as to reflect the purpose and the content of the research, whilst lengthy explanations and personal views must be avoided. Also, the abstract must be self-contained, i.e. it must describe all the parts of the research. The abstract must help the reader understand in a few sentences what has been studied, the reason why it has been studied and the conclusions that arise. The abstract is structured and contains the following sections:

- Introduction
- Purpose
- Methodology
- Results
- Conclusions.

At the end of the abstract the keywords are stated (up to 6), which offer a more general description of the Thesis topic. In the case of a review, the keywords do not refer to the keywords to be used in the bibliography search.

### **PREFACE**

The preface follows the abstract and is typed in 1½ line spacing, Arial 12 font, in fully justified formatting. The heading is titled “PREFACE” and is positioned in the centre, 5 (five) cm from the top of the page. The preface is an optional part of the Thesis and consists in a general reference to what is included in each chapter of the Thesis in relation to the topic addressed. This part also contains separate pages for dedication and acknowledgments, if any.

## **TABLE OF CONTENTS**

The table of contents follows the abstract (and the preface, if any). The heading is titled "TABLE OF CONTENTS" and is positioned in the centre, five (5) cm from the top of the page.

The table of contents must include all the parts of the Thesis, including the preliminary pages (title page, abstract, preface, copyright page, acknowledgments page, dedication page). In the table of contents, the preliminary pages are numbered in Latin numerals while the pages of the main part of the Thesis are numbered in Arabic numerals. It also includes the bibliography section and all the annexes to the Thesis.

If the Thesis contains sub-titles of one and/or more levels, these must be included in the table of contents. The sub-title(s) must begin in a paragraph 3 (three) to 5 (five) tabs to the right of the margin for the titles of the chapters. The titles set out in the table of contents referring to the various chapters must accurately reflect the titles of the chapters contained in the body of the Thesis.

The page numbers in the table of contents must be positioned in the right margin, while the empty space between the title or the sub-title and the page number must be covered by a straight continuous or dotted line.

The spacing between two chapters must be double, the sub-titles within a chapter must have a 1½ line spacing and if the reference to the corresponding sub-title extends to more than one line, it is interrupted at three quarters of the line and continues on the following line but with a single space.

## **LIST OF TABLES**

Each table of the Thesis is defined with an Arabic numeral (for example Table 1, Table 2, etc.) or is defined with two parts of an Arabic numeral where the first digit refers to the chapter in which it is included, followed by a full stop, and the second digit indicates its sequence in the chapter (for example Table 3.2 refers to the second table of the third chapter).

The heading for the list of tables must be positioned at a distance of 2.5 cm from the top of the page, in the centre, and the phrase "LIST OF TABLES" must be written in capitals. Between the heading and the first title there must be an empty line. The line spacing between the titles must be double.

The number of each table (Arabic) and its title must be positioned in the left margin. The numbers of the pages (Arabic) are positioned exactly inside the right margin. The space between the tab and the page number is covered with a stippled line. The space between the table and its title is single while the space between the titles is double. If the title requires more than one line, this is interrupted at three quarters and continues below on a second line, with a single space. The number of the table and its title in the list of tables must accurately reflect those contained in the body of the Thesis.

## **LIST OF FIGURES**

The heading for the list of figures must be positioned at a distance of 2.5 cm from the top of the page, in the centre, and the phrase "LIST OF FIGURES" must be written in

capitals. The instructions set out above on the list of tables also apply to the list of figures.

#### **LIST OF ILLUSTRATIONS**

The heading for the list of illustrations must be positioned at a distance of 2.5 cm from the top of the page, in the centre, and the phrase "LIST OF ILLUSTRATIONS" must be written in capitals. The instructions set out above on the list of tables also apply to the list of illustrations.

#### **LIST OF PHOTOGRAPHS**

The heading for the list of photographs must be positioned at a distance of 2.5 cm from the top of the page, in the centre, and the phrase "LIST OF PHOTOGRAPHS" must be written in capitals. The instructions given above on the list of tables also apply to the list of photographs.

## RESEARCH TYPE THESIS

### MAIN PART

The main part of the Thesis is typed in 1½ line spacing, Arial 12 font, in fully justified formatting. It must include the following sections.

#### INTRODUCTION

The text begins with the word “Introduction” and the title of the research as title of the first chapter written in bold letters. In the introduction, the student guides the reader towards an understanding of the topic, taking a shortcut. This chapter briefly describes any information regarding the topic and acquaints and prepares the reader for the more clarifying information that will follow in the main body of the Thesis. More specifically, the Introduction presents the problem whose resolution will be later attempted through the research, presents the purpose, the specific objectives, the research hypothesis (if any), states the requirements, the boundaries and the limitations of the research, which may be related to the sampling, the research design, the tools used for the collection of the data and, in general, the adopted methodology which may affect the generalization of the results. Finally, it sets out the functional definitions and explains the abbreviations and symbols (where necessary).

In brief, the Introduction:

- Presents the problem and the research approach;
- Provides a short overview and presentation of the bibliography related to the problem;
- States the most relevant research on the topic of the Thesis;
- Refers to the importance of the research;
- Presents the purpose of the research;
- Accurately states, in 4-5 lines, the objectives of the specific research;
- Sets out the research and null hypothesis of the research (applies only to research protocols and experimental studies),
- States the key requirements, the limitations and the boundaries of the research;
- Also states the theoretical and functional definitions of key terms;
- Finally, it sets out the abbreviations and explains the symbols which may be included in the Thesis.

#### BIBLIOGRAPHY REVIEW

The review of the bibliography includes an extensive reference to relevant contemporary bibliography. The number of bibliography sources analysed in the Bibliography Review chapter varies depending on the type of the Thesis as follows:

- i. **Research Thesis:** ≥ 8 - 12 primary research sources.

It is noted that the above sources **do not include the material deriving from secondary sources** (books, review articles) usually used to present basic knowledge, e.g. anatomical information, physiological information, etc.



The Bibliography Review represents a complex mental processing of primary data and its usefulness lies in the ability to inform the student on recent research developments in his/her field of study and enhance pre-existing knowledge related to the theory and exercise of evidence-based practice. Through the bibliography and article review, the student is called to study and analyse all contemporary developments on the topic under investigation, present comparisons and differences between them and recompose the existing knowledge, in order to present an original written work which will bear his/her personal stamp. In essence, a bibliography review is a form of organising information on a subject area, of systematic recording and drawing conclusions.

In the bibliography review, special care must be taken to focus on the topic under investigation and limit the inclusion of studies with more general conclusions. In analysing bibliography sources, insignificant details must be avoided whilst emphasis must be given to the relevant findings, the relevant methodological issues and the most important conclusions. The progression of the text follows a logical sequence between the older and more recent research, as well as between research with a different theoretical and conceptual basis. The problem is developed in such a way that it can be understood by the broader scientific public and not only by experts in the field under investigation. It is desirable to approach the research in question from a critical point of view and to address controversial conclusions fairly.

Primary sources must be analysed extensively (whilst secondary sources are only listed), in stand-alone paragraphs of approximately 8-12 lines, forming part of homogeneous sections. The stand-alone descriptions of the experimental research must be linked between them and, at the end of each section, a critical summary of the conclusions arising therefrom must be set out. At the same time, irrespective of the type of the Thesis, the main sources must be grouped in the form of tables briefly stating the following in columns

Study (source),  
Country (where the research was conducted)  
Study Population (number, gender, age, characteristics)  
Intervention Type (what they were subjected to, what was administered to the participants),  
Intervention Setting (e.g. hospital, institution, workplace)  
Duration (the exact duration of the intervention)  
Efficacy (main results - conclusions)

In particular, the development and presentation of the primary sources must take into consideration the following:

Recording of information in chronological order  
Classification based on their thematic sections  
Classification based on the years publication  
Classification based on convergent or divergent views.

It is noted in particular that:

- The evidence set out must be valid and supported by evidence-based research.

- Information is strictly selected based on its relevance to the topic and publications of questionable origin and information from research involving corporate interests etc. are not included.
- Quotation marks must be used whenever information is copied or set out verbatim or paraphrased, although it is recommended that the student carries out the processing and systematic synthesizing of the information himself/herself. In case a piece of information is paraphrased, the student must be absolutely certain that he/she has reproduced precisely what the researcher meant in the relevant work.
- The third person must compulsorily be used in developing the texts. Nouns should not become subjects (for example instead of the phrase “the study showed that....” It is preferable to say “it was shown by the study that....”).
- In all types of research, the bibliography review is written in the past tense.
- Both genders must be used (for example “he/she”).
- Each section begins with a brief presentation of the topic to follow and ends with a summary of the information previously presented, focusing on the most important points.

### **METHODOLOGY**

The title of the chapter is written in the middle of the page. The text begins below with a tab and usually includes the following sub-chapters which are written in small bold and italic letters, using one tab, and justified to the left. In this part, the student justifies his/her decisions relating to the methodology used and also states how he/she has addressed ethical issues of concern in the execution of the Thesis (permission from the Department’s Committee of Ethics and Morals, permission from specific services, consent of participants in the research).

This part states the criteria and the mode of selection of the sample, the means and the equipment used, the procedures and the method followed and the statistical analysis. A detailed description allows other scholars-researchers to understand the entire process, verify the results and reproduce them if they wish.

#### **Research design**

The research design used in the Thesis, e.g. correlation study or prospective study or “patients-controls” study or randomized, experimental double-blind study is stated.

#### **Material**

##### a) Location and Time of conduct of the study

Brief description of the characteristics of the location of the study, its accessibility and the time of conduct. In case the study was conducted in a General Hospital, reference must be made to the necessary approvals obtained from the Research Promotion Committee of the Ministry of Health.

##### b) Patient sample

Sampling strategy and sample size, method of approach and process of informed consent. Criteria of inclusion in the protocol and exclusion from the study.

##### c) Tools

Description of tools used for measuring the variables (e.g. questionnaires, scales, lab equipment), justification and psychometric characteristics. Reference to the empirical evidence of their validity and reliability.

**Data collection method**

Brief but accurate description of all the procedures followed from the beginning of the study until the completion of data collection.

**Statistical analysis and data processing**

Brief but accurate description of the statistical tests used with reference to the specific hypothesis and/or research questions.

**Ethical issues**

After the end of the methodology, it is very important to state how the rights and anonymity of the subjects will be protected as well as the process of their written consent. In case the study required approval in terms of bioethical issues, the authority which has granted the approval must be mentioned (e.g. National Bioethics Committee, Office of the Commissioner for Personal Data Protection).

## RESULTS

The title is positioned in the centre of the page like in the previous chapters. The results are then classified and written in a clear and comprehensible manner. Graphs, summary tables and mathematical formulas are set out in all detail. The illustration of a statistically or non-statistically significant difference allows the person studying the Thesis to identify what is being addressed. When the presentation of the results includes tables, the word "Table", justified to the left and in bold letters, must appear above the table, e.g. **Table 3.1**, followed by the title of the table (not in bold). In the case of figures, there must be a sub-title under the illustration, justified to the left, indicating the number of the figure and its explanation, e.g. **Figure 3.1** Blood pressure variation rates following the administration of hypertension medication. Illustrations are marked in the same way as the figures. **Attention: Both the text and the tables / figures / illustrations must be understandable to the reader and present the finding that you consider important. For this reason, the text must describe every table / figure / illustration and its main finding. On the other hand, each table / figure / illustration must be presented in such a way that the text is not necessary in order for the reader to be fully informed. In other words, the title must be explanatory and the structure and content must be understandable. Therefore, if a reader does not read the text, he/she should be able to understand the main finding from the table / figure / illustration alone. The table / figure / illustration are used when they serve the scientific presentation of the results, otherwise their use is not meaningful.** It is also possible to set out the annexes at the end of the Thesis, if the tables or the graphs take up a lot of space in the flow of the text.

More specifically, this chapter includes the following:

- i. Presentation of the demographic characteristics of the sample (e.g. gender, age, educational level) in a table and description thereof within the text.
- ii. Description of the statistical analyses for each one of the null hypothesis (e.g. the ANOVA analysis of variance was used to reject or accept null hypothesis No. 3).
- iii. Presentation of the statistical results. In case the results of statistical tests are presented (e.g. t-test for independent samples, ANOVA test,  $\chi^2$  test) the reader must be provided with the relevant information on the degree or value of the statistical test, the degrees of freedom and the level of statistical significance. For example, the results of the ANOVA statistical test are presented in the text as follows:  $F_{(5,150)} = 5.75, p > 0.05$ . If a table presents evidence of a statistical analysis, the necessary statistical evidence must be set out under the table so that the reader can assess the test used. Tables of results from a statistical package are not acceptable for presentation in your Thesis unless they are properly processed. The appropriate results from these tables must be collected and presented in a new table written in Greek, which must bear an explanatory title and its structure and content must be understandable to the reader.

## DISCUSSION

This chapter examines, interprets and classifies the results and sets out in brief the main results. Particular emphasis is given to the theoretical repercussions of the

results, but also to the validity of the conclusions. The discussion begins with a rewording of the purpose of the research and the research hypothesis, whilst stating clearly whether the results support the original hypothesis or not. Then follows a description of how the data support the answer(s) to the research question(s). Any similarities or differences between the results and other research clarify and confirm the conclusions. By comparing the findings of this study with those of other researchers, new and important elements are highlighted. The strengths and limitations of the study are presented (based on the methodology followed). The section ends with a clear statement (for example the consequences of the findings of the research) or with reflections based on the answer(s) to the research hypothesis(es).

### **CONCLUSIONS**

The title is positioned in the middle of the page and the following must be included:

- I. One conclusion for each hypothesis,
- II. A brief correlation of the results with the results of other research,
- III. Recommendations for practical implementation,
- IV. Recommendations for future research.

### **RECOMMENDATIONS**

**The recommendations** identify omissions, record deficiencies, suggest ideas, set out both the weak and firm views of the review whilst also recommending new aspects for investigation arising from the findings of the research approach which has been applied.

### **BIBLIOGRAPHY LIST**

It sets out the list of bibliographical references used in drafting the Thesis in accordance with the referencing system of Harvard Anglia Ruskin University or of the American Psychological Association (APA – for Speech Therapy).

## **BIBLIOGRAPHICAL REVIEW THESIS**

### **MAIN PART**

The main part of the Thesis is typed in 1½ line spacing, Arial 12 font, in fully justified formatting. It must include the following sections:

#### **INTRODUCTION**

##### **INTRODUCTION (TYPE A)**

The text begins with the word “Introduction” and the title of the research as title of the first chapter written in bold letters. In the introduction, the student guides the reader towards an understanding of the topic, taking a shortcut. This chapter briefly describes any information regarding the topic and acquaints and prepares the reader for the more clarifying information that will follow in the main body of the Thesis. The introduction comprises the following sections:

**i. Theoretical background**

This section includes a presentation of the topic based on international bibliography. Moreover, relevant definitions are briefly described, concepts are clarified and epidemiological data is presented (where applicable).

**ii. Existing knowledge**

Description of what is generally known from studying the bibliography on the topic to this day, without going into great detail and without merely listing a number of articles. An effort is made to group conclusions from previous studies (primary or reviews), with references to the corresponding articles of the researchers.

**iii. Description of the problem**

Explanation of the need to conduct a bibliographical review of the research bibliography on the specific topic (e.g. summary of existing scientific knowledge, identification of contradictions or gaps in the bibliography, absence of guidelines).

**iv. Purpose and specific objectives**

The purpose and the specific objectives of the bibliographical review are clearly stated.

**v. Enhancement of existing knowledge – Added value and benefit**

The reason for which the specific study for the specific population is innovative and how it will contribute through new knowledge to the promotion of the discipline as well as its significance for the practice and/or theory of the discipline are clearly stated.

### INTRODUCTION (TYPE B)

The text begins with the word “Introduction” written in bold letters. In the introduction, the student guides the reader towards an understanding of the topic, taking a shortcut. This chapter briefly describes any information regarding the topic and acquaints and prepares the reader for the more clarifying information that will follow in the main body of the Undergraduate Thesis. The introduction comprises the following sections:

The subject is presented on the basis of international literature. It also describes relevant definitions, clarifies concepts and presents epidemiological data (where applicable).

The purpose and objectives of the bibliographic review are clearly stated.

This explains the need for a bibliographic review of the research literature on the subject (e.g. description of existing scientific knowledge, identification of contradictions or gaps in the literature, lack of guidelines).

It describes what is known from literature studies to date on this subject. An attempt is made to group conclusions from previous studies (primary or review), referring to the relevant research articles.

### METHODOLOGY METHODOLOGY (TYPE A)

This section describes the method and the means which have been used to achieve the purpose and the objectives of the study.

#### I. Description of search strategy

Description of the search strategy, in other words the following will be stated:

- a) The database(s) used in the article search;
- b) The keywords used in the search, as well as their combination.

The search strategy must be presented in a table (see Table 2 below for a relevant example).

**Table 2:** Search strategy and keywords to be used in the identification of studies investigating the relationship between central obesity and dementia

	Keywords	Search Number	Number of identified studies
<b>Central obesity – Exposure</b>	central obes* OR visceral obes* OR abdominal obes* OR waist circumference OR waist to hip ratio OR waist-to-hip OR waist-to-hip-ratio OR WHR OR Sagittal Abdominal Diameter	#1	22 458
<b>Dementia – Outcome</b>	Alzheimer’s disease OR Alzheimer disease OR vascular dementia OR dementia OR cognitive OR cognition	#2	298 435
<b>Research design of the study</b>	cohort OR prospective OR longitudinal OR follow-up OR incidence OR risk OR rate	#3	48 73483

#1 AND #2 AND #3	#4	217
------------------	----	-----

**II. Study inclusion – exclusion criteria**

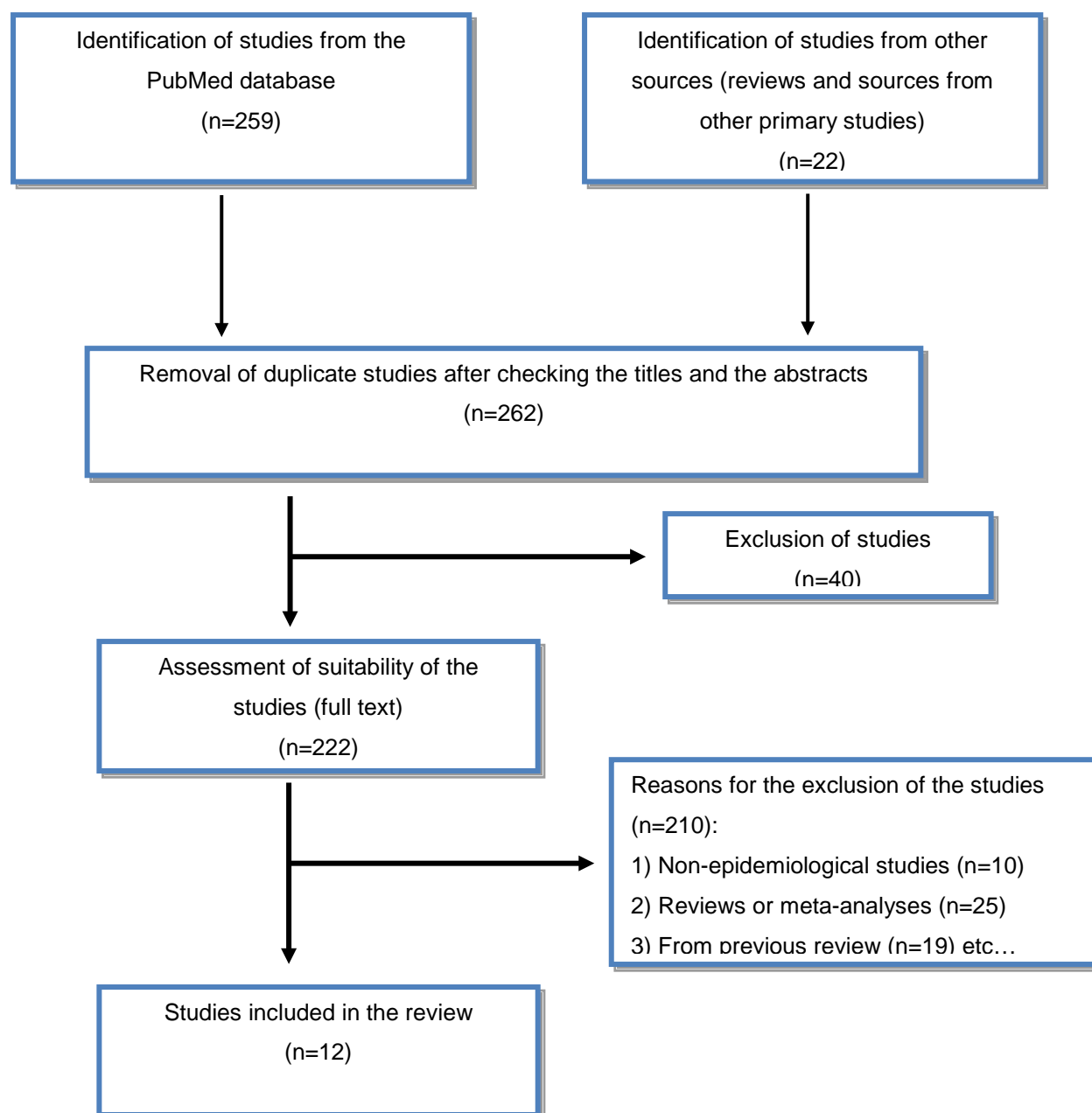
The inclusion or exclusion criteria of a study from the review in terms of the following:

- a) Type of studies
- b) Characteristics of participants
- c) Place of conduct
- d) Type of intervention
- e) Other general criteria

**III. Final selection of studies of bibliographical review**

The number of studies which have been checked and assessed in terms of fulfillment of the inclusion criteria in each stage and the final number of studies included in the review. It would also be advisable to justify in brief the reasons for which studies have been excluded from the review. This information will be presented in brief in a flow chart (see example in Illustration 2).





**Illustration 2:** Diagram illustration of the flow of results in the bibliography search

## METHODOLOGY (TYPE A)

This section describes the method and the means which have been used to achieve the purpose and the objectives of the study.

### I. Description of search strategy

Description of the search strategy, in other words the following will be stated:

- a) The database(s) used in the article search;
- b) The keywords used in the search, as well as their combination.

### II. Study inclusion – exclusion criteria

The inclusion or exclusion criteria of a study from the review in terms of the following:

- a) Type of studies
- b) Characteristics of participants
- c) Place of conduct
- d) Type of intervention
- e) Other general criteria

## RESULTS

Presentation of the results of the research studies which have been reviewed. This section usually begins with a general description of the results of the search.

The review of the bibliography includes an extensive reference to relevant contemporary bibliography. The number of bibliography sources analysed in the results chapter varies depending on the type of the Thesis as follows:

- i. **Bibliographical review (Type A or Type B)** :  $\geq 20$  - 25 primary research sources.

It is noted that the above sources do not include the material deriving from secondary sources (books, review articles) which is usually used to present basic knowledge, e.g. anatomical information, physiological information, etc.

**Example** – The 12 epidemiological studies included in this review were conducted in several countries situated in Europe and America. More specifically, 7 studies were conducted in Europe (Germany, France, Netherlands, Sweden and Finland respectively) while the remaining 5 studies were conducted in America (USA and Canada respectively).

**Table 3:** Characteristics of the studies

STUDY	COUNTRY	STUDY POPULATION NUMBER (N) GENDER (G) AGE (A) Characteristics (Char.)	TYPE OF INTERVENTION	INTERVENTION SETTING (HOSPITAL, INSTITUTION, WORKPLACE)	DURATION	EFFICACY	
						CLINICAL SYMPTOMS	NEUROPHYSIOLOGICAL PARAMETRES
<b>Harter, et al. (1992)</b> Retrospective study	USA	N: 265 G: 43%M / 57%F (114F / 151A) A (median and range: 45 yrs (20-90) S: 49 yrs (median) C: 42 yrs (median)	Surgery (77) (95 wrists) Vs Conservative treatment with various interventions <sup>1</sup> (188)	N/A	54 months	S: Yes C: Yes <sup>2</sup>	S: Yes C: We don't know
<b>Seror (1992)</b> Prospective observational study	France	N: 125 wrists G: S: 76%F / 24%M C: 81%F / 19%M N.T.: 79%F / 21%M A (median and range)	Surgery (33 wrists) Vs 1-3 doses of steroid injections (56 wrists)	Investigation laboratory	52 months	N/A	S: Yes C: No N.T.: slow deterioration

		in years: S: 57,5 (30-88) C: 58,6 (28-87) N.T.: 57,6 (28-87)  Char.: Duration of symptoms (months) S: 23,3 C: 22,9 N.T.: 20,9	Vs No treatment (N.T.) (36 wrists)				
--	--	---	--	--	--	--	--

S= Surgical intervention, C= Conservative treatment, N.T.= No treatment, N/A= Not Stated

In general, the results must include the following:

Type A

- i. One table (and/or more, depending on the thematic presentation) presenting in brief, and usually in chronological order, the main characteristics of the studies (e.g. year of publication and country where the study was conducted, type of the study, population – characteristics of participants, assessment of exposure and outcome, key findings, etc.) which are described in detail in the text (see example in Table 3 above).
- ii. Detailed presentation and description of the studies in the text, attempting a combination of the indications from different research. This can be done grouping research results or types of studies.

Type B

- i. Detailed presentation and description of the studies in the text, attempting a combination of the indications from different research. This can be done grouping research results or types of studies.

In general, the Bibliographical Review represents a complex mental processing of primary data and its usefulness lies in the ability to inform the student on recent research developments in his field of study and enhance pre-existing knowledge related to the theory and exercise of evidence-based practice. Through the bibliography and article review, the student is called to study and analyse all contemporary developments on the topic under investigation, present comparisons and differences between them and recompose existing knowledge, in order to present an original written work which will bear his/her personal stamp. In essence, a bibliographical review is a form of organizing information on a subject area, of systematic recording and drawing conclusions.

In the review, special care must be taken to focus on the topic under investigation and limit the inclusion of studies with more general conclusions. In analysing bibliography sources, insignificant details must be avoided whilst emphasis must be given to the relevant findings, the relevant methodological issues and the most important conclusions. The progression of the texts follows a logical sequence between the older and more recent research, as

well as between research with a different theoretical and conceptual basis. The problem is developed in such a way that it can be understood by the broader scientific public and not only by experts in the field under investigation. It is desirable to approach the research in question from a critical point of view and to address controversial conclusions fairly.

Primary sources must be analysed extensively (whilst secondary sources are only listed), in stand-alone paragraphs of approximately 8-12 lines, forming part of homogeneous sections. The stand-alone descriptions of the experimental research must be linked between them and, at the end of each section, a critical summary of the conclusions arising therefrom must be set out. At the same time (except for type B Review), irrespective of the type of the Thesis, the main sources must be grouped in the form of tables briefly stating the following in columns

- Study** (source),
- Country** (where the study was conducted)
- Study Population** (number, age, age, characteristics)
- Type of Intervention** (what they were subjected to, what was administered to the participants),
- Intervention Setting** (e.g. hospital, institution, workplace)
- Duration** (the exact duration of the intervention)
- Efficacy** (main results – conclusions)

In particular, the development and presentation of the primary sources must take into consideration the following:

- Recording of information in chronological order
- Classification based on the thematic sections
- Classification based on the years of publication
- Classification based on convergent or divergent views.

In particular, it is noted that:

- The evidence set out must be valid and supported by evidence-based research.
- Information is strictly selected based on its relevance to the topic and publications of questionable origin and information from research involving corporate interests etc. are not included.
- Quotation marks must be used whenever information is copied or set out verbatim or paraphrased, although it is recommended that the student carries out the processing and systematic synthesizing of the information himself/herself. In case a piece of information is paraphrased, the student must be absolutely certain that he/she has reproduced precisely what the researcher meant in the relevant work.
- The third person must compulsorily be used in developing the texts. Nouns should not become subjects (for example instead of the phrase “the study showed that...” it is preferable to say “it was shown by the study that...”).

- In all types of research, the bibliographical review is written in the past tense.
  - Both genders must be used (for example “he/she”).
  - Each section begins with a brief presentation of the topic to follow and ends with a summary of the information previously presented, focusing on the most important points.
- iii. The structure of the text in sections is always done based on the research question and the various specific issues, whilst each section begins with an introductory sentence and ends with a conclusion.

### **DISCUSSION**

This section begins with a summary of the key findings, followed by comments, comparisons and interpretations of the results of the studies reviewed. In drawing conclusions, important issues that may relate to methodological problems of the research, contradictions in the findings and gaps that may have been identified, are addressed. The presentation can, again, be on a thematic basis, with regard to the main issues that require attention. It is noted that, contrary to the previous chapter where references are limited to the studies included in the review, here the discussion can extend to related matters to substantiate views, positions and conclusions, with references to the broader international and Greek bibliography, giving examples of research and other studies not included in the review. This section sets out the strengths and the limitations of the Thesis.

### **CONCLUSIONS**

In general, the conclusions include the following:

- i. Research conclusions
- ii. Significance for the discipline
- iii. Orientation for future research, practice, dissemination of the results education, establishment of policies, clinical and other orientations
- iv. Recommendations for practical implementation
- v. Recommendations for future research.

### **BIBLIOGRAPHY**

Bibliography forms an integral part of the Thesis. It sets out the list of bibliographical references which have been used in writing the Thesis in accordance with the referencing system of Harvard Anglia Ruskin University or of the American Psychological Association (APA – for Speech Therapy).

### **ANNEXES**

The annexes are numbered and include items whose description is considered useful, but which should not be incorporated in the main text of the Thesis. For example, annexes set out questionnaire forms, descriptions of software programs, instructions, descriptions of complex tests, etc. The main body of the Thesis must include the proper references – where necessary – to the corresponding annexes to

provide easier guidance to the reader. The annexes are always placed at the end of the Thesis. If there is more than one annex, the heading is a number or a letter or a letter and number combination (for example ANNEX IC, ANNEX ONE or ANNEX A) as well as a descriptive title. In each annex, the heading and the title must be positioned in the centre of the page and reference thereto must be made in the table of contents. Photocopied material is acceptable in the annexes, provided it is legible. All the pages of the annexes must be numbered using Arabic numerals.

## **GENERAL INSTRUCTIONS ON TEXT FORMATTING**

### **TITLES OF CHAPTERS, SUB-CHAPTERS AND SECTIONS**

It is advisable not to number the chapters and sub-chapters of the Thesis, but to escalate them based on the position and the way the headings are written, in the following order:

**TITLE OF CHAPTER:** In bold capital letters (e.g. METHOD, RESULTS, etc.); centrally justified; followed by an empty line.

**Title of Sub-chapter:** Bold, Italics, to the left, one tab in (e.g. Measurement Process). The text begins on the following line.

**Title of Section:** To the left, one tab in, italics (e.g. Test 1). The text begins after this title (on the same line).

### **NUMBERING**

In case you need to use numbering in the text, this will be done first by using letters, e.g. a), b) etc. If each of these “a)”s and “b)”s must be further numbered, this will be done using numbers “1)”, “2)”, and if within these numbers, further numbering must be inserted then use Latin numbers. i.e. “i)”, “ii)”.

### **LETTER FONT**

The letter font must be legible (Arial 12) and the contrast between the ink and the paper in the final printed text must be significant in order to ensure a clear and legible printout. Also, the spacing between the letters of the words must be adequate. Similarly, line spacing must also be adequate (1.5 spacing). The main text must be written in font 12 while the footnotes must be no more than two numbers smaller than the font used in the main text and can also be single-spaced.

### **UNDERLININGS**

To underline, use one single continuous line, which must be the same throughout the text.

### **PHOTOGRAPHS AND ILLUSTRATIONS**

The photographs and illustrations used in the Thesis must be of satisfactory quality, but not large in size, e.g. more than 200KB each.

### **MARGINS**

In order to avoid problems after the book-binding, all the copies and the original of the Thesis must have the following margins:

I. Left

All the margins of the Thesis, from the first to the last page, must be at least 3 (three) cm. This margin allows enough space for book-binding.

II. Right

All the right margins must be at least 2.5 (two and a half) cm.

III. Bottom

The bottom margin must be at least 2.5 (two and a half) cm.

#### IV. Top

The top margin must be at least 2.5 (two and a half) cm, including the following pages: Copyright, Lists of Tables, Figures, Illustrations, Photographs, Bibliography, Annexes. The only exceptions (to the 2.5 margin) are the Title Page, the Abstract, the first page of the Preface (if any), the first page of the Table of Contents and the first page of each Chapter (including the Introduction), which must begin 5 cm from the top.

#### **PRINTING, SPACING AND INDENTS**

The Thesis must be printed only on one side of each page and the main text must be fully justified on each page. The spacing must be 1½ (one and a half), except in the case of references, notes, chapter titles, sub-titles and large headings, which will be single-spaced with an empty line between the topics. Paragraph indents must have five to ten spaces throughout the Thesis. References must have a distance of at least four spaces from the left and the right margin. The indent of the first row of a separate paragraph must have a minimum distance of four spaces.

#### **PAGINATION**

Each page of the Thesis must correspond to one number. The first page on which a number will appear will be page "ii" (Copyright page). The title page is deemed to be page "i" but it has no number. Arabic numerals (1, 2, 3, etc.) are used to number the rest of the pages of the text, illustrations, annexes, notes, list of references or bibliography. Page numbers must not appear on the first page of the main text or the first page of each new chapter. Numbers containing letters, hyphens, periods or parenthesis [for example 1a, 1-2, -1-, I., and (I)] are avoided. The positioning of the page numbers must be the same throughout the Thesis, including the introduction, the text, the annexes and the bibliography. Given that the text is printed on one side only, page numbers must be positioned in one of the following three ways:

- i. On the top right corner of the page, 3 (three) cm (4 lines) from the top and 2.5 (two and a half) cm from the right end.
- ii. On the bottom in the centre, 3 (three) cm (4 lines) from the bottom of the page.
- iii. As close to the positions described in i or ii as the word processor allows.



## **OTHER PROVISIONS**

### **COPYRIGHT**

The copyright of the Thesis belongs to the student and the Supervisor as they are the ones who have contributed to its execution. In case the material of the Thesis will be announced at a conference, the first name to appear will be that of the person giving the speech. In case the material of the Thesis is published in a journal, the author first named is the person who has the main responsibility for drafting the article and responding to any questions of the journal's editorial committee. In any event, none of the copyright holders will undertake any publication activities without informing and involving his/her associate.

The student and/or the Supervisor have the obligation to assign to European University Cyprus the right to use the Thesis for the purposes of the University, as well as to print and make available copies to the public on a non-profit making basis, in case copies are not available in any other way. The assignment is made with the signing of the relevant form.

### **BIOETHICAL ASSESSMENT OF RESEARCH THESIS**

In the case of a research Thesis (clinical trials, case study, questionnaires, etc.), the student has the obligation, in collaboration with his/her Supervisor, to submit an application to the University's Committee of Ethics and Morals for guidance / advice on the further steps until the submission of the complete research proposal to the National Bioethics Committee of the Republic of Cyprus, as determined in the relevant legislation. The collection of data and the remaining experimental procedures can only begin once the official approval of the National Bioethics Committee has been obtained.

### **AVOIDANCE OF PLAGIARISM**

Both the student and his/her Supervisor must take all necessary measures to strictly avoid plagiarism, which is a serious academic but also criminal offence. Plagiarism is defined as the reproduction of verbatim texts or the paraphrasing of sections either from papers drafted by others or from books or scientific articles, without using quotation marks and references and without mention of the authors of the primary source. The Supervisor must thoroughly check the student's Thesis for phenomena of plagiarism and in case such phenomena are observed, the student is initially referred to the Department's Committee of Undergraduate Thesis which drafts a relevant report. In this case, the student fails the course and the provisions laid down in the University's statute take effect.

# **ANNEX**



SCHOOL OF SCIENCES  
DEPARTMENTS OF HEALTH AND LIFE SCIENCES

**THESIS**

**APPLICATION FOR DECLARATION OF THESIS TOPICS**

---

NAME OF STUDENT	
REGISTRATION NO.	
PROGRAM OF STUDY	

**DECLARATION OF TOPICS**

---

1.	
TOPIC NO.	
TITLE	
2.	
TOPIC NO.	
TITLE	
3.	
TOPIC NO.	
TITLE	
4.	
TOPIC NO.	
TITLE	
5.	
TOPIC NO.	
TITLE	

---

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

**For Official Use**

---

Application received on: \_\_\_\_\_

**Decision of the Committee of Undergraduate Thesis**

Approval of Topic No.: \_\_\_\_\_

Supervising Professor: \_\_\_\_\_

Re-submission of Topic: Yes \_\_\_\_ No \_\_\_\_

---



**European  
University Cyprus**

**School of Sciences**

**Departments of Health and Life Sciences**

## **UNDERGRADUATE THESIS**

### **APPLICATION TO CHANGE THESIS TITLE**

Student Name	
Registration Number	
Program of Study	

#### **Current title**

Title Number	
Title	

#### **New title**

Title Number	
Title	

#### **Justification**

---

---

---

---

---

---

---

---

*(continue at back of page if needed)*

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

#### **For Departmental Use**

---

Date Application Received: \_\_\_\_\_

#### **Decision of Master Thesis Committee**

Approval of new title numbered: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Re-submission of title:      Yes\_\_\_\_      No\_\_\_\_



**European  
University Cyprus**

**School of Sciences**

**Departments of Health and Life Sciences**

## **UNDERGRADUATE THESIS**

### **APPLICATION TO CHANGE SUPERVISOR**

Student Name	
Registration Number	
Program of Study	

#### **Current title**

Title Number	
Title	
Supervisor	

#### **Justification**

---

---

---

---

---

---

---

*(continue at back of page if needed)*

Date: \_\_\_\_\_

Signature: \_\_\_\_\_

#### **For Departmental Use**

---

*Date Application Received:* \_\_\_\_\_

#### **Decision of Master Thesis Committee**

Approval of new title numbered: \_\_\_\_\_

Supervisor: \_\_\_\_\_

Re-submission of title:      Yes\_\_\_\_      No\_\_\_\_

---

---

## WRITTEN TEXT ASSESSMENT CRITERIA

**EUROPEAN  
UNIVERSITY CYPRUS**

**School of Sciences  
Departments of Health Or Life Sciences  
Program of X**

### THESIS ASSESSMENT

Name of student:  
.....

Registration No.:  
.....

Topic of Thesis:

Chair of the Committee  
Member 1 (Proposer):

### Scale of Assessment of Written Study

ASSESSMENT CRITERIA		Grade*	
		Chair (40%)	Member 1 (20%)
1	Method and completeness in addressing the topic <i>Comments:</i>		
2	Organisation of material <i>Comments:</i>		
3	Documentation of information and data <i>Comments:</i>		
4	Originality of topic – inspiration <i>Comments:</i>		
5	Scientific background (correct terms and concepts) <i>Comments:</i>		
6	Thesis layout <i>Comments:</i>		
7	Language, spelling, correlation of concepts, clarity of written language <i>Comments:</i>		
8	Completeness and recording of bibliography <i>Comments:</i>		
<p><b>*Attention:</b> Each assessor assesses each criterion out of 100%. Normalisation is effected automatically using mathematical formulas.</p>			
		<b>Total</b>	
Date 12/12/2015		<b>Grade of written text</b>	
The Two-member Assessment Committee		<b>Final grade of Thesis</b>	
The two-member Assessment Committee			

Chair of the Committee  
Signature:

Member 1 (Proposer)  
Signature:

## ORAL PRESENTATION ASSESSMENT CRITERIA

**EUROPEAN  
UNIVERSITY CYPRUS**

**School of Sciences  
Departments of Life and Health Sciences  
Program of X**

### THESIS ASSESSMENT

Name of student:  
.....

Registration No.:  
.....

Topic of Thesis:

Chair of the Committee  
Member 1 (Proposer):

### Scale of Assessment of Oral Presentation of Study

ASSESSMENT CRITERIA		Grade*	
		Chair (20%)	Member 1 (20%)
1	Method and completeness in addressing the topic <i>Comments:</i>		
2	Documentation of information and data <i>Comments:</i>		
3	Originality of topic – inspiration <i>Comments:</i>		
4	Knowledge and assimilation of the topic <i>Comments:</i>		
5	Scientific background (correct terms and concepts) <i>Comments:</i>		
6	Organisation of material <i>Comments:</i>		
7	Time management <i>Comments:</i>		
8	Quality of oral communication <i>Comments:</i>		
<p><b>*Attention:</b> Each assessor assesses each criterion out of 100%. Normalisation is effected automatically using mathematical formulas.</p>			
<b>Total</b>			
Date 12/12/2015		<b>Grade of oral presentation</b>	
The Two-member Assessment Committee		<b>Final grade of Thesis</b>	
The Two-member Assessment Committee			

Chair of the Committee  
Signature:

Member 1 (Proposer)  
Signature:



## DECLARATION OF ASSIGNMENT OF THESIS RIGHTS

NAME OF STUDENT	
REGISTRATION NO.	
PROGRAM OF STUDY	
TITLE OF THESIS	

I, the aforementioned student, unreservedly declare that this Thesis is the product of my own exclusive effort and work, save where the text includes references to other authors, and that it has not been submitted elsewhere as part of any academic requirement or other purposes.

In the framework of the assessment of the Thesis, I have no objection whatsoever to the following:

- Reproduction of the Thesis and supply of copy to any member of the University;
- Provision of the electronic file of the Thesis to a competent service for purposes of establishing the offence of plagiarism and the preservation of a copy in the records of the relevant service for purposes of future consideration of the offence of plagiarism.

I hereby declare that I have thoroughly studied, understood and fully complied with the internal regulations of European University Cyprus regarding Academic Ethics, Morals and Student Discipline.

Date: \_\_\_\_\_

## DECLARATION OF ASSIGNMENT OF COPYRIGHT BY THE TWO-MEMBER COMMITTEE

We hereby declare that this Undergraduate Thesis has been conducted under our supervision and guidance and relates to original work. We have no objection to the assignment of the copyright of the Undergraduate Thesis to European University Cyprus as detailed above.

Capacity of Member of  
the Assessment  
Committee

Chair

Member 1  
(Supervisor)

Electronic signature

Name

Date

/ /

/ /





**UNIVERSITY CHARTER  
ANNEXES AND INTERNAL  
REGULATIONS**

**FEBRUARY 2017**

## **TABLE OF CONTENTS**

<b>UNIVERSITY CHARTER:</b>	<b>3</b>
<b>ANNEX 1: Purpose, Mission and Objectives</b>	<b>17</b>
<b>ANNEX 2: Internal Regulations on Students' Admission, Evaluation, Advancement and Graduation</b>	<b>23</b>
<b>ANNEX 3: Student Rights, Duties and Responsibilities</b>	<b>52</b>
<b>ANNEX 4: Internal Regulations Concerning Honorary Doctoral Degrees</b>	<b>63</b>
<b>ANNEX 5: Internal Regulations on Academic Ethics and Students' Discipline</b>	<b>64</b>
<b>ANNEX 6: Internal Regulations on Faculty Ranking and Conditions of Service</b>	<b>69</b>
<b>ANNEX 7: Internal Regulations on Visiting and Emeritus Faculty, Scientific Collaborations, and Special Scientists</b>	<b>152</b>
<b>ANNEX 8: Student Support Services</b>	<b>157</b>
<b>ANNEX 9: Property of the University</b>	<b>187</b>
<b>ANNEX 10: Internal Regulations on Administrative Personnel</b>	<b>196</b>
<b>ANNEX 11: Senate Bylaws</b>	<b>202</b>
<b>ANNEX 12: Schools Bylaws</b>	<b>212</b>
<b>ANNEX 13: Department Bylaws</b>	<b>230</b>
<b>ANNEX 14: Internal Regulations and Guidelines on Student Registry</b>	<b>244</b>
<b>ANNEX 15: Internal Regulations and Guidelines on Election Procedures</b>	<b>249</b>
<b>ANNEX 16: Distance Education Unit Bylaws</b>	<b>255</b>

# UNIVERSITY CHARTER

## 1. NAME AND SEAT

- 1.1. The University shall be named “E.U.C. European University Cyprus,” abbreviated as “EUC,” (in this Charter called "University").
- 1.2. The seat of the University shall be in Nicosia, Cyprus.

## 2. PURPOSE, MISSION, OBJECTIVES AND POWERS

- 2.1. The purpose, mission and objectives of the University shall be to advance learning and knowledge by teaching and research, to enable students to obtain the advantages of University education, and to provide relevant service to the Community (Annex 1).
- 2.2. The University shall be both a teaching and an examining body and, subject to the provisions of this Charter, shall have the following powers:
  - 2.2.1. to prescribe in its Internal Regulations the requirements and the conditions under which persons shall be admitted to the University or to any particular program of study therein, the system of their evaluation, advancement, and graduation (Annex 2), and their rights, duties and responsibilities (Annex 3);
  - 2.2.2. to grant and confer Bachelor’s, Master’s and Doctoral (*inter alia* Ph.D., Ed.D., D.A., D.B.A.) Degrees, and other academic certificates and distinctions to and on persons who shall have pursued a program of study (in situ, distance learning or otherwise) approved by the University under conditions laid down in its Internal Regulations;
  - 2.2.3. to confer Honorary Degrees and other distinctions on approved persons, provided that all Honorary Degrees and other distinctions so conferred shall be conferred and held subject to any provisions which may be made in reference thereto by the Internal Regulations (Annex 4);
  - 2.2.4. to deprive persons of any Degrees or other distinctions conferred on them by the University and to revoke any Diplomas or Certificates granted to them by the University on what the University shall deem to be good cause;
  - 2.2.5. to prescribe in its Internal Regulations the disciplinary provisions to which students of the University shall be subject (Annex 5);
  - 2.2.6. to provide instruction in such disciplines and fields of study as the University may think fit and to make provision for research and for the advancement and dissemination of knowledge in such manner as the University may determine;

- 2.2.7. to accept credit of study earned by students of the University at other Universities or places of learning, as equivalent to such credit of study in the University as the University may determine and to withdraw such acceptance at any time;
- 2.2.8. to affiliate other institutions or branches or departments thereof and to admit members thereof to any of the privileges of the University, and to accept attendance at courses of study in such institutions or branches or departments thereof in place of such part of the attendance at courses of study in the University and upon such terms and conditions and subject to such regulations as may from time to time be determined by the University;
- 2.2.9. to co-operate by means of Joint Boards or otherwise with other University authorities for offering joint programs of study and for the conduct of examinations, and for such other purposes as the University may from time to time determine;
- 2.2.10. to institute Professorships, Associate Professorships, Assistant Professorships, Lectureships and any special teaching personnel offices and whether academic or not as may be required by the University; to appoint persons to and remove them from such offices and to prescribe their conditions of service (Annex 6);
- 2.2.11. to institute Visiting Professorships, Visiting Associate Professorships, Visiting Assistant Professorships, Visiting Lectureships and post-graduate teaching and or research personnel offices as may be required by the University (Annex 7);
- 2.2.12. to appoint persons to and remove them from such offices and to prescribe their conditions of service;
- 2.2.13. to institute and award Fellowships, Studentships, Scholarships/Prizes, and to offer support and other services to all its students (Annex 8);
- 2.2.14. to establish and maintain and to administer and govern institutions for the residence of the students of the University and to license and supervise such institutions and other places of residence whether or not maintained by the University;
- 2.2.15. to make provision for research and advisory services, and with these objects to enter into such arrangements with other institutions or bodies as may be thought desirable;
- 2.2.16. to provide for the printing and publication of research and other works which may be issued by the University;
- 2.2.17. to demand and receive fees and other payments;
- 2.2.18. to take such steps as may from time to time be deemed expedient for the purpose of procuring contributions to the funds of the University, and to raise money in such other manner as the University may deem fit;

- 2.2.19. to provide for reward or otherwise such goods and services for officers and employees of the University and their families, guests and servants as may be deemed expedient and consistent with the objects of the University as a place of education and learning;
- 2.2.20. to enter into any agreement for the incorporation in the University of any other institution and for taking over its rights, property and liabilities and for any other purpose not repugnant to this Charter;
- 2.2.21. to do all such other acts and things whether incidental to the powers aforesaid or not as may be requisite in order to further the objectives of the University as a place of education, and of learning, and of research, and of service to the Community.

### **3. PROPERTY**

- 3.1. The University shall maintain, manage, deal with, dispose of and invest all the property, money, assets, revenues and rights of the University (Annex 9), and shall enter into engagements and shall accept obligations and liabilities in all respects without restriction whatsoever and in the same manner as an individual may manage his own affairs.
- 3.2. The University shall act as trustees or managers for any property, legacy, endowment, bequest or gift for purposes in furtherance of the work and welfare of the University, and shall invest any funds representing the same, if not immediately required on such security as the University may deem fit.

### **4. ELECTION PROCEDURES**

- 4.1. Elected academic officers and elected members of University bodies are elected according to the Law on Private Universities of 2005 and to the Internal Regulations and Guidelines on Election Procedures of the University (Annex 15).

### **5. COUNCIL**

- 5.1. There shall be a Council of the University (in this Charter called "Council"), which shall be the supreme governing body of the University and shall have the custody and use of the Common Seal and shall be responsible for the management and administration of the revenue and property of the University and, subject to the powers of the Senate as provided in this Charter, shall have general control over the conduct of the affairs of the University.

5.2. The Council, according to the Law on Private Universities of 2005 (s. 25.(1)), “is the supreme governing body of the University and is responsible for the management of all affairs pertaining to the University, including the financial affairs, the affairs pertaining to the infrastructure of the University, the supervision and control of the administrative and other personnel, the determination of the number of students to be admitted, the individual administrative matters of students, and approves the hiring of faculty members that is conducted by the Senate.”

5.3. The Council shall consist of the following thirteen members:

5.3.1. Ex-officio Member:

The Rector of the University.

5.3.2. Elected/Appointed Members:

(1) The President of the Council appointed by European University Cyprus Ltd for a period of five years.

(2) Three members from outside the university academic community and three members from the non-academic community appointed by the Board of Directors of European University Cyprus Ltd for a period of four years. One of them is designated by European University Cyprus Ltd as Vice President of the Council.

(3) Two members from outside the University community appointed by the Senate for a period of four years.

(4) One faculty member elected (by simple majority) by all faculty members from among their own number for a period of three years, according to the Internal Regulations and Guidelines on Election Procedures (Annex 15).

(5) One member of the non-teaching (administrative) staff elected (by simple majority) by the members of the non-teaching (administrative) staff from among their own number for a period of three years, according to the Internal Regulations and Guidelines on Election Procedures (Annex 15).

(6) One registered student of the University, nominated by the Student Union Association, who shall be elected (by simple majority) by the members of the Students' Union during the annual meeting of the Students' Union from among their own number for a period of one year.

5.3.3. It is understood that the number of the independent Council members (i.e. independent from the Board of the Founding Organization (European University Cyprus Ltd) shall always be bigger than 50% of the total number of the members of the Council.

5.4. The Council shall, in addition to the powers vested in it by the Law on Private Universities of 2005 (s. 25.(1)), have the following powers and functions:

- 5.4.1. to ratify the election of and to appoint the Rector, the Vice-Rector(s), the Deans of Schools and the Chairpersons of Departments;
- 5.4.2. to ratify the appointment of the Chief Executive Officer/Director, who will be overseeing all administrative matters, execute Council decisions, appoint such Directors, as necessary, and supervise the different departments for the efficient operation of the University. The Council has the power to designate the duties and conditions of appointment of such Directors;
- 5.4.3. to appoint all members of the academic staff (Faculty and Special Teaching Personnel members), with such title, duties, and upon such terms and conditions, as the Council may determine, on the recommendation of the Senate (Annex 6);
- 5.4.4. to appoint all other members of the University staff (officers and employees) as it may deem necessary with such title, duties, salaries and upon such terms, conditions of tenure of posts to which it appoints, as the Council may determine (Annex 10);
- 5.4.5. to approve the Auditor or Auditors;
- 5.4.6. to establish, modify or approve Internal Regulations, always in alignment with the provisions of the University Charter;
- 5.4.7. to authorize, on the recommendation of the Senate, the establishment of academic posts in the University;
- 5.4.8. to suspend or abolish, on the recommendation of the Senate, any academic post, except those created by the Charter and the Law on Private Universities of 2005;
- 5.4.9. to determine an appeal by any student who, has been suspended, excluded or expelled by the Rector or the Senate, and to establish a procedure for hearing such appeals;
- 5.4.10. to determine, on the recommendation of the Senate, the duties and conditions of appointment of the academic staff of the University;
- 5.4.11. to establish, based on the Charter and upon the recommendation of the Senate, the organs of academic administration, to prescribe their constitution and functions, and to modify or revise the same;
- 5.4.12. to review the operation and work of the University and, subject to the powers of the Senate, take such steps for the purpose of advancing the interests of the University, maintaining its efficiency, encouraging teaching, enhancing the pursuit of learning and the prosecution of research therein, and providing for the recreation and well-being of students;
- 5.4.13. to consider, adjudicate on, and if thought fit, to redress any grievances of officers and of the University;

- 5.4.14. to approve all University fees and charges;
- 5.4.15. to approve Fellowships, Scholarships, Studentships, Prizes and other financial aids to study and research;
- 5.4.16. to govern, manage and regulate the finances, accounts, investments, property, business and all affairs whatsoever of the University and for that purpose, to approve Bankers and any other officers or agents whom it may seem expedient to be appointed; provided that before determining any question of finance, which directly affects the educational policy of the University, the Council shall take into consideration any recommendation or reports by the Senate;
- 5.4.17. to sell, buy, exchange, lease and accept leases of real and personal property on behalf of the University;
- 5.4.18. to provide the buildings, premises, furniture and apparatus, and other means needed for carrying on the work of the University;
- 5.4.19. to borrow money, on behalf of the University, and for that purpose, if the Council thinks fit, to mortgage or charge all or any part of the property of the University, and to give such other security as the Council shall think fit;
- 5.4.20. to enter into, vary, carry out or cancel contracts on behalf of the University;
- 5.4.21. to represent the University after consultation with the Senate in all negotiations for obtaining grants for the work of the University;
- 5.4.22. to make provisions for the schemes of insurance, pensions or retirement benefits for all salaried officers and employees of the University or their dependents;
- 5.4.23. to give guarantees to banks, building societies and other institutions whether in pursuance of continuing arrangements or not;
- 5.4.24. to establish such committees with delegated responsibilities and powers for general management, finance, audit and remuneration as are required;
- 5.4.25. to oversee the operation of the Committee on Internal Quality Assurance according to the Law on Private Universities of 2005 (s. 36.(1)) and the provisions of the Law on Quality Assurance and Accreditation of 2015 (s. 13-(1));
- 5.4.26. in general, to exercise all such powers as are or may be conferred on the Council by the Charter, including the power to make regulations in the exercise of all the powers expressly set out in this Charter and of all the other powers vested in the Council by the Law on Private Universities of 2005 (s. 25.(1)).

## **6. SENATE**

- 6.1. There shall be a Senate of the University (in this Charter called "Senate") which shall be the supreme academic authority of the University and shall, subject to



the powers of the Council as provided in this Charter, be responsible for the academic work of the University, both in teaching and in research, and for the regulation and superintendence of the education and discipline of the students of the University.

- 6.2. The composition and functions of the Senate, the election of its elected (by simple majority) members, and other matters pertaining to the Senate shall be according to the Senate Bylaws (Annex 11) and the provisions of the Law on Private Universities of 2005 (s. 26-(1) – (2)). The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non-teaching personnel of the University or the admission and academic assessment of individual students. The Chair of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.
- 6.3. The Senate shall, in addition to all other powers vested in it subject to the Law on Private Universities of 2005 (s. 26-(1)), have the following powers:
  - 6.3.1. to regulate and control, all teaching, courses of study and the conditions qualifying for admission to the various titles, Degrees and other distinctions offered by the University;
  - 6.3.2. to regulate the admission of persons to programs of study;
  - 6.3.3. to review from time to time and to make recommendations to the Council concerning the duties and conditions of service of the academic staff;
  - 6.3.4. to recommend to the Council the appointment of Professors, Associate Professors, Assistant Professors, Lecturers, Other/Special Teaching Personnel;
  - 6.3.5. to recommend to the Council the establishment of new academic posts in the University and if it thinks fit to recommend that any vacant post be not filled;
  - 6.3.6. to recommend to the Council the appointment of other persons of the academic staff whose appointment is not provided for elsewhere in this Charter;
  - 6.3.7. to regulate all University examinations;
  - 6.3.8. to prescribe the requirements of the University for matriculation;
  - 6.3.9. to grant Degrees and other academic distinctions to persons who shall have pursued in the University a program of study approved by the Senate and shall have passed the examinations of the University under the conditions laid down in the Internal Regulations;

- 6.3.10. to grant Diplomas or Certificates to persons who have pursued a program of study approved by the Senate under conditions laid down by it;
- 6.3.11. to grant Honorary Degrees, the title of Honorary Professor, Emeritus Professor or other University distinctions;
- 6.3.12. to accept such examinations and periods of study at such Universities and other places of learning as the Senate may approve as equivalent to such examinations and periods of study in the University as the Senate may determine;
- 6.3.13. to accept courses of study in any other institution which in the opinion of the Senate possesses the means of affording the proper instruction for such courses as equivalent to such courses of study in the University as the Senate may determine;
- 6.3.14. to determine what formalities shall attach to the conferment of Degrees and other distinctions;
- 6.3.15. to revoke any Degree or other distinction conferred by the University, and all privileges connected therewith, if the holder has been convicted of a crime for which he has been sentenced to imprisonment and the Senate considers that such crime is one which renders him unfit to be a Member or Graduate of the University;
- 6.3.16. to be responsible for the collections of the University Library;
- 6.3.17. to recommend to the Council the institution of Fellowships, Scholarships, Studentships, Prizes and other aids to study and research;
- 6.3.18. to make recommendations to the Council on any academic matter of interest to the University;
- 6.3.19. to regulate the use of academic dress in the University;
- 6.3.20. to regulate the discipline of the University and to determine in what manner disciplinary powers shall be exercised;
- 6.3.21. generally, to exercise all such powers as are or may be conferred on the Senate including the power to make Regulations in the exercise of the powers hereinbefore expressly set out in this Charter and of all the other powers vested in the Senate by the Law on Private Universities of 2005 (s. 26. (1) - (α) – (ζ)).

## **7. SCHOOLS**

- 7.1. There shall be Schools (in this Charter called “School(s)”), such as the School of Humanities, Social and Education Sciences, the Ioannis Gregoriou School of Business Administration, the School of Sciences, the School of Medicine, the School of Law and other Schools subject to this Charter, and their structure, organization, functions and procedures are laid down in the School Bylaws (Annex 12).

- 7.2. The Dean of School shall be the chief academic and administrative officer of the School (Annex 12, Appendix A), and shall be elected (by simple majority) for a period of three years, according to the provisions of the Law on Private Universities of 2005 (s. 29-(1) – (2)) and to the Internal Regulations and Guidelines on Election Procedures (Annex 15). The Dean of School may serve for a maximum of three terms, of which no more than two can be consecutive.
- 7.3. The Deputy Dean of School has all functions of the Dean of School in his absence or temporary incompetence, and shall be elected (by simple majority) for a period of three years, according to the provisions of the Law on Private Universities of 2005 (s. 29-(1) – (2)) and to the Internal Regulations and Guidelines on Election Procedures (Annex 15). The Deputy Dean of School may serve for a maximum of three terms, of which no more than two can be consecutive.
- 7.4. There shall be a Council of School in each School, the composition and functions of which shall be according to the School Bylaws and the provisions of the Law on Private Universities of 2005 (s. 30-(1) – (4)). The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non - teaching personnel of the School or the admission and academic assessment of individual students. The Chair of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

## **8. OTHER UNITS**

There shall be other Units/Centers, etc. (in this Charter called “Unit(s)”), such as the ‘Distance Education Unit’ (Annex 16); and their structure, organization, functions and procedures will be laid down in the Unit(s) Bylaws.

## **9. ACADEMIC DEPARTMENTS**

- 9.1. There shall be academic departments in each School (in this Charter called “Department(s)”), and their structure, organization, functions and procedures are laid down in the Departments Bylaws (Annex 13).
- 9.2. The Chairperson of Department shall be the chief academic and administrative officer of the Department, and shall be elected (by simple majority) for a period

of two years, according to the provisions of the Departments Bylaws (Annex 13, Appendix A). The Chairperson of Department may serve for a maximum of three terms.

- 9.3. The Vice Chairperson of Department has those functions of the Chairperson of Department delegated to him by the Chairperson of Department, and all functions of the Chairperson of Department in his absence or temporary incompetence, and shall be elected (by simple majority) for a period of two years according to the provisions of the Departments Bylaws. The Vice Chairperson of Department may serve for a maximum of three terms, of which no more than two can be consecutive.
- 9.4. There shall be a Council of Department in each Department, the composition and functions of which shall be according to the Department Bylaws and the provisions of the Law on Private Universities of 2005 (s. 31). The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non-teaching personnel of the Department or the admission and academic assessment of individual students. The Chair of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

## **10. COMMITTEE ON INTERNAL QUALITY ASSURANCE**

- 10.1. There shall be a Committee on Internal Quality Assurance (CIQA) according to the provisions of the Law on Quality Assurance and Accreditation of 2015 (s. 13-(1)).
- 10.2. The Committee on Internal Quality Assurance shall be responsible to the Council for ensuring that the University has a rigorous and responsive quality assurance framework in place.
- 10.3. The composition of the Committee on Internal Quality Assurance shall be as follows:
- (i) the Vice-Rector of Academic Affairs (Chair);
  - (ii) one faculty member from each School of the University\*;
  - (iii) up to two members, specialized in Quality Assurance\*;
  - (iv) one representative from the Administration\*;
  - (v) two registered students of the University (one being from a bachelor and the second from a postgraduate program of study), to be elected (by simple majority) by the members of the

Students' Union from among their own number, for a period of one year.

\* Note: These members are appointed by the Senate, following a suggestion of the Rectorate Committee.

10.4. The Committee shall be responsible for:

- 10.4.1. The development and implementation of an effective and efficient quality assurance and enhancement framework;
- 10.4.2. the promotion and implementation of quality related strategic developments within the quality assurance and enhancement framework and in accordance with the University's corporate plan and vision statement;
- 10.4.3. the audit and evaluation of the University's quality assurance procedures and the development of strategies for improvement;
- 10.4.4. monitoring of quality assurance and enhancement mechanisms implemented at Faculty / departmental level including the Faculty annual evaluation;
- 10.4.5. the coordination, monitoring and integration of all academic and professional accreditation activities and external assessment activities;
- 10.4.6. the establishment of effective channels of communication to ensure the dissemination of good practice;
- 10.4.7. the consideration of any matters concerning Quality Assurance referred to the Committee.

## **11. PRESIDENT OF THE COUNCIL**

- 11.1. The President of the Council (in this Charter called "President") is appointed by the Board of Directors of European University Cyprus Ltd. for a period of five years, chairs and convenes the Council, and his functions are as follows:
  - 11.1.1. to safeguard the implementation of the Charter and the Internal Regulations of the University;
  - 11.1.2. to have the legal representation of the University;
  - 11.1.3. to assure the implementation of the decisions of the Council.

## **12. VICE-PRESIDENT OF THE COUNCIL**

- 12.1. The Vice-President of the Council (in this Charter called "Vice-President") is appointed by the Board of Directors of European University Cyprus Ltd. for a period of four years, has those functions of the President delegated to him by the President, and all functions of the President in his absence or temporary incompetence.

## 13. RECTOR

13.1. The Rector of the University (in this Charter called “Rector”) is the chief academic officer of the University, is elected (by simple majority) for a period of four years, according to the provisions of the Law on Private Universities of 2005 (s. 27-(1)) and to the Internal Regulations and Guidelines on Election Procedures (Annex 15). The Rector may serve for a maximum of two terms and his functions are as follows:

- 13.1.1. to report to the Council via the President;
- 13.1.2. to represent the University on academic matters;
- 13.1.3. to safeguard the implementation of the educational policy of the University, of the decisions of the Senate and of the internal regulations pertaining to academic matters;
- 13.1.4. to chair and convene the Senate;
- 13.1.5. to oversee the accomplishment and the quality of the educational, research and service-to-the-Community functions of the academic and other personnel involved in these areas;
- 13.1.6. to lead and supervise academic officers and personnel of the University;
- 13.1.7. to assure the implementation of the decisions of the Council pertaining to academic matters;
- 13.1.8. to oversee the implementation of internal regulations and policies, and procedures on disciplinary matters pertaining to teaching personnel and students;
- 13.1.9. to advise the President and the Council on all matters relating to the academic functions of the University;
- 13.1.10. to participate in institutional planning and budgeting;
- 13.1.11. to provide leadership and supervision for all educational programs, including:
  - 13.1.11.1. to oversee the Deans of the Schools, Directors of educational units outside Schools, and the Vice-Rector(s);
  - 13.1.11.2. to provide leadership and supervision in implementing all educational programs;
  - 13.1.11.3. to provide leadership and supervision in designing and implementing new educational programs;
  - 13.1.11.4. to provide leadership and supervision in development and implementation of academic policy;
  - 13.1.11.5. to provide leadership and supervision in faculty matters;
  - 13.1.11.6. to provide oversight and judgement on issues of program and faculty quality, development and evaluation;
- 13.1.12. to administer, supervise and provide judgement on faculty recruitment, appointment and promotion processes and decisions;

- 13.1.13. to promote excellence in teaching, research and service to the Community;
- 13.1.14. to oversee Schools' policies, planning and budgeting;
- 13.1.15. to serve as chief liaison officer with accrediting agencies that evaluate educational programs;
- 13.1.16. to provide leadership and supervision in developing and implementing academic exchange programs and academic/educational cooperation agreements with other institutions/bodies.

## **14. VICE-RECTOR(S)\***

- 14.1. The Vice-Rector(s) of the University (in this Charter called "Vice-Rector(s)") is/are elected (by simple majority) according to the provisions of the Law on Private Universities of 2005 (s. 28-(1)) and to the Internal Regulations and Guidelines on Election Procedures (Annex 15) for a period of four years and may serve for a maximum of two terms. The Vice-Rector(s) hold(s) responsibility(ies) and functions of the Rector, as those have been delegated to him/them by the Rector; and all functions and responsibility(ies) of the Rector in his absence or temporary incompetence.

*\* Note: The final number of Vice Rector(s), as well as their duties will be decided by the Senate, following a suggestion by the Rectorate Committee.*

## **15. ADMINISTRATION**

- 15.1. There shall be appointed a Chief Executive Officer/Director of the E.U.C. European University Cyprus, who shall oversee all administrative matters of the University, shall execute Council decisions and shall supervise the different Administrative departments, for the efficient operation of the University.
- 15.2. There shall be appointed Officers/Directors, as needed, who will supervise the different Administrative departments, for the efficient operation of the University.
- 15.3. The Council shall designate, to the appointed Officers/Directors, the title, duties, terms and conditions of appointment, as the Council may determine.

## **16. OTHER GENERAL PROVISIONS**

- 16.1. The University shall maintain a Registry of Matriculated Students (Annex 14) according to the provisions of the Law on Private Universities of 2005 (s. 38-(3) and s. 42-(1) – (2)).

- 16.2. Subject to the provisions of this Charter and the Law on Private Universities of 2005 (s. 45-(1) – (3)), the Council and the Senate respectively shall make such Internal Regulations as they consider necessary or desirable for the purpose of carrying out the mission and objectives of the University.
- 16.3. There shall be no discrimination on the grounds of any person’s origin, belief, gender or disability such as to prevent him or her being admitted as a faculty member, special teaching personnel, employee or student of the University or to hold office therein or to graduate thereat or to hold any advantage or privilege thereof.
- 16.4. All Faculty members shall have full freedom of expression in teaching their academic subject areas, subject only to the normal constraints of professional ethics and professional courtesy. In all areas of professional conduct, they shall have full freedom to conduct research, subject to the condition that such activities do not interfere with other contractual obligations. When Faculty members shall exercise their civil rights to expression in any public forum, they shall be careful to indicate accurately whether and to what extent they actually represent and are authorized to represent the University in their opinions.
- 16.5. The Council may at any time revoke, amend or add to this Charter, and such revocation, amendment or addition shall, subject to the Law on Private Universities of 2005 (s. 43), become effectual so that this Charter shall thenceforward continue and operate as so revoked, amended or added to in manner aforesaid.
- 16.6. Any provision that is not provided or foreseen by the University Charter will be decided by the ‘University Council’.

**ON BEHALF OF THE COUNCIL:**

1. Dr. Christoforos Hadjikyprianou, President -----
2. Dr. Emmanouil Benteniotis, Vice-President -----



## **CHARTER: ANNEX 1**

### **PURPOSE, MISSION AND OBJECTIVES**

#### **1. PURPOSE AND OBJECTIVES ACCORDING TO LAW**

1.1. The University shall have all purposes and objectives listed in the Law on Private Universities of 2005 (s. 3-(1) – (2)), as follows:

- 1.1.1. the advancement of Science, Knowledge, Learning and Education, through teaching and research for the benefit of society in general;
- 1.1.2. the cultivation, dissemination, application and interdisciplinary exchange of knowledge; and
- 1.1.3. the provision of high quality undergraduate and/or postgraduate education, which should have international recognition.

1.2. The above purposes of the University will be achieved by:

- 1.2.1. the establishment of an autonomous administrative and academic entity, which will ensure the free and democratic functioning of academic procedures;
- 1.2.2. the provision to the responsible state authorities and to all constituencies involved with academic education of responsible accountability concerning the contribution of the University;
- 1.2.3. the award of undergraduate and postgraduate degrees in a wide spectrum of studies;
- 1.2.4. the award of undergraduate and postgraduate degrees/certificates, in special and rare cases, post-mortem, following the approval of the Senate;
- 1.2.5. the provision of means and potentials for education of university level to persons that have the required credentials;

- 1.2.6. the advancement of knowledge and its practical applications, through teaching, research and other means of high quality;
- 1.2.7. the encouragement of study and of research, and to this end the provision of the necessary facilities;
- 1.2.8. the provision of educational training programs, as well as continuous education programs;
- 1.2.9. the linkage of education with the society and the economy/industry;
- 1.2.10. the active contribution in satisfying the general needs of the broader society;
- 1.2.11. the international presence and the promotion of the character of the University, and its evolution into an educational center of attraction for other countries;
- 1.2.12. the cooperation with research and academic centers for the promotion of European cooperation and understanding through education;
- 1.2.13. the provision of consultancy services to entities outside the University; and
- 1.2.14. the safeguarding of academic freedom and the free academic pursue.

## **2. DETAILED PURPOSE, MISSION AND OBJECTIVES**

Based on the above purposes and objectives listed in the Law on Private Universities of 2005 (s. 3-(1) – (2)), the detailed purpose, mission and objectives of the University are as follows:

### **2.1. General purpose**

The purpose, mission and objectives of the University are to advance learning and promote knowledge through teaching and research; to enable students to obtain the advantages of University education, and to provide relevant service to the Community. The University has a strong commitment to higher education in general, excellence in Teaching, Research and Service to the Community in particular.

## **2.2. Educational Purpose**

The educational purpose of the University is to create an academic and social environment, in which students are challenged, guided and supported, to develop and achieve their personal and professional goals. Students are challenged to develop as independent, effective, active, rational and creative thinkers and citizens, who appreciate and respect social, moral and ethical values. An integrated general education curriculum and strong academic and career concentrations characterize the academic programs of the University. Graduate programs offer the students the opportunity to extend and deepen knowledge of specialized disciplines and secure additional training for greater occupational competency.

## **2.3. Research Purpose**

The University views research as an important function, which stems from the awareness of a responsibility to contribute to the expansion of knowledge and understanding. It, therefore, encourages, promotes and supports research and scholarship among the faculty and the students, and also supports.

## **2.4. Service to the Community Purpose**

The University understands its special role as an intellectual and social resource. In this role, the University through its faculty, students, facilities, and services, assumes major responsibility for the enrichment of the quality of the society and the economic development of the country.

## **2.5. Student Body Purpose**

The University has an admission policy that mainly serves the academically capable and promising Cypriots, as well as qualified international students, without regard to ethnic background, religion, sex, age or possible disability.

# **3. Mission**

## **3.1 Mission I: Related to the General Purpose**

**Goal:** The University shall carry out its mission, and shall accomplish its academic goals by providing the students with the necessary basic requirements for academic and career advancement, such as academic programs, remedial and support services, and guidance.

**Objectives:**

- To develop, monitor and improve academic programs with the involvement of the faculty and the appropriate administration of the University, so as to ensure continued academic quality and relevance to changing conditions.

- To provide the necessary academic, administrative and financial support for its academic programs.
- To recruit and retain faculty, administration and staff who are well qualified and dedicated to the mission and goals of the University.
- To encourage, promote and support the professional development and growth of the faculty, administration and staff.
- To promote and support the involvement of faculty and other appropriate personnel in research and service to the community.
- To maintain and improve the necessary educational facilities and support services.
- To make available all necessary academic, administrative and financial support for the continuous development and growth of the library collections, facilities and services.
- To develop a commitment to learning as a life-long pursuit, and to utilize advancements in technology to facilitate life-long learning.
- To provide and support scholarly publications.

### **3.2. Mission II: Related to the Educational Purpose**

**Goal:** The University shall provide the students with all necessary services and support to achieve the envisioned levels of creativity, effectiveness, rationality, leadership, skill building, social responsibility, cooperation, and self-awareness.

#### **Objectives:**

- To provide opportunities and resources for the social, intellectual, cultural and physical development of students.
- To provide clubs that satisfy the diverse needs and interests of students, with all necessary support and guidance.
- To provide an athletic program with a variety of intercollegiate, intramural and recreational sports.
- To provide for a student committee, which shall represent students in all appropriate University processes and functions.
- To provide and support a student newspaper and other publications.
- To provide services, such as personal counselling, employment and career counselling, and medical care.

### **3.3. Mission III: Related to the Educational Purpose**

**Goal:** The University shall offer educational programs at both undergraduate and postgraduate levels that allow students to integrate the basic modes of human thought, expression and awareness, the appropriate research methodology, and to acquire the necessary knowledge in specialized disciplines for career preparation.

#### **Objectives:**

- To provide education leading to an academic degree, such as a Doctor of Philosophy (Ph.D.), a Doctor of Arts (D.A.), a Doctor of Business Administration (D.B.A.), a Doctor of Education (Ed.D.), a Master of Arts (M.A.), a Master of Education (M.Ed.), a Master of Science (M.Sc.), a Master of Business Administration (M.B.A.), a Master of Public Administration (M.P.A.), a Bachelor of Arts (B.A.), a Bachelor of Education (B.Ed.), a Bachelor of Science (B.Sc.), and a Bachelor of Business Administration (B.B.A.).
- To structure a curriculum that enables students and faculty to communicate in mutual trust, sharing in the same struggle and search for truth.
- To provide educational experiences that build breadth of perspective and provide sufficient specialization to meet basic professional and career requirements at the appropriate level of the degree sought.
- To provide the students with opportunities to locate, analyse, synthesize and effectively utilize information.
- To offer programs in a variety of fields: Arts, Education, Sciences, Engineering, Public and Business Administration, Health, Medicine, Law, etc..
- To provide the students with knowledge of the world in a historical, cultural and intellectual perspective.
- To provide knowledge associated with humanities, social and behavioural sciences, education sciences, arts, health sciences, sciences, law and business.
- To make students proficient in the English and other language(s), as to be decided.
- To assign teaching in the graduate programs to highly qualified and experienced faculty.
- To provide all necessary research infrastructure and support to faculty and graduate students.
- To produce graduates who have the education and ability to assume leadership roles and responsibilities as key persons in organizations.
- To introduce/elucidate students to relevant theories, methods and skills.
- To evaluate existing and proposed programs of study with the involvement of the faculty, the Senate, and the appropriate administration.

#### **3.4. Mission IV: Related to the Research Purpose**

**Goal:** The University shall recruit, prepare, develop and maintain faculty who are qualified for and committed to excellence in teaching, research and scholarship, which shall be supported in every possible way.

#### **Objectives:**

- To recruit qualified faculty with demonstrated potential for good teaching, research and scholarship.
- To maintain and promote a faculty development plan, with research and scholarship being integral components.
- To reward excellence in teaching, research and scholarship.
- To offer the faculty internal opportunities for research and scholarship, and guide them towards external opportunities for grants, research projects, publications, etc.
- To encourage faculty to give emphasis on research related to the disciplines they teach for the benefit of their teaching effectiveness and performance.
- To encourage and support faculty participation and presentation of papers in local and/or international conferences.
- To encourage and support faculty membership in national and international academic/professional organizations in their field of specialization.
- To encourage students, especially those at graduate level, to undertake and produce research projects of high quality.
- To support and promote, both internally and externally, research centres and units.

### **3.5. Mission V: Related to the Service to Community Purpose**

**Goal:** The University shall play a leading role in the intellectual, cultural, social and economic life of the country.

#### **Objectives:**

- To perform a variety of educational, cultural, social and scientific activities for the benefit of the society, both on-campus and off-campus.
- To promote research among faculty and students, which aims at the practical solution of problems encountered by the community.
- To organize events and activities for charity purposes.
- To provide facilities and services to selected community organizations and activities.
- To provide library services to the community and to promote cooperation with educational, scientific, professional and other organizations.

### **3.6. Mission VI: Related to the Student Body Purpose**

**Goal:** The University shall develop and implement admission policies, procedures and decision-making, which are appropriate and conducive to its mission.

#### **Objectives:**

- To admit students who convince the University that they are capable of meeting its academic standards.

- To continue a recruitment and financial aid policy that provides optimum access to the University for qualified persons of all socio-economic levels.
- To evaluate periodically the admission policy in order to strengthen academic qualities and standards, and improve student retention.

## **CHARTER: ANNEX 2**

# **INTERNAL REGULATIONS ON STUDENTS' ADMISSION, EVALUATION, ADVANCEMENT AND GRADUATION**

## **1. GENERAL ADMISSION REQUIREMENTS**

All applicants must have completed a secondary (high) school education or twelve years of schooling to be considered for admission to undergraduate study, or hold a Bachelor's degree for post-graduate study.

EUC recognizes a strong academic performance at high school level as the primary determinant for undergraduate university level success. When making an admissions decision, the University is interested in applicants with a solid high school record, evidence of extra-curricular involvement, a high level of commitment and potential for personal growth.

Applications for admission to EUC, together with the applicant's credentials, are examined and evaluated by the Office of Admissions, which makes the final decision for the application.

Any person who intends to register for a program/course at EUC must first be admitted to the University. Application forms and the most current information about admission requirements can be obtained from the Office of Admissions

Applicants must first be admitted to EUC to be considered for financial aid, scholarship, assistantship, or on-campus housing.

## **2. ADMISSION CLASSIFICATIONS**

Applications and students of EUC are classified into two categories:

### **2.1. Matriculated Students**

A matriculated student is one who has demonstrated competence for collegiate study and who has been accepted as a degree candidate for any of the degrees offered by the University. Only students who have earned a secondary school

diploma and are meeting the requirements outlined earlier, may be considered for a degree program.

## **2.2. Non-Matriculated Students**

Applicants who satisfy the admission criteria may be considered for admission as non-matriculated students on an individual basis. Non-matriculated students shall be students enrolled for short-term studies, not taking courses towards a degree.

## **3. ADMISSION PROCEDURE AND CRITERIA**

### **3.1. Undergraduate Study**

The University bases its decision for admission to undergraduate study on the following factors:

(a) **A completed application form**

The application form may be obtained either in person from the Office of Admissions or by writing to the Director of Admissions.

(b) **Official or certified transcripts of secondary (high) school records**

Applicants must submit an official transcript or a certified copy of their secondary school record together with the application. For candidates applying for admission with advanced standing, an official transcript of their previous college/university record is required.

(c) (i) **Evidence of knowledge of English**

English is the language of instruction of most programs of study at EUC. Applicants whose native language is not English will have to take the EUC English Placement Test (EPT). Applicants who have passed either the TOEFL examination with a minimum score of 550, English G.C.S.E. (or G.C.E.), 'O' level with Grade 'C' or above or IELTS with a score of 6.5 and above are exempt from the English Placement Test.

(ii) **Evidence of Greek language proficiency**

In situations where, a) the language of instruction in the programme is Greek and/or b) the graduates are expected to teach in Greek-speaking schools, any of the following credentials is accepted as a testimonial of Greek language proficiency:

1. School-leaving certificate (Απολυτήριο) of a recognized six-year secondary education school in Greece or in Cyprus, provided the principal language of instruction is Greek;
2. C (or higher) at a Modern Greek GCE/A-level;



3. certificate of success at the Ministry of Education and Culture examination for Greek language proficiency

(d) **Visa Requirements (For International Students Only)**

In addition to the admission criteria, International students will have to satisfy the following visa requirements:

(i) **Original Bank Letter of Financial Support.** International students must submit an official bank letter of financial support indicating that their sponsor has the ability to finance their studies at EUC.

(ii) **Original Letter of Good Conduct from Local Authorities.** International students must submit an official letter of good conduct from local police authorities or local government from their country of residence.

(iii) **Migration Certificate**

Students and their sponsor must sign and submit the Migration Certificate, copy of which is included in the University application material.

(iv) **Attested copy of Valid Passport.**

Students who originate from Central and South Africa must also submit health certificates for the Aids virus, hepatitis 'B' and syphilis.

An International student who has been accepted at EUC will need an entry visa to Cyprus. The University will handle all required paperwork for the issuance of a student visa provided the items listed above reach the Office of Admissions on time; otherwise, the University cannot guarantee the issuance of a student visa, and therefore, entry into Cyprus.

A Permanent Student Visa will be issued after students arrive at EUC and complete all necessary admission, registration and payment requirements. According to the Immigration Regulations of Cyprus, holders of a student visa are not allowed to work.

### 3.2. Post-Graduate Study

The post-graduate minimum admission requirements are as follows:

i. **A recognized Bachelor's degree or its equivalent.**

ii. **Proficiency in English.** Applicants must submit proof of English proficiency.

This must consist of at least one of the following:

a) Proof that undergraduate instruction and coursework has been done in English

b) The Test of English as a Foreign Language (TOEFL) examination with a minimum score of 550 (paper-based total) or 213 (Computer based total).

- c) IELTS with a score of 6.5 or English GCSE (GCE) O' Level with "C" or above.

In cases that the above English language requirements cannot be met for practical reasons, a student shall take the English Placement Test of the University. The minimum level for the student to be admitted to a post-graduate program is ENG102-Advanced English.

#### **4. ADDITIONAL ADMISSION CRITERIA**

In certain programs/disciplines (e.g. 'Music', 'Music Education', 'Graphic Design', 'Health Sciences', 'Medicine', etc.), additional special criteria to the above general criteria may apply.

#### **5. TRANSFER STUDENTS FOR UNDERGRADUATE STUDY**

Students who have started their higher education elsewhere and wish to apply for admission to EUC as transfer students must submit the following items to the Office of Admissions:

- (a) A completed application form together with a non-refundable fee.
- (b) Official transcripts of all academic records from each institution previously attended, including high-school, college or university.
- (c) Official course descriptions or syllabi in English for all work completed at the college or university previously attended.

An official transfer credit evaluation will only be made if all of the above items have been submitted to the Office of Admission.

##### **5.1. Transfer Credit Evaluation Policy**

After having completed all procedures required for transfer admission, applicants for admission with advanced standing will be given a statement of credits accepted on transfer by the Office of Admissions before they enroll. Credits for courses which have an equivalency at European University Cyprus are accepted when earned with a passing grade in the institution of higher education that offered the specific course(s).

**Transfer credit is evaluated and applied in one of the following ways at European University Cyprus:**

- 1) AS PARALLEL CREDIT. The course must involve at least the same amount of class time and have approximately the same content as the European University Cyprus equivalent; or
- 2) AS AN ELECTIVE. The course must be related in some manner to the student's academic program and career goal. Also, in some cases credit which is deemed as liberal arts is normally accepted if such credit was earned in courses not specifically offered at European University Cyprus.

Candidates who have successfully completed subjects from the I.G.C.S.E. (or G.C.E.) 'A' level may be awarded transfer credits depending on their field of study. In such cases, the number of transfer credits awarded can not exceed 12-13 credits for those pursuing for a bachelor's degree. After having completed the procedure required for transfer admission, applicants will be given a statement of credits accepted on transfer by the Office of Admissions before they enroll. Transfer credits are not included in the calculation of the student's GPA.

Students applying for transfer credit must file a 'Transfer Credit Evaluation Form' at the Office of Admissions together with a non-refundable fee.

Students applying for transfer credit must file a 'Transfer Credit Evaluation Form' at the Office of Admission together with a non-refundable fee.

After having completed the procedures required for transfer admission, applicants will be given a statement of credits accepted on transfer by the Office of Admissions before they enrol. Transfer credits are not included in the calculation of the student's GPA.

## **6. TRANSFER STUDENTS FOR POST-GRADUATE STUDY**

Transfer credit may be given for post-graduate courses, which have an equivalency at EUC, when earned in an accredited higher education institution or program with graduate admission standards acceptable to EUC, subject to the following conditions:

- a) the courses were at the post-graduate level;
- b) the grade is B or higher

The maximum number of transfer credits cannot exceed 9 for a Master's degree, and 18 for a Doctoral degree. Students applying for transfer credit must file a 'Transfer Credit Evaluation Form' at the Office of Admission together with a non-refundable fee.

After having completed procedures required for transfer admission, applicants will be given a statement of credits accepted on transfer by the Office of Admissions before they enroll. Transfer credits are not included in the calculation of the student's GPA.

## **7. READMISSION POLICY**

Admission credentials are retained on students for four years after their last enrolment at EUC. A student who last attended EUC within two years and has not attended another school can file a reactivation form for readmission.

Any student seeking readmission who has attended another post-secondary institution during the time spent away from EUC must reapply (see application procedure) and submit that institution's credentials to the Office of Admissions. Students must submit official transcripts for any College work attempted since leaving EUC to the Office of Admissions. Credits will be evaluated according to the transfer credit policy described in the University Bulletin.

If no recent transfer work has been taken, the academic status for which the student was last enrolled will be the same at the time of readmission. Students must have a new declaration of major to establish the program of study. The application fee is not required for returning applicants. Students, who were in good academic standing at EUC and at any subsequent institutions, will normally be readmitted.

Students who have been academically suspended or dismissed from EUC must wait for the expiration of their penalty before being eligible for re-admission to EUC. Students who have been dismissed from any school must wait for at least one calendar year after such action was taken before being eligible to apply for enrolment at EUC. Students suspended or dismissed from school for reason other than academics, may apply for admission but must be interviewed and recommended for enrolment by the Director of Admissions. Students who have pursued academic work during suspension (dismissal period) and are in good standing may qualify for transfer credits.

## **8. CLASSIFICATION OF UNDERGRADUATE STUDENTS**

Student classification as freshman, sophomore, junior or senior depends upon the number of semester hours of credit successfully completed. The semester hours of credit for each classification are:

0-30 (0-60 ECTS)	Freshman
31-60 (61-120 ECTS)	Sophomore
61-90 (121-180 ECTS)	Junior
91 or more (181 ECTS or more)	Senior

On the basis of semester hour load, a student is classified as part-time or full-time during the academic year.

## **9. CLASS ATTENDANCE**

It is expected that students will attend all class sessions scheduled for the courses for which they have registered. Rules for absenteeism are established and administered individually by instructors. In general, absences from class and/or laboratories will affect the final grade. In cases of personal or medical emergency, a student has to receive permission for absence from classes from his/her instructor, or if this is not possible, to inform the instructor and bring relevant medical certification. In any case, students are responsible for making up missed course work.

## **10. UNDERGRADUATE GRADING SYSTEM**

At the end of each semester and summer session, final grades are posted in the student's portal and are recorded on their permanent academic record in the Office of the Registrar. The Undergraduate grading system used by EUC is as follows:

<b>Letter Grade</b>	<b>Grade Meaning</b>	<b>Grade Points</b>	<b>Percentage Grade</b>
A	Excellent	4.0	90 and above
B+	Very Good	3.5	85-89
B	Good	3.0	80-84
C+	Above Average	2.5	75-79
C	Average	2.0	70-74
D+	Below Average	1.5	65-69
D	Poor	1.0	60-64
F	Failure	0	
I	Incomplete	0	
W	Withdrawal	0	
P	Pass	0	
AU	Audit	0	

- (a) The grade "I" is awarded to a student who has maintained satisfactory performance in a course but was unable to complete a major portion of course work (e.g. term paper or final exam) and the reasons given are acceptable to the instructor. It is the responsibility of the student to bring pertinent information to the instructor to justify the reasons for the missing work and to reach an agreement on the means by which the remaining course requirements will be satisfied. A student is responsible, after consulting with the instructor, for fulfilling the remaining course

requirements within the first four weeks of the following semester for which an "I" was awarded. In very special cases the instructor may extend the existing incomplete grade to the next semester. Failure of the student to complete work within this specific time-limit will result in an "F" which will be recorded as the final grade.

- (b) The grade "PE" indicates a passing grade for a course taken by a student attending the Erasmus Exchange Program. The grade will not be computed into a student's cumulative grade point average.
- (c) The Grade Pending "GP" indicates that a grade has not been submitted to the Office of the Registrar by an Instructor by the grading deadline.
- (d) The grade "W" indicates withdrawal from the course before the specified time as explained in the withdrawal policy.
- (e) Grades of "P" will not be computed into a student's cumulative grade point average but will count towards graduation credits.
- (f) Grades of "F" will be computed into the student's cumulative grade point average.
- (g) Students enrolling for an Audit must designate their intent to enrol on an Audit basis at the time of registration. Students registering for a course on an Audit basis receive no credit
- (h) Grades for courses taken at another college or university do not enter into the computation of the cumulative grade point average.

## 11. POST-GRADUATE GRADING SYSTEM

At the end of each semester and summer session, final grades are mailed posted in the student's portal and are recorded on their permanent academic record in the Office of the Registrar. The Post-Graduate grading system is as follows:

Letter Grade	Grade Meaning	Grade Points	Percentage Grade
A	Excellent	4.0	90 and above
B+	Very Good	3.5	85-89
B	Good	3.0	80-84
C+	Above Average	2.5	75-79
C	Average	2.0	70-74
F	Failure	0	
I	Incomplete	0	
W	Withdrawal	0	
AU	Audit	0	

- (a) The grade "I" is awarded to a student who has maintained satisfactory performance in a course but was unable to complete a major portion of course

work (e.g. term paper or final exam) and the reasons given are acceptable to the instructor. It is the responsibility of the student to bring pertinent information to the instructor to justify the reasons for the missing work and to reach an agreement on the means by which the remaining course requirements will be satisfied. A student is responsible, after consulting with the instructor, for fulfilling the remaining course requirements within the first four weeks of the following semester for which an "I" was awarded. In very special cases the instructor may extend the existing incomplete grade to the next semester. Failure of the student to complete work within this specific time-limit will result in an "F" which will be recorded as the final grade.

- (b) The grade "PE" indicates a passing grade for a course taken by a student attending the Erasmus Exchange Program. The grade will not be computed into a student's cumulative grade point average.
- (c) The Grade Pending "GP" indicates that a grade has not been submitted to the Office of the Registrar by an Instructor by the grading deadline.
- (d) The grade "W" indicates withdrawal from the course before the specified time as explained in the withdrawal policy.
- (e) Grades of "F" will be computed into the student's cumulative grade point average.
- (f) Grades for courses taken at another college or university do not enter into the computation of the cumulative grade point average.

## **12. Averaging Grades**

A Grade Point Average (G.P.A.) is determined for each student at the end of each semester. The Grade Point Average (G.P.A.) is computed by multiplying the number of credit hours of each course by the grade points equivalent to the letter grade received, and then adding them. The sum total is then divided by the total number of credit hours for which the student has received a grade. Grades reported as "I", "W", "P", "AU", "PE" or "GP" are not computed in the average.

## **13. COURSES ON A PASS/FAIL BASIS**

Undergraduate students in good academic standing may choose up to 12 semester hours of credit towards a degree to be graded on a pass-fail basis. A student may be allowed to take a maximum of two courses on pass/fail basis per academic year. Courses in a student's major and those considered as correlated to his major, cannot be taken as pass/fail. Only a grade of "F" will be computed into the G.P.A. Students must notify the Office of the Registrar of their intention to take a pass/fail course within the first ten weeks of a Fall or Spring semester, or the first two weeks of a summer session.

## 14. WITHDRAWAL FROM COURSES

Students receive no credit for courses they choose to withdraw from. All withdrawals are subject to the tuition refund policy cited in the University Bulletin.

### a. **Withdrawal initiated by student**

A student has the responsibility to officially withdraw from a course that he or she does not intend to complete. A student must complete the official "withdrawal form" and submit it to the Office of the Registrar.

Students who withdraw from a course before the dates listed below will receive a grade of 'W' that will not affect the student's G.P.A.

Fall and Spring Semesters:	End of tenth week of classes
Summer Session:	End of third week of classes

Students who do not file for withdrawal with the Office of the Registrar within this time continue to be registered for the course(s) and if they have not completed the requirements of the course(s), will be assigned an 'F' as a final grade.

### b. **Withdrawal initiated by the instructor**

An instructor may request withdrawal of a student from a course because of non-attendance and/or inappropriate registration (the student not meeting the necessary course prerequisites). The instructor must inform the Office of the Registrar for such withdrawal.

Withdrawal initiated by the instructor can be done before the tenth week of classes for Fall and Spring Semesters and before the third week of classes for Summer Session.

## 15. CANCELLATION OF COURSES

The University may cancel courses before the first day of class due to insufficient enrolment.

## 16. WITHDRAWAL FROM THE UNIVERSITY

Students wishing to withdraw from the University must file a "Withdrawal Form" at the Office of the Registrar. It is the student's obligation to complete this final procedure. Failure to do so leaves the student liable for all of the current semester's tuition and fees and will result in grades of "F" being assigned automatically to the student's courses.



## **17. REPETITION OF WORK**

If a student repeats a course, the new grade will be included in the student's cumulative grade point average. The grade previously earned will not be included in the student's overall grade point average, although it will be listed on the student's permanent academic record and transcript.

## **18. CHANGE OF GRADE**

Once grades have been submitted to the Office of the Registrar no changes are allowed, unless an instructor completes a "Grade Change" form, in which he/she explains that a legitimate error has been made in the calculation of a student's grade.

## **19. APPEALS PROCEDURE**

In the case where a student believes that the grade received is different from what was expected, he/she must exhaust all possibilities of resolving the problem with the pertinent instructor first. If this does not lead to a resolution, the student may appeal against the grade by filing a petition with the Office of the Registrar.

The Registrar will forward a copy of the petition to the pertinent Chairperson of Department, who will first ascertain that no error was made by the instructor, and if so will assign an anonymous re-evaluation of the final examination/project to another instructor. In the case of major discrepancy between the instructor's evaluation and the re-evaluation that will require change of grade, the average of the two evaluations will be assigned as the final grade to the final examination/project. Changes of grades resulting from an appeal require the endorsement of the Dean of School.

For a petition to be reviewed, a student must appeal within four (4) weeks from the date the results are announced.

## **20. PROBATION**

Any student, whose cumulative G.P.A. falls below "C" or its equivalent (2.0 G.P.A.) is placed on probation. A student who remains on probationary status for two consecutive semesters faces possible dismissal from the University.

## **21. GRADUATION**

### **21.1. Criteria for graduation of undergraduate students**

In order to qualify for graduation an undergraduate student must fulfil the following:

- a. Complete the degree requirements in the major program as specified in the Bulletin.
- b. Complete at least the last two years or 60 credits or 120 ECTS in residence at EUC, unless the Law provides otherwise.
- c. Maintain a cumulative G.P.A. of at least 2.00 for all credits taken at EUC.
- d. Settle all financial obligations to the University before certification for graduation is granted.

### **21.2. Criteria for graduation of post-graduate and doctoral students**

In order to qualify for graduation a post-graduate student must fulfil the following:

- a. Complete the degree requirements in the major program as specified in the Bulletin.
- b. Complete at least two semesters (Fall and Spring semester) and acquire 21 Credits-60 ECTS, for the eighteen (18) months postgraduate programs of study); whereas complete three semesters and complete 30 Credits-90 ECTS, for the two (2) year postgraduate programs of study, in residence at EUC, unless the Law provides otherwise. In the case of the Post-Doctoral (Ph.D) programs of study, a student is required to successfully complete all required courses and have a minimum of three (3) years length of study, unless the Law provides otherwise.
- c. Maintain a cumulative G.P.A. of at least 2.50 for all credits taken at EUC.
- d. Settle all financial obligations to the University before certification for graduation is granted.

### **21.3. Application for Graduation**

Students who meet all graduation requirements listed above must file an application for graduation with the Office of the Registrar. Application forms are available at the Office of the Registrar. A graduation fee is due at the time of application. The University will not be responsible for the graduation of any student who fails to submit the application for graduation.

### **21.4. Graduation Audits**

Evaluation of courses for graduating students is done two weeks after the final exams. After the semester's grades have been processed, the Office of the Registrar will check the student's academic records to ensure that the student qualifies for graduation. Students who face problems fulfilling course requirements towards their degree must consult the Office of the Registrar.

### **21.5. Procedure for the Issuance of a Degree**

Degrees are granted in March, July and September of each year. The Office of the Registrar will proceed to issue a degree when a student meets all graduation requirements. The Rector, the Dean of the pertinent School and the Registrar sign the degree.

### **21.6. Graduation Honours**

Bachelor degree students are identified for high academic achievement as follows:

*SUMMA CUM LAUDE:* Final G.P.A. of 3.85-4.00

*MAGNA CUM LAUDE:* Final G.P.A. of 3.65-3.84

*CUM LAUDE:* Final G.P.A. of 3.50-3.64

To be eligible for honours, students must complete at least 60 credits/120 ECTS at EUC. Only EUC credits are considered in determining eligibility for such honours.

### **21.7. Duration of Studies**

21.7.1. The normal duration of studies at the Bachelor's Level is four (4) to six (6) years and the maximum duration of studies is eight (8) to twelve (12) years, from the initial registration date.

21.7.2. The normal duration of studies at the Master's Level is eighteen months (18) to two (2) years and the maximum duration of studies is thirty-six months (36) to four (4) years, from the initial registration date.

In extraordinary and fully justified cases, exception to the above may be decided by the Senate.

### **21.8. Change of Break between Fall and Spring Semesters**

The duration of the break between the Fall and Spring Semesters is two weeks. There is no break between the Spring and Summer Semesters.

## **APPENDIX A**

### **INTERNAL REGULATIONS ON EXAMINATIONS**

**The Examination Regulations comply with the University's Policy on Academic Ethics**

- Students must be seated in the Exam Room at least 5 minutes before the start of the examination;
- Students will not normally be permitted to enter the exam room after the first 30 minutes of the examination have elapsed. No student may leave the examination room during the first 30 minutes of the examination; it is recommended that at all times during examinations, more than one student remain in the exam room with the faculty member;
- Students are required to carry their University identification card for presentation on request;
- Strict silence must be observed at all times in the examination room;
- Students must not communicate with each other during the examination;
- Personal belongings, such as briefcases, bags, books, notes, etc., must be placed in a designated area identified by the instructor; in case of open book or other methods of examination, it is at the discretion of the faculty member;
- Students are not allowed to bring mobile/electronic devices into the examination rooms; in case they do bring them in, they are requested to switch them off and place them with their belongings in the designated area;
- Students found copying, communicating with another student, or using any unauthorized materials may be expelled from the room;
- Students must ensure they have no written material on them, as this will be assumed to be in breach of examination regulations and treated as such, whether relevant to that particular examination content or not;

- Should any student have to leave the examination room for personal reasons they must be accompanied;
- Any student who leaves the room unattended will not be allowed to return to the room;
- In the event of illness, should students feel unable to continue with the examination, they should remain seated and raise their hand to attract the attention of the instructor;
- In the case of illness, certified evidence must be provided within 2 days of that examination being held. All original medical certificates must be submitted to the relevant School Administration Office;
- Failure to attend an examination without reasonable cause may result in the award of no marks for that examination. It is the responsibility of the student to be aware of the details of the examination timetable;
- Students with Special Needs will receive the necessary considerations as advised by the University's Committee for students with Special Needs;
- Each student is responsible to sign the student signature list before leaving the examination room.

## **APPENDIX B**

### **INTERNAL REGULATIONS ON POSTING FINAL EXAMINATION GRADES**

The final examination grades will be posted on the same day that the final grades will be posted by the Registrar. They will be posted by the instructors on the Faculty office doors and will be kept there for two weeks. The Registrar will provide two printouts of the grade rosters to all faculty members, so that the second one will be used for posting the final examination grades. Faculty members should state clearly only the achieved by the student's points, out of the total maximum points of the final exam as stated on course outlines/syllabi. (For example, if the total number of points allocated to the final exam according to the course outlines/syllabi is 50, and the student achieved 40 out of these 50 points, the posted final exam grade will be 40 (which corresponds to 40% of the total overall grade for the course)).

Instructors announce this policy to students of each class at the beginning of each final examination.

## **APPENDIX C**

### **REGULATIONS OF EUROPEAN UNIVERSITY CYPRUS ON DOCTORAL STUDIES (Ph.D.)**

#### **Introduction**

These regulations apply to academic programs at doctoral level that lead to the Doctor of Philosophy degree (Ph.D.) or Doctor of Business Administration (D.B.A.) or as the Senate determines, at European University Cyprus (EUC). The regulations stipulate the rules for admission, doctoral work, and submission of the Thesis/Dissertation and completion of the Ph.D./D.B.A. degree at EUC.

#### **1. Objective of a Program leading to a Doctorate Degree**

The objective of a program leading to a Doctorate Degree (from now on “Program”) is to train candidates to be independent scholars and researchers, who can work at a local and an international level. To this end, the “Program” must meet the requirements for research, development, supervision and dissemination within universities, other institutions and organizations.

#### **2. Programs leading to a Doctorate Degree**

- 2.1** A “Program” leading to a Doctorate Degree is offered and administered by a School<sup>1</sup> of the University.
- 2.2.** The Senate approves the “Program” (along with its curriculum and syllabi) submitted by the School which will have the responsibility for the administration of the program.
- 2.3** All programs leading to Doctorate Degrees are to be listed in the Bulletin of the ‘University’.

---

<sup>1</sup> *That can apply to the current structure of the University or to a University Graduate School’.*

### **3. Content and Organization of a “Program”**

A “Program” comprises coursework, examinations and active research work under supervision.

The program leading to a Doctorate Degree includes:

- i. Specified coursework/courses (30 ECTS)
- ii. Comprehensive Qualifying Examination (10 ECTS)
- iii. Preparation and submission of a Thesis/Dissertation proposal (10 ECTS)
- iv. Completion of an independent piece of research (Ph.D./D.B.A. project) according to the approved Ph.D./D.B.A. plan, under the supervision of the designated faculty (85 ECTS)
- v. The writing of a Ph.D./D.B.A. Thesis/Dissertation, based on the Ph.D./D.B.A. project, submission and public presentation and defense of it (45 ECTS).

In the case of Professional Doctorates, the Comprehensive Qualifying Examination shall be removed and the 10 ECTS allocated, will be added to iii Preparation and Submission of a Thesis/Dissertation proposal.

### **4. Admission Procedures**

#### **4.1 Applicant’s Qualifications**

- 4.1.1 The applicant to the “Program”, must have a Master’s degree in the area relevant to the “Program”, that s/he is applying for, or its equivalent, that is approved by the School as the basis for admission to the program.
- 4.1.2 The applicant must have a strong academic record and have a weighted average grade in the Master’s (or equivalent education) of B or higher, in accordance with EUC’s grading system.
- 4.1.3 The School, after examining the content/discipline of previous academic studies, in association to the area of specialization of the proposed “Program”, and the possible research area/discipline, reserves the right to request that applicants take specified post graduate courses and/or pass specified appraisals prior to admission.
- 4.1.4 Applicants are to be assessed on the basis of their academic record, other relevant qualifications, and their statement of research interests and description of a possible area of research.



- 4.1.5 For professionally oriented programs leading to a Doctorate Degree professional experience will also be taken under consideration.
- 4.1.6 The applicant must prove excellent knowledge of the language in which the “Program”, will be carried out, and a very good knowledge of a second language according to criteria set by the Ministry of Education and Culture.
- 4.1.7 In exceptional circumstances/cases, the School may examine/evaluate transfer applications from other Universities/Educational Institutions with approval from the Senate.

#### **4.2 Application**

Applications for admission must be made on the official Ph.D./D.B.A. Application Form. The application includes a statement of research interests and a brief description of a suggested area of research that would include both issues related to a possible theoretical framework of a study area, and methodological issues of a possible Ph.D./D. B.A. study. The application will also indicate a preference for a particular Supervisor among those Faculty members, pertinent to the “Program”/Research Area /School/ Department.

#### **4.3 Application Evaluation**

All applications are evaluated by the pertinent School. The evaluation procedure is divided into two phases/stages. During the first phase/stage the (initial) ‘Evaluation Committee’<sup>2</sup> assesses all applications and evaluates whether applicants satisfy the minimum set criteria/qualifications, as stated in the “Program” Regulations (See 5.1). Continuing, the (initial) ‘Evaluation Committee’ moves to a preliminary selection of applicants that will be invited to participate in the second phase/stage of the evaluation procedure, the interview. The ranking of applicants completing the first phase/stage is conducted strictly in an alphabetical and not a meritocratic order.

During the second phase/stage, the ‘Interview Committee’\* invites all successful applicants of the first phase/ stage to an interview. The ‘Interview Committee’, taking into consideration the overall, academic and scientific conduct of applicants throughout the interview, along with their prior qualifications, as presented in their application file, concludes into the final meritocratic ranking of all applicants. In cases of disagreement, the

---

<sup>2</sup> In the case that for practical reasons, e.g. Insufficient number of Faculty members, the establishment of two separate Committees is deemed unfeasible or creates insurmountable difficulties; the two Committees can function with identical composition or with common members.

matter shall be put to a vote, whereas the decision is reached by majority. Objection(s) and vote withdrawal(s) are not permitted once the voting procedure has been concluded and the casted votes have been counted. In the event of a tied vote, the procedure is repeated. If the voting once more results in a tie, the Chair of the committee casts the defining vote. In addition to the above, the 'Interview Committee' holds the responsibility for appointing a Supervisor for each applicant.

After the conclusion of the first phase/stage of the application procedure, the (initial) 'Evaluation Committee' submits a list of successful applicants who will be called to an interview. To that end, the Chair of the 'Interview Committee', prior to the interviewing procedure, invites, all Department Faculty members, whose area of interest resides within the applicant's interests, to preview the appropriate application files and declare their interest in relation to the particular applicant, whose doctoral dissertation they would be interested in supervising.

The 'Interview Committee' studies all affirmations of interest and undertakes regulatory negotiations on occasions where two or more Faculty members express a preference for the same applicant. During each interview the pertinent Supervisor is present, whereas on diverse occasions all potential Supervisors who expressed preference are invited to participate. The final decision resides with the 'Interview Committee'. Analogous regulatory consultations are implemented by the 'Interview Committee' on occasions where a lack of Supervision preference is illustrated. It should be stated that on all occasions an appointment of a Supervisor shall not be conducted without the relevant Faculty member's knowledge. Also, efforts will be made for decisions to be made according to the student's declared preference, even though an applicant's preference is not binding for the University. The Supervisor must hold a full time Faculty position in the European University Cyprus at the Ranks of Assistant Professor or Associate Professor or Professor. The Interview Committee may decide to appoint a second Supervisor, who can be a Faculty member from another University (co-supervision).

The 'Interview Committee' makes its recommendation to the School, through the pertinent Department, which includes each applicant's meritocratic ranking and a decision about the applicant's Supervisor, as per described above. Each application is to be evaluated by the School. The School will provide the final ranking of qualified applicants, in cases

where the number of applicants exceeds the number of places available on the “Program”.

The time frame required to process each application should not exceed two months.

Once a decision is reached, all applicants are notified in writing. The successful applicants are informed of the School’s decision to offer them a position in the “Program” that they have applied for. Successful applicants are then required to inform the School, in writing, whether they accept or decline the School’s offer, via the Ph.D./D.B.A. ‘Acceptance Form’. The ‘Acceptance Form’ states the assigned Supervisor. Co-supervisor(s) are appointed at a later stage, e.g. during the drafting of the Thesis/Dissertation proposal. The acceptance form should be returned within a period of seven (7) days. Upon its return, the Acceptance Form should be signed by the Dean of the appropriate School and the Supervisor.

#### **4.3.1 Establishment of Committees**

Both the (initial) ‘Evaluation Committee’ and the ‘Interview Committee’ members are appointed by the School, following an exchange of opinions with the Coordinator of the “Program” and the Chairperson of the appropriate Department. Each member of each Committee should hold the rank of Assistant Professor or Associate Professor or Professor in the European University Cyprus. One of the members of the (initial) ‘Evaluation Committee’ could hold the rank of Lecturer at the European University Cyprus.

The ‘Evaluation Committee’ must consist of at least three Faculty members, including the Coordinator of the pertinent “Program”, who will be presiding the Committee. The “Program” Coordinator also presides at the ‘Interview Committee’, which should constitute more than three members. In any case, one Faculty member constituting the committee should teach in an area relevant to the “Program” area. During the interview process, the potential Supervisor(s) for each applicant can express judgment in relation to the applicant, but hold no voting right. It is advisable that Faculty members avoid, where possible, holding a dual role, as members of the ‘Interview Committee’ and possible Supervisors.

## **5. Implementation of the “Program”**

### **5.1 Prescribed Duration**

In the case of full-time study, the “Program” has a minimum duration of three years with the possibility of an extension of maximum one additional year, if justified by a student’s request and approved by the School, following a suggestion from the Supervisor. In the case of part-time study, the “Program” has a minimum duration of four years and maximum six years, with the possibility of an extension of one additional year if justified by a student’s request and approved by the School, following a suggestion from the Supervisor. The proposed Year of Entry must be clearly stipulated on the Application form. The period of study can normally be extended, due to leave of absence and agreed part-time study approved by the School. Any work duties are over and above the stipulated time frame. Any changes in the duration of study, including changing status from full-time to part-time mode of study and vice-versa, will be reflected on the “Program” Acceptance Form and the study plan as agreed between the student, the Supervisor and the Department/School.

The maximum time of study for the “Program” is six years from the time of admission to the date of submission of the thesis. The student is normally registered in the “Program” over consecutive years. Any leave of absence, lengthy periods of illness, work duties and approved part-time study are not to be counted in this six-year period. If the maximum time of study is exceeded, the Ph.D. / D.B.A. student (from now on “student”) is not permitted to defend his/her Thesis/Dissertation. The School is to decide whether or not the maximum time of study has been exceeded.

### **5.2 Organized Coursework**

The organized coursework of the “Program” provides scientific, theoretical and methodological training. The School will ensure that all “students” are offered this high quality scientific, / theoretical and / methodological training. The organized coursework/seminars add up to work amounting to 30 ECTS. The number and title of courses offered, as well as the course/seminar content, resides within each School, or a collaboration between Schools, by offering coursework totaling up to 30 ECTS. A Master’s or equivalent degree in the area of the “Program” may exempt, partly or fully, the “student” from these specialization courses (there will no exemptions for Professional Doctorate students). In addition, the “student” may be deferred from attending a course, after the Comprehensive Qualifying Examination, if it is deemed that it will assist the “student” at that stage/phase (e.g. course in writing the research proposal for the “Program” Thesis/Dissertation).

The minimum passing grade in the coursework is 'C' or higher in accordance with EUC's grading system.

In addition to attending the specialized courses and seminars, all doctoral students are desired to attend, during their studies, at least four (4) scientific conferences / seminars, in Cyprus or abroad, concentrated in the discipline of their research interests and/or the area of their doctoral studies. In such occasions, the doctoral students are expected to present at least two (2) presentations (either oral, or in the form of a poster) with reference to their interests and/or the topic of their doctoral dissertation.

It is also expected, that during the period of their study, doctoral students audit at least one series of organized lectures, in the field of their research interests or the discipline of their doctoral studies that will be systematically organized by the pertinent Department/School of the European University Cyprus.

### **5.3 Comprehensive Qualifying Examination**

The "student" is to take the mandatory Comprehensive Qualifying Examination after completing all course work required for the "Program" of study that the "student" was admitted to. A "student", that for any reason has been exempted, partly or fully by any of the specialization course(s), is not exempted from the Comprehensive Qualifying Examination. The Qualifying Examination evaluates the ability of the "student" to work on a theoretical framework, to propose solutions to research and theoretical issues related to the area of specialization, and also to access the skills aimed at by the various courses for "students" to develop and advance to the Thesis/Dissertation stage of the "Program". The Comprehensive Qualifying Examination, prepared and evaluated by the Department's Faculty members who have taught courses in that area, will include three orientations:

- Research methodology relevant to the "Program" of study
- Core area(s) of study relevant to a "Program" of study
- Area of specialization relevant to the "Program" of study

In order to pass the Comprehensive Qualifying Examination, the "student" should successfully pass all three areas. The "student" may initially pass one or two parts of the three-part Comprehensive Qualifying Examination. In that case, the "student" needs only to re-take the part(s) that s/he has

failed. A “student” may take a particular part of the Comprehensive Qualifying Examination up to two times in total. In the case that the student fails for a second time in any of the three parts of the Comprehensive Qualifying Examination, he/she must interrupt his/her studies. Written verification is issued by the Dean of the School for the recognition of study up to that time.

Note: For professionally oriented programs the above requirements may be modified accordingly

#### **5.4 Ph.D./D.B.A. Candidate**

After a student’s successful completion of the Comprehensive Qualifying Examination, the ‘Ph.D./D.B.A. student’ receives the status of “**Ph.D./D.B.A. Candidate**”.

#### **5.5 “Program” Thesis/Dissertation Proposal**

After completing the Specialized Courses Program and passing the Comprehensive Qualifying Examination, the ‘Ph.D./D.B.A. Candidate’ (with approval from her/his Supervisor) may draft and submit a Thesis/Dissertation proposal. The Thesis/Dissertation proposal should consist of two chapters of the thesis, namely the theoretical framework of the study and the methodology that will be followed. The research methodology that will be followed should be in compliance with the University’s Research Regulations/Policy, especially with regard to Ethics. The ‘Ph.D./ D.B.A. Candidate’ presents this proposal during a meeting with the ‘Supervision Committee’. The proposal is approved by the Committee, or it is referred for amendment/modification. The Committee submits the “Program” Thesis/Dissertation Proposal Approval Form to the pertinent School, for approval of the decision. The ‘Ph.D./D.B.A. Candidate’ may then continue with his/her Ph.D./ D.B.A. Research. The ‘Ph.D./ D.B.A. Candidate’ can proceed to a Thesis/Dissertation defense, within a timeframe of six months or longer after a successful proposal defense. In the case of amendments/modifications to the Thesis/Dissertation proposal, the ‘Ph.D./D.B.A. Candidate’ will be requested to resubmit his/her improved proposal, at a time specified by the Committee.

#### **5.6 “Program” Thesis/Dissertation**

The “Program” Thesis/Dissertation must be an original and independent scientific work of international standard. It will be a high quality scientific and academic work in terms of formulation of the issues it addresses,

precision of terminology, methodology, theory and empirical foundation, documentation and means of presentation. The “Program” Thesis/Dissertation must contribute towards developing new scientific knowledge and is to be of a standard that is appropriate for publication as part of the literature in its discipline. The Thesis/Dissertation length should not normally be more than 100,000 words (for Professional Doctorate students the Thesis length will be no more than 85,000 words). However, candidates in the fields of performance, design, production or composition may submit a shorter thesis along with original work.

A “Program” Thesis/Dissertation cannot be submitted by more than one candidate. Also, even if a piece of work may have been revised, it cannot be submitted as Thesis /Dissertation, or as part of a Thesis/ Dissertation, for a doctoral degree if it has already been approved or rejected by another university.

The “Program” Thesis/Dissertation may be written in Greek or English language, preferably in the language of Instruction of the relevant program. The names of the Supervisor and of the members of the Doctoral Adjudication Committee are indicated on a different page, e.g. in the inside cover of the Thesis.

## **6. Supervision**

With the submission of the ‘Ph.D./ D.B.A. Candidate’s’ Thesis proposal, the School, following a suggestion brought forward by the Coordinator of the program, after a request has been placed by the Supervisor, in collaboration with the ‘Ph.D./ D.B.A. Candidate’, appoints the ‘Supervisory Team’, consisting of the Supervisor(s) and up to two Co-Supervisor(s) (open rank). In the case that the Supervisor is an E.U.C. faculty member, one or both Co-Supervisors can be faculty members from another University(ies). Respectively, in the case that two Supervisors are appointed (one being an E.U.C faculty member and the other one being from another University), then one of the Co-Supervisors can be a faculty member from either E.U.C. or another University.

At least one member of the ‘Supervisory Team’ should have an area of specialization that has direct relevance to the student’s proposed research program and/or the methodology that the Thesis will undergo. The ‘Supervisory Team’ as a whole should also include at least one member with previous supervisory experience.

The ‘Ph.D./ D.B.A. Candidate’ and the Supervisor are to maintain regular contact. The Supervisor periodically assesses the ‘Ph.D./D.B.A. Candidate’s’ progress,

whilst providing the appropriate guidance and support. The same applies in the case of the Co-Supervisor(s) as well'.

## **7. Reporting**

During the writing period of research and the Thesis/Dissertation, the 'Ph.D./ D.B.A. Candidate', in collaboration with the 'Supervisory Team', is expected to submit written reports to her/his Supervisor and/or Co-Supervisor(s), whenever requested by the Dean after consultation with the "Program" Coordinator. The 'Supervisory Team', under the Supervisor's direction, cooperates and meets regularly, in coordinating and assessing the 'Ph.D./ D.B.A. Candidates' progress

The report should include:

- A summary, one-page maximum in length;
- A clear statement of the aim(s) and objectives of the research;
- A concise discussion of the approach taken, the methods, progress and main achievements to date, supported by a careful selection of representational data, where appropriate;
- An appreciation of the originality and significance of the results in the broader field of the discipline;
- A brief outline and detailed timetable of the further work necessary to bring the study to an acceptable conclusion;
- Any additional materials such as conference, or published work;
- Actions that enhance research criteria of validity transferability.

## **8. Submission of the "Program" Thesis/Dissertation**

On completing the "Program" Thesis/Dissertation, the Candidate submits the final copy to the Supervisor, who is responsible for evaluating the Thesis and for indicating whether or not it is in a state to undergo a public defense. The Supervisor consults with the Co-Supervisor(s), in issues concerning their competence/specialization. At this point the Supervisor should implement a checklist of completed work, which will be prepared by the pertinent School.

If the Supervisor believes that a Doctorate Program Thesis/Dissertation may be presented at a public defense, she/he notifies the pertinent School. The School requests the 'Ph.D./ D.B.A. Candidate' to submit the appropriate application, one copy of her/his Thesis and five additional copies (for distribution to the Ph.D./ D.B.A. Adjudication Committee). If the Thesis/Dissertation is accepted for public defense, additional copies could be requested by the School.



The Thesis/Dissertation must be submitted in an approved standard format, accompanied by an Abstract, in an approved standard format. The Candidate is given written guidelines on the format of the Thesis; that is, printing, binding, off-prints, titling, over-size inclusions, distribution and publication restrictions, and so on.

Once submitted, a Thesis/ Dissertation cannot be withdrawn until a final decision has been reached as to whether or not it can be approved for defense of the Ph.D./ D.B.A. Degree. After submission, the 'Ph.D./ D.B.A. Candidate' can only make corrections of a formal character, and an *errata* sheet detailing all such corrections must be submitted four weeks before the date of the public defense. The public defense is to be held within two months, at the latest, of submission of the Thesis/Dissertation.

#### **9. Appointment of a Ph.D./D.B.A. Adjudication Committee**

Once the Thesis/Dissertation is submitted, the Supervisor, in collaboration with the 'Ph.D./ D.B.A. Candidate', requests the appointment of a 'Ph.D./ D.B.A. Adjudication Committee' (via the 'Ph.D./ D.B.A. Adjudication Committee' Appointment Form). The School, after reviewing the opinions of the pertinent Ph.D./ D.B.A. Coordinator and Department, appoints a 'Ph.D./ D.B.A. Adjudication Committee' based on the 'Ph.D./ D.B.A. Candidate's' and Supervisor's proposals.

The Committee will consist of at least three members: (i) one Faculty member within the School, who has not formally assisted the student with the Thesis/Dissertation, and will serve as Chair of the Committee; (ii) one Faculty member from another University. Both (i and ii) members should have an area of specialization related to the student's proposed program of research; (iii) one Faculty member from another School/Department of the University; (iv) in the case that it is deemed necessary that the Committee should consist of more than three members, the remaining members must also be independent and cover both the student's research field/discipline, as well as various other required fields/disciplines, such as: the research methodology. All members of the Committee should hold the minimum rank of Assistant Professor. Regardless of the above Committee composition, a Faculty member in the position of Lecturer can participate as an 'observer'. That member may put questions and participate in the discussion (see 11 below), but may not vote.

#### **10. Public Defense**

Since the defense is open to the public it should be widely advertised in the EUC community, at least seven working days prior to the meeting for the defense. The proceedings in the public defense are chaired by the Chair of the 'Ph.D./ D.B.A.

Adjudication Committee'. The Chair gives a brief introduction. Then the 'Ph.D./ D.B.A. Candidate' defends his/hers Thesis/Dissertation. After this the members of the 'Ph.D./ D.B.A. Adjudication Committee' may address relevant questions to the Candidate. Other persons present, who wish to participate in the discussion, must give notice of this to the Chair before the expiry of the determined time limit that is announced at the start of the proceedings.

After the completion of the discussion, the Chair asks the 'Ph.D./ D.B.A. Candidate' and all participants to exit the room, and the 'Ph.D./ D.B.A. Adjudication Committee' has a brief discussion about its decision. The Ph.D./ D.B.A. Candidate's Supervisor may participate in this discussion, as well as the 'Ph.D./ D.B.A. Candidate', in the case that the Committee deems it necessary, in order to provide any relevant information to the 'Adjudication Committee', and then exits the room after the discussion is concluded. Then the Committee proceeds to take its final decision (that is, 'pass as is', 'pass with minor revisions', 'pass with extensive revisions', 'unsatisfactory'). After reaching an agreement, the Committee announces its decision to the Candidate.

If the public defense is found to be 'unsatisfactory' or, depending on the nature and extent of the revisions required, the 'Ph.D./ D.B.A. Adjudication Committee' may request a new public defense which may be held no earlier than three months after the original defense. It is possible that the Committee has also identified deficiencies in the Ph.D./ D.B.A. Thesis/Dissertation. In such a case, in addition to the new defense, a revised Thesis/Dissertation is submitted to the 'Ph.D./ D.B.A. Adjudication Committee' by the Ph.D./ D.B.A. Candidate within a stipulated time frame.

After the public defense meeting, the 'Ph.D./ D.B.A. Adjudication Committee' submits a timely and detailed report to the School, through the pertinent Department; in which it gives an account of its evaluation of the Thesis and its public defense. The 'Ph.D./ D.B.A. Adjudication Committee' attests to the academic standard of the Thesis/Dissertation, in relation to the international standards of equivalent doctoral work. This report is to recommend whether or not the Thesis/Dissertation may / or may not be accepted as part of the Ph.D./ D.B.A. degree. The report must provide a detailed explanation of the Committee's decision, whilst conclude whether the results are satisfactory ('pass as is', 'pass with minor revisions', 'pass with extensive revisions') or 'unsatisfactory'. Details must be recorded of any dissent among the members of the Committee.

In case of an 'unsatisfactory' Ph.D./ D.B.A. Thesis /Public Defense, a copy of the report is given to the 'Ph.D./ D.B.A. Candidate' as soon as possible. The 'Ph.D./ D.B.A. Candidate' may submit written comments to the members of the 'Ph.D./ D.B.A. Adjudication Committee' no later than fourteen days after receipt of the report. These comments of the Candidate must be considered by the 'Ph.D./ D.B.A. Adjudication Committee' before the School reaches a formal decision. Likewise, if the 'Ph.D. / D.B.A. Candidate' has no comments, she/he must still notify the School immediately.

The School cannot reject a unanimous Committee report. If there is dissent in the Committee or if the School feels that there is reason to doubt whether the Thesis/Dissertation can be accepted or not, the School is to appoint two independent Professors, who are to submit independent reports within six weeks, and the School is to decide on the matter.

After the final version of the Doctorate Program Thesis/Dissertation is accepted, the 'Ph.D./ D.B.A. Candidate' is requested to submit a copy of the Thesis/Dissertation to the European University's Library (and to all University libraries in Cyprus).

#### **11. Conferment of the Ph.D./D.B.A. degree**

The Ph.D./D.B.A. degree is to be conferred on the basis of:

- i. Approved completion of the Specialized Courses Program
- ii. Successful undertaking of the Comprehensive Qualifying Examination
- iii. Approved Doctoral Thesis/Dissertation and its satisfactory public defense.  
The School will decide whether or not it can confer the degree of Doctor of Philosophy (Ph.D.) or Doctor of Business Administration (D.B.A.) or as the Senate determines, on the 'Ph.D./ D.B.A. Candidate' on the basis of the report from the 'Doctoral Adjudication Committee'. In the case that the 'Ph.D./ D.B.A. Candidate' cannot be awarded the degree of Doctor of Philosophy or Doctor of Business Administration (D.B.A.) or as the Senate determines, for any reason, then she/he is issued with a written verification by the Dean of the School. The School decision must be approved by the Senate. It should be noted that the awarded Ph.D. / D.B.A. title is provisional/conditional, for at least three years.

A successful Candidate will then be conferred with a Ph.D./D.B.A. degree at the next EUC Degree Congregation.

Notes:

- (1) Any aspect that might not be incorporated in the above regulations, will be decided within the School
- (2) All School decisions and any additional regulations must be in alliance with the existing Regulations

### **CHARTER: ANNEX 3**

## **STUDENT RIGHTS, DUTIES AND RESPONSIBILITIES**

This Annex describes the status of the University's students as members of the academic community. Each enrolled student has the right to expect the University to fulfill its educational responsibilities as effectively as its capacity and resources will permit. Correspondingly, the University must exercise the right to establish and maintain standards of conduct, which will promote an atmosphere conducive to learning and meaningful individual development. Since rights carry with them certain responsibilities, the following rights and responsibilities, institutional as well as for students, are set forth with accompanying procedures for implementation.

### **BASIC RIGHTS**

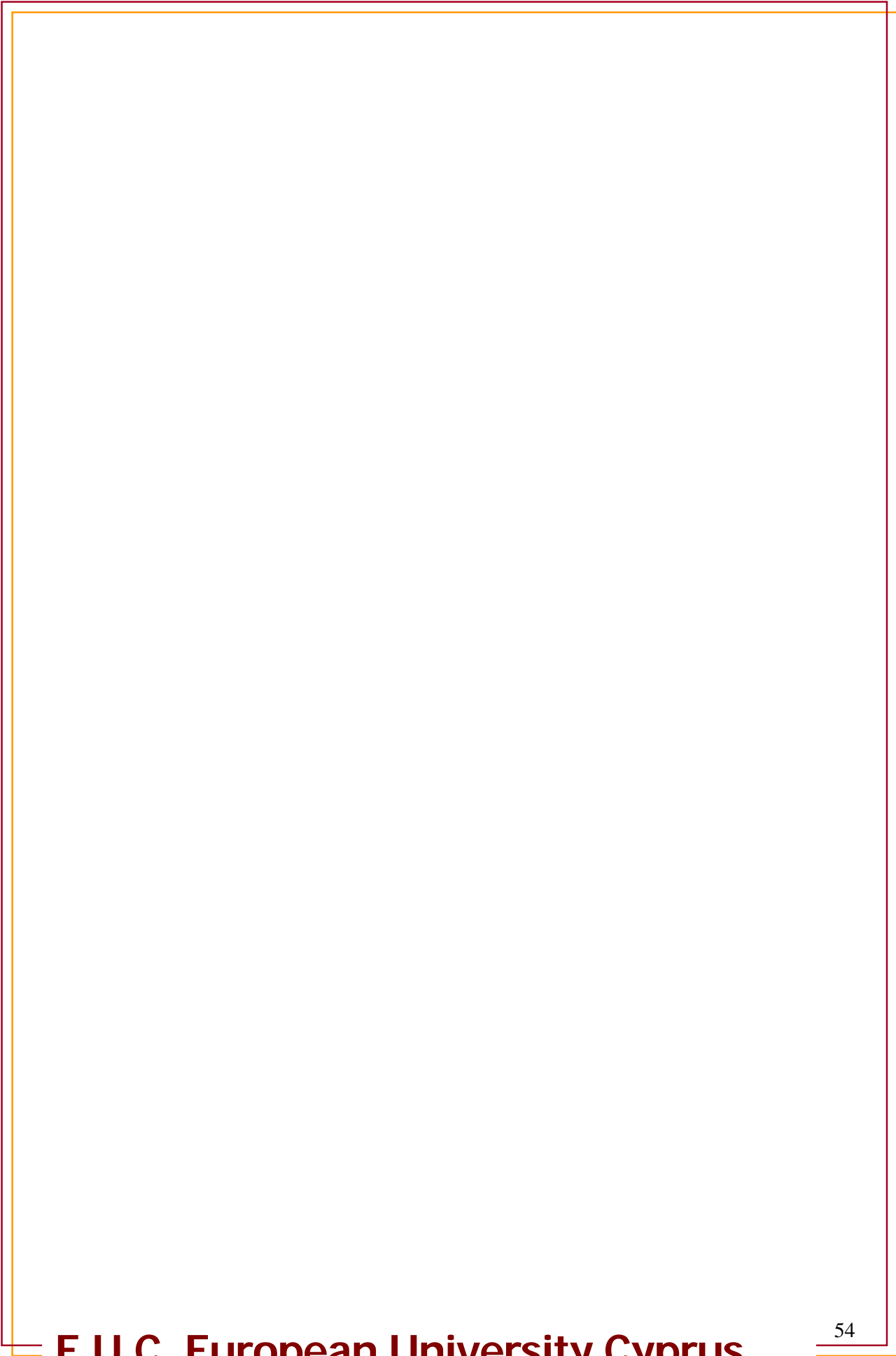
The following listing of basic rights is not intended to deny or limit the rights of students in any way. Rather, it is intended to focus special attention on the rights listed because of their importance in the educational process.

1. Free inquiry, expression, and assembly are guaranteed to all students' subject to the limitations of this document and other University regulations and policies which are consistent with the provisions of this document and the Constitution and laws of the Republic of Cyprus.
2. Students are free to pursue their educational goals; appropriate opportunities for learning shall be provided by the University.
3. The right of students to be secure in their persons, papers, and effects against unreasonable searches and seizures is guaranteed.
4. In cases involving possible sanctions of suspension, or expulsion or actions which may place limitations on the student's right to pursue the student's educational objective, the student shall receive prior notice of the nature and cause of the charges against the student, shall be informed of the nature and source of the evidence presented against the student and shall be entitled to a fair hearing before a regularly constituted board.

## **Basic Duties and Responsibilities**

Students, as members of the University community, shall have the following duties and responsibilities, which are inherent in the basic rights described above:

1. The student shall have the responsibility for maintaining standards of academic performance as established by the student's instructors.
2. The student shall be responsible for acting in such a manner as to ensure other students their basic rights as declared herein.
3. The student shall be responsible for any and all personal actions with respect to provisions of the Cyprus law.
4. The student shall be responsible for conduct, which helps to create and maintain an academic atmosphere, in which the rights, dignity, and worth of every individual in the University community are respected.
5. The student shall be responsible for paying all bills owed to the University in a timely fashion as prescribed by the University. Since Registration is not complete until all tuition and other fees are paid, students who fail to meet their financial obligations may have their registration cancelled; may be denied future registrations; and may have their grades and/or transcripts withheld.



# APPENDIX A

## INTERNAL REGULATIONS FOR STUDENTS WITH SPECIAL NEEDS

(Prepared by the Committee for Students with Special Needs)

### A. POLICIES FOR STUDENTS WITH SPECIAL NEEDS

European University Cyprus, in the framework of maintaining high quality in education, and in accordance to Law of Education of Students with Special Needs and the relevant Regulations (Ο Περί Αγωγής και Εκπαίδευσης Παιδιών με Ειδικές Ανάγκες Νόμος του 1999), (No. 113(I) of 1999), referred to as “The Law”, and particularly Part VII article 51 of the Regulations, has formulated the following policy for students with special needs:

#### 1. General

The University offers students with special needs all the opportunities for equality in terms of the education provided and the guidance offered, so that students may develop their potential to the maximum. This is done through the policy of inclusion, where participation is promoted and support is provided according to individual needs. The definition of student with special needs is given in the definitions part of the Law.

#### 1.1. The Role of the Special Committee

A Special Committee is appointed by the University, to which all students with special needs will be referred, and which will confirm older or specify new recommendations according to older recommendations of the District Committee (operating at Ministry of Education and Culture in accordance with the Law) or according to new examinations of the student, and will coordinate the support of the students with special needs.

#### 1.2 Procedure of Identification

- Every student with special needs will report on the application/registration form, where there is a relevant question, upon application/registration.
- The Admissions Office will refer the student to the Special Committee.
- The student fills in the Students with Special Needs Form given out by the Admissions Office and kept by the Special Committee, where s/he gives all necessary information and documentation from previous support in school.

- The Special Committee confirms to the Admissions Office the special needs of the student and later coordinates the support, including appropriate information/ sensitization/training to the instructors and other staff involved with the student.

When a new student is suspected of having special needs, after agreement with the student, the Special Committee examines the student's case and defines his/her individual needs.

### **1.3 Inclusion**

Students with special needs participate in University activities with the official program of studies and schedule of classes, except when this is modified according to the student's special needs, as when the student is exempted from a course, owing to the individual disability. Moreover, special new technology is provided for support of the student, and individual learning program is developed as much as possible (articles 52,55,56 of Regulations). A student with special needs has priority for residence in a residence hall (article 54 of Regulations).

## **2. Examples of Special Needs and Possible Provisions**

Short descriptions of common examples of special needs, with possible provisions related to the ones listed in the Regulations, Part VII articles 55 and 56 for support in learning and Part VIII 61-68 for examination allowances, are as follows:

### **2.1 Learning Disabilities**

Included are "Specific Learning Difficulties", "Reading Disability", by some called "Dyslexia" and "Attention Deficit Disorder".

Central to the concept of Learning Disability (L.D.) is an obvious difficulty in reading/reading comprehension and/or Writing/written expression/spelling, and/or mathematical thinking. Also central is the discrepancy between expected achievement on the basis of intelligence (especially non-verbal) and observed achievements in these scholastic subjects.

In higher schooling and university education the disability is mostly evidenced by obvious discrepancy between oral work and other activities of the school and written achievement, the latter usually being lower. It is often the case that vocabulary and grammar may still be low, compared to other students with similar capabilities.



Reading and/or writing problems may co-exist with attention deficit disorder (A.D.D.), or the latter may be present alone. A.D.D. involves a marked difficulty in concentration, which prevents optimum learning, and, where hyperactivity is present, the movement and reactions of this student may disrupt the class.

#### **2.1.1. Support of Students with L.D. throughout their Courses:**

The lecturer may, according to the case, try as much as possible to:

- Help develop the personality of the student with L.D. in spite of reading/studying/attention in class etc. problems with the sensitivity of a person who promotes the strongest aspects of a particular student.
- Encourage participation in class and other activities of the student with the aim of helping to develop the student's self-esteem, but also work in the way of motivating him/her for creative work in the subject.
- Repeat the question or give simpler words to invite an answer.
- Help the student, if possible, to understand the main points of the presented material. This could be done in class or in separate sessions with the student.
- Help, if possible, the student to create a structure for his/her essays and other documents, on which to build and elaborate towards a final text.
- If necessary, and where possible, allow the use of a tape recorder, so that the student might listen to the class presentation again.
- Avoid the student having to read out a text to the class, if the student finds reading difficult. Avoid comments on the student's work in front of others. Supportive and friendly connections might help the student work more effectively.
- Active involvement of the students in class/work drawing on the strengths if group work (oral instead of written work, strengthening of self-esteem and relationships).
- Avoid too much homework for this student, if possible.
- Ask the student, whenever possible, to sit somewhere in class, so that the instructor can easily help him/her when needed.
- Discuss with the student (in private) the particular needs. This may lead the lecturer to take appropriate measures.

This may include the student's preferred study and examination practices.

### **2.1.2. Possible Allowances during Examinations**

It may be appropriate, according to the recommendations of the Special Committee, and which may also be based on the District Committee's recommendations, to use any of the following:

- Allowance for extension of the time-limit, according to the individual needs in special situations.
- Reading and explanation of some words or phrases provided this does not give clues as for the answer.
- Oral examination or dictation of the answers to a writer or a tape-recorder.
- Allowance of computer in the examination room for use by a student whose writing is unintelligible or very hard to read.
- Tolerance (exemption from reprimands) for poor spelling/written expression/untidy presentation of the examination paper (except where this is the subject of examination).
- Allowance for a break during examination in case of serious fatigue/difficulty to concentrate (this time is allowed after the end of the examination time-limit).
- Allowance to take the examination in a room alone.

## **2.2 Hearing Impairment**

With diagnosed serious difficulties in hearing, a student is expected to have difficulty in scholastic learning, not only because hearing is impaired, but also because development of language (oral, written) is impaired, as is obvious in vocabulary, grammar, pronunciation, verbal expression.

When sign-language is used, translation is needed in most school activities. When oral or total language is used, serious support is needed for the reception of the material, the participation and most other activities.

The recommendation of the Special Committee, or the recommendations of the District Committee and the obvious needs of the student, may include any of the following:

### **2.2.1 Possible Practices to Support Students with Hearing Impairment**

- Sensitive support for participation in activities, creation of relationships with the other students and development of a good self-esteem.
- Help with the use of advanced technology of hearing aids (might be necessary for the teacher to wear one piece and the student the other).
- Sound-proof room, where possible and sound proof room of support, where such support is used. Carpets and curtains minimize the sounds of the class which are multiplied in intensity by hearing aid.
- Support in preparation in advance, or after class presentations, so that the main points and the structure of the presentation are taken in by the student.
- Support in class, so that the student with hearing impairment has better acoustic and visual access to the teacher (to help lip-reading) and is better able to take down the main points and instructions.
- Encouragement for participation of the student in activities of the course and tolerance of expressive mistakes and generally poor oral and written language.
- Exemption from a theoretical or linguistic course, when this is not in the core curriculum of the program.

### **2.2.2. Possible Examination Allowances for Students with Hearing Impairment**

The Special Committee, on the recommendations of the District Committee and the obvious needs of the student with hearing impairment might recommend any of the following:

- Explanation of words or phrases included in the examination questions and instructions (without giving any hint as for the answer)
- Extension of the time-limit of the examination according to need
- Tolerance (no punishment) of poor vocabulary / written expression / grammar / spelling.

### **2.3. Visual Impairment**

Students with diagnosed serious difficulties have obvious learning difficulties, since the visual modality is involved in a large proportion of learning, and in teaching.

The Special Committee, on recommendations of the District Committee and the obvious needs of the student, might give recommendations that might be in the following lines:

#### **2.3.1. Possible Support for Students with Visual Impairment**

The Special Committee, on the recommendations of the District Committee and the obvious needs of the student, might recommend support, which be along the following lines:

- Any support which encourages participation in activities, contact with other students and raising of self-esteem.
- Sitting arrangement that may help the student see writings on the white board, there is some intact vision.
- Magnification of texts.
- Translation of texts into language used for the blind (in Cyprus the Braille method is used).
- Extensive use of computer and other technology, which may give magnified written texts kept electronically.
- Use of appropriate technology, which may give written texts vocally.
- The student might need support in separate room with the instructor or special teacher for better understanding of the material. This need is increased with material which is visual in nature or partially visual.
- Modification of premises as included in the Regulations (lines on the stairs and corridors, etc.).
- Books on tape for study are permitted.

#### **2.3.2. Possible Examination Allowances**

The Special Committee, based on the recommendations of the District Committee and the obvious needs of the student, might recommend allowances in the following lines:

- Magnification of examination papers.
- Translation of papers into a language appropriate for the blind (mainly Braille).

- Allowance for use of computer for answers during the examination.
- Extension of the time-limit of the examination

**3. Composition of the Committee:**

- *One Faculty or STP member, from each School, nominated by the pertinent Dean of School;*
- *One Faculty or STP member in the discipline of Special (Inclusive) Education nominated by the pertinent Dean; and*
- *One representative from the Office of Student Affairs nominated by the Director of Student Affairs*
- *One Counsellor/Psychologist*

*The Committee shall serve for a period of three years and will be chaired by one of the Committee members, who will be elected by the members of the Committee. All members will be appointed by the Rector.*

**B. PROCEDURES AND GUIDELINES FOR STUDENTS WITH SPECIAL NEEDS**

1. In the case where the student enters the University with an official diagnosis from the Cyprus Ministry of Education or Ministry of Health (e.g. for specific learning disability, dyslexia, hearing or visual impairment, attention deficits disorder etc.), he or she will be provided with all the rights and privileges according to the Special Education Public Law. These may include the following:
  - ❖ General encouragement and support for increased participation in classroom as well as increased motivation for completing tasks and assignments.
  - ❖ Assistance in comprehending main points of class discussions such as the topic materials, procedures, etc.
  - ❖ Assistance in completing written assignments (essays, term papers, etc.).
  - ❖ Assistance and encouragement in the use of technology devices.
  - ❖ Assistance in enhancing the appropriate classroom environment (i.e. sitting arrangements).

- ❖ Informing the student regarding his/her options for alternative methods available in completing examinations and tests. (e.g. permission for extra time in completing a test/examination / additional oral explanations of the written test/examination if required).
2. In the case where the student is admitted with a diagnosis from a private agency, the optimum and most effective processes will be employed to validate and/or re-evaluate the student's special needs status. In the absence of a diagnosis the committee may be able to provide assistance with finding private psychologists / assessors of special needs and learning difficulties. This process may also involve, whenever possible, the Education Department of the Government sector. The members of the CSSN will assist and guide the student for receiving prompt scheduling of the assessment process. Until the necessary official diagnosis is completed the student will be provided with the personal assistance of their instructors as described above.
  3. In the case where the student enters the university without a diagnosis but expresses concern about his/her learning difficulties, he/she should approach the chair of the Special Needs Committee for further assistance and guidance. The student's situation will be treated in confidence.
  4. In the case where an instructor identifies a student with learning difficulties he/she should refer the case in confidence to the Special Needs Committee chair who will then contact the student and assess the extent of the problem.
  5. The student with special needs is allocated to a member of the Special Needs Committee who is responsible to follow the student's progress and prepares a report at the end of each semester.



**European  
University Cyprus**

LAUREATE INTERNATIONAL UNIVERSITIES

**STUDENTS WITH SPECIAL NEEDS FORM**

**Name and Surname of Student:** \_\_\_\_\_

**High School Student Graduated From:** \_\_\_\_\_

**District:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Special Need Claimed:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Measures taken/allowances given at examinations at previous school/college:**

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Measures suggested by the student to help the situation:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Recommendations made by the Special Committee:** \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Member of Special Committee**

**Chairperson of the Department**

**Signature:** \_\_\_\_\_

**Signature:** \_\_\_\_\_

## **CHARTER: ANNEX 4**

# **INTERNAL REGULATIONS CONCERNING HONORARY DOCTORAL DEGREES**

## **1. HONORARY DOCTORAL DEGREES**

The 'University' may grant honorary doctoral degrees to distinguished individuals, who have demonstrated significant intellectual, scientific or social work and contribution.

### **1.1. Procedure**

The title of Honorary Doctor is granted by decision of the Senate, ratified by the Council of the University, after relevant justified proposal by the pertinent School Council.

### **1.2. Award Ceremony**

1.2.1. The ceremony for conferring the title of Honorary Doctor is held in a special public meeting of the awarding School, which is presided by the Rector of the University. All the academic personnel of the School are in their ceremonial gowns. The President of the University represents the Council of the University.

1.2.2. The Rector calls to the podium the Dean of School to talk about the personality and work of the honored person.

1.2.3. The Dean of School reads the resolution of the Council of the School and the Rector of the University confers to the individual the degree of Honorary Doctor and delivers to him/her the relevant diploma and dresses him/her with the gown of honorary doctor.

1.2.4. The honored person delivers a short speech, with which the ceremony ends.



## **CHARTER: ANNEX 5**

# **INTERNAL REGULATIONS ON ACADEMIC ETHICS AND STUDENTS' DISCIPLINE**

## **1. PREAMBLE**

E.U.C. European University Cyprus is a community of scholars in which the ideals of freedom of inquiry, freedom of thought, freedom of expression, and freedom of the individual are sustained. However, the exercise and preservation of these freedoms and rights require a respect for the rights of all in the community to enjoy them to the same extent. It is clear that in a community of learning, willful disruption of the educational process, destruction of property, and interference with the orderly process of the University or with the rights of other members of the University cannot be tolerated. Students enrolling in the University assume an obligation to conduct themselves in a manner compatible with the University's function as an educational institution. To fulfill its functions of imparting and gaining knowledge, the University retains the power to maintain order within the University and to exclude those who are disruptive of the educational process.

## **2. POLICY AND PROVISIONS ON ACADEMIC ETHICS**

The University has a responsibility to uphold and promote quality scholarship and to ensure that its students understand what academic integrity is. This section outlines the University's policy on dishonest academic performance by its students. Such offences carry penalties. Students should read carefully the Internal Regulations on Academic Ethics and Students' Discipline, and are encouraged to ask Faculty for help and guidance on honest academic practice, particularly in using source material from the Internet. In this way they can avoid any unintentional dishonesty.

### **2.1. ORIGINALITY**

For the purposes of this Policy on Academic Ethics 'original' work is work that is genuinely produced specifically for the particular assessment task by the student whose name is attached to it. Any use of the ideas or scholarship of others is acknowledged. 'Work' includes not only written material but also oral, audio, visual or other material submitted for assessment.

## **2.2. ACADEMIC DISHONESTY**

Academic dishonesty is determined by the extent and the level of intent. In assessing the extent or scale of the dishonesty the instructor will evaluate how much of the work is the student's own after all unacknowledged source material has been removed. In no case can work that is plagiarized be taken into account in determining a grade. Intent to deceive is the single most significant aspect of academic dishonesty. Repeated instances of deception will incur heavy penalties for the student and the violation will be officially and permanently recorded in the student's record.

## **2.3. PLAGIARISM**

Plagiarism is representing the work of somebody else as one's own. It includes the following:

- i. submission of another student's work as one's own;
- ii. paraphrasing or summarizing without acknowledgement of source material;
- iii. direct quoting or word copying of all or part of a work, ideas, or scholarship of another without identification or acknowledgement or reference;
- iv. submitting as one's own work purchased, borrowed or stolen research, papers, or projects.

## **2.4. CHEATING**

Cheating is giving or receiving unauthorized help for unfair advantage before, during, or after examinations, tests, presentations or other assessments, such as:

- i. collaboration beforehand if it is specifically forbidden by the instructor
- ii. verbal collaboration during the examination, unless specifically allowed by the instructor;
- iii. the use of notes, books, or other written aids during the examination, unless specifically allowed by the instructor;
- iv. the use of electronic devices and mobile telephony to store, transmit or photograph information to or from an external source;
- v. the use of codes or signals to communicate with other students in the examination room;
- vi. looking upon another student's papers and / or allowing another student to look upon one's own papers during the examination period;
- vii. passing on any examination information to students who have not yet taken the examination;
- viii. falsifying exam identification by arranging with another student to take an examination in their place or in one's own place;
- ix. pretending to take the exam but not submitting the paper, and later claiming that the instructor lost it.

## **2.5. COLLUSION**

Collusion is false representation by groups of students who knowingly assist each other in order to achieve an unfair assessment advantage. It involves:

- i. representation of the work of several persons as the work of a single student with both parties knowingly involved in the arrangement;
- ii. representing the work of one student as the work of a group of students with both parties knowingly involved in the arrangement;
- iii. willing distribution of multiple copies of one's assignments, papers, projects to other students for submission after re-labeling the paper as their own original work.

## **2.6. FABRICATION**

Fabrication is the false representation of research data or 'performance' material as original, authentic work for submission for assessment. Examples are:

- i. invention of data;
- ii. willfully omitting some data to falsely obtain desired results

## **2.7. PENALTIES AND PROCEDURES**

A faculty member, after evaluating the extent of the dishonesty and the level of intent and proving academic dishonesty, may use one or a combination of the following penalties and procedures:

- i. requiring rewriting of a paper containing some plagiarized material;
- ii. lowering of a paper or project grade;
- iii. giving a failing grade on a paper;
- iv. lowering a course grade;
- v. giving a failing grade in a course;
- vi. referring the case to the Senate for further action that may include academic suspension or expulsion.

Instructors are expected to immediately report, in writing, to the pertinent Department Chairperson and through him/her to the Dean of the pertinent School, with copies sent by the Dean to the Rector's Office, elucidating on the imposed penalties and providing a brief description of the incident. Should an instructor announce a failing grade in the course because of academic dishonesty, the student under penalty shall not be permitted to withdraw from the course(s).

### **3. OTHER STANDARDS OF CONDUCT**

Other prohibited conduct for which a student is subject to discipline is defined as follows:

- 3.1. Physical or sexual assault of any person on University-owned or leased property or at University-sponsored or supervised functions, or conduct which threatens the health or safety of any such person or the physical or sexual assault of any University student, faculty member or employee at the local residence of any University student, faculty member or employee.
- 3.2. Substantial damage to University-owned or leased property or to property of a University student, employee, faculty member or visitor occurring on University-owned or leased property.
- 3.3. Unauthorized entry into or occupation of University facilities, which are locked, closed to student activities, or otherwise restricted as to use.
- 3.4. Intentional disruption or obstruction of teaching, research, administration, disciplinary procedures, other University activities, or activities authorized to take place on University property.
- 3.5. Alteration, fabrication or misuse of, or obtaining unauthorized access to, University identification cards, other documents, or computer files or systems.
- 3.6. Disorderly conduct on University-owned, or leased property or at University-sponsored functions. Disorderly conduct is defined to include acts, which breach the peace or are lewd, indecent, or obscene, and which are not constitutionally protected speech.
- 3.7. Violation of University policies or of University regulations as described in the Charter and Internal Regulations, including regulations concerning the use of University facilities.
- 3.8. Any violation of law if such directly affects the University's Charter.
- 3.9. Failure to comply with directions of University officials acting under the provisions set out above.

### **4. SANCTIONS**

One or more of the following sanctions for prohibited conduct may be imposed by the Senate upon students, depending upon the gravity of the offense:

- 4.1. *Admonition*: An oral statement to a student that he or she is violating or has violated institution rules.
- 4.2. *Warning*: Notice, in writing, that continuation or repetition of conduct found wrongful, within a period of time stated in the warning, may be cause for more severe disciplinary action.

- 4.3. *Reprimand*: A written censure for violation of the specified standards of conduct placed in the student's record, including the possibility of more severe disciplinary sanctions should another violation occur within a stated period of time.
- 4.4. *Disciplinary probation*: Exclusion from participation in privileged or extracurricular activities as set forth in the notice of probation for a period of time not exceeding two academic semesters.
- 4.5. *Restitution*: Reimbursement for damage to or misappropriation of property.
- 4.6. *Suspension*: Exclusion from classes and other privileges or activities or from the University, as set forth in the notice of suspension, for a definite period of time.
- 4.7. *Expulsion*: Termination of student status for any indefinite period. The condition of readmission, if any, shall be stated in the order of expulsion.

## **CHARTER: ANNEX 6**

# **INTERNAL REGULATIONS ON FACULTY RANKING AND CONDITIONS OF SERVICE**

## **1. FACULTY SELECTION AND APPOINTMENT**

A Faculty Selection Committee of the pertinent Department shall select the Faculty members of the Department. All Faculty Selection Committee members should hold a higher or equal rank to the one the candidate is considered for, except for the rank of Professor, for which all faculty members should hold the rank of Professor. The Selection of all faculty members shall be approved by the Council of the pertinent Department, the Council of the pertinent School, the Senate and the University Council. The President shall make the appointment on behalf of the Council (See Appendix A).

## **2. FACULTY RANKING**

All permanent faculty members shall be appointed on a full-time basis to one of the ranks listed below, according to their academic qualifications and professional work experience (see framework of minimum suggested/expected requirements in Research and Scholarly Publications and/or recognized creative work for Faculty Ranking in Appendix D). The minimal requirements per faculty rank are as follows:

### **2.1. Lecturer**

A Doctorate; positive and substantial evidence of high competency in teaching and research.

### **2.2. Assistant Professor**

The requirements for the rank of Lecturer plus three (3) post-doctorate years of university teaching and research experience; positive and substantial record of high competency in teaching and research; evidence of positive contribution to the overall development of the individual's program area and department; and service to the Community.

### **2.3. Associate Professor**

The requirements for the rank of Assistant Professor and of eight (8) years of post-doctorate years of university teaching and research experience; positive and substantial record of high competency in teaching; a demonstrated record of research and publications; evidence of positive contribution to the overall development of the individual's program area and department; service to the Community; and membership/participation in professional or learned societies of

national or international significance.

#### **2.4. Professor**

The requirements for the rank of Associate Professor and of twelve (12) post-doctorate years of university teaching and research experience; positive and substantial record of high competency in teaching; evidence of positive contribution to the overall development of the individual's program area and department; service to the Community; membership/participation in professional or learned societies of regional or national significance; a demonstrated record of research and scholarly publications or recognized creative work in the individual's field.

#### **2.5. Clarifications: Academic fields of exceptional and undoubted distinctiveness**

2.5.1. The minimum requirement under which a candidate should hold a Doctorate, for any rank, does not apply in the cases of academic fields of exceptional and undoubted distinctiveness for which a Doctorate is not possible or not common.

2.5.2. The academic fields of exceptional and distinctiveness are Medicine, Applied Arts, Architecture, Music, Drama and Dance.

2.5.2.1. The qualifications that can substitute the Doctorate for the election and promotion in the field of Medicine are:

**(a) For the rank of Lecturer:** the candidate should **(i)** hold the post of a Lecturer or a higher academic post, in a medical specialty of a recognized University, or **(ii)** hold a diploma in Medicine and a medical specialty and have at least three years of work experience, after obtaining a diploma in Medicine; at a recognized Medical School, or at a recognized Research Institution (Institute) or at a Tertiary Hospital (Hospital).

**(b) For the rank of Assistant Professor:** the candidate should **(i)** hold the post of an Assistant Professor or a post of higher rank in a medical specialty or a recognized University or the post of a Lecturer in a medical specialty of a recognized University, having at least three years of experience in it, or **(ii)** hold a diploma in Medicine and a medical specialty and at least six years of work experience, after obtaining a diploma in Medicine, at a recognized Medical School, or at a recognized Research Institution (Institute) or at a Tertiary Hospital (Hospital).

**(c) For the rank of Associate Professor:** the candidate should **(i)** hold the post of an Associate Professor or a post of a higher academic rank, in a medical specialty of a recognized University or the post of an Assistant

Professor in a medical specialty of a recognized University, having at least four years of experience in it, or **(ii)** hold a diploma in Medicine and a medical specialty and at least ten years of work experience, after obtaining a diploma in a recognized Medical School, or at a recognized Research Institution (Institute) or Tertiary Hospital (Hospital).

**(d) For the rank of Professor:** the candidate should **(i)** hold the post of a Professor, in a medical specialty of a recognized University or the post of an Associate Professor in a medical specialty of a recognized University, having at least four years of experience in it, or **(ii)** hold a diploma in Medicine and a medical specialty and at least thirteen years of work experience, after obtaining a diploma in Medicine, at a recognized Medical School or at a recognized Research Institution (Institute) or a Tertiary Hospital (Hospital).

2.5.2.2 For Applied Arts, Architecture, Music, Drama and Dance, the qualifications that can substitute the Doctorate for the election and promotion are:

- (i) Master degree in the relevant field;*
- (ii) A portfolio that includes a body of work that is recognized and/or renowned;*
- (iii) Professional achievements that include work which has recognition and distinction;*
- (iv) Academic activity and publications.*

2.5.2.2.1 For the rank of Assistant Professor, Associate Professor, and Professor in addition to the above, academic experience of at least three (3), eight (8) and twelve (12) years, respectively, is required.

### **3. SPECIAL TEACHING PERSONNEL RANKING**

Special Teaching Personnel ranks shall be those of Instructor and Senior Instructor. The minimal requirements for the Instructor's rank shall be a Master's degree, and for the Senior Instructor's rank shall be a Master's degree and twelve (12) years at the Instructor's rank or its equivalent.

### **4. DUTIES AND RESPONSIBILITIES OF FACULTY MEMBERS AND SPECIAL TEACHING PERSONNEL**

All faculty members are expected to work conscientiously, and perform their duties with enthusiasm and dedication. In general, the areas in which faculty members are expected to excel and be highly competent are the following:



- 4.1. Mastery of subject matter** - as demonstrated by advanced degrees, honours, awards, and reputation in the subject matter field.
- 4.2. Effectiveness in teaching** - as demonstrated by the judgment of the Chairperson of Department and other colleagues, development of teaching material, development of new courses or programs of study, and student reaction, as determined from surveys, interviews, classroom observation and student advising.
- 4.3. Scholarly ability** - as demonstrated by the success in developing and carrying out significant research work in the subject matter field, publications and reputation among colleagues/peers.
- 4.4. Effectiveness in University and Community service** - as demonstrated by various areas such as University public service, committee work, administrative work and work with students and community in general, in addition to formal teacher-student relationships.
- 4.5. Continuing growth** – as demonstrated by various areas such as teaching, research or other activities to keep abreast of current developments in his/her field and being able to handle successfully increased responsibility.
- 4.6. Additional duties and responsibilities**
  - 4.6.1. to assist the Chairperson of Department in duties of departmental coordination and other departmental activities such as selection of textbooks, proposing and writing new courses, writing research proposals, recruiting, etc.;
  - 4.6.2. to maintain office hours to assist students in the selection of courses, to offer them academic advising and professional guidance and, in general, to spend sufficient time in establishing the professional atmosphere that encourages students to freely communicate, exchange ideas, and flourish professionally and intellectually;
  - 4.6.3. to attend staff, departmental, school, (vice)rectorate meetings; attend various events, open days and orientation; accept committee duties as required; assist during registration; attend Commencement exercises and, in general, participate proactively and constructively in the life of the University community as one of its important exponents;

4.6.4. to teach in both undergraduate and postgraduate (only for faculty members) programs if requested.

4.6.5. to comply to any other duties appointed.

*Note: For Special Teaching Personnel, Scholarship/Research is optional.*

## **5. FACULTY PROMOTION**

Promotion shall be on the basis of competency, qualifications, experience and other relevant factors. A major requirement for promotion from one rank to another is excellence in teaching, research and service to the Community, and sustained commitment and dedication to the University. Advancement in rank is not merely a matter of routine or seniority, but it is based primarily on merit. It should be noted that any Faculty member hired through the faculty selection and appointment procedure (See Appendix A) must complete at least three (3) years of service to the appointed rank, in order to be eligible for promotion; provided that he/she meets all other criteria for promotion.

### **5.1. Promotion Criteria**

Advancement in rank shall depend upon the faculty member meeting the six criteria listed below:

5.1.1. Fulfillment of the minimal criteria for appointment to rank.

5.1.2. Positive and substantial evidence of high competency in teaching.

5.1.3. Evidence of positive contribution(s) to the overall development of the individual's program area and Department.

5.1.4. Evidence of service to the University and Community in general.

5.1.5. Membership and participation in professional or learned societies of national or international significance.

5.1.6. Research and scholarly publications or recognized creative work in the individual's field.

## **5.2. Documentation Accompanying the Application for Promotion**

To be considered for advancement in rank, the applicant must:

- 5.2.1. Demonstrate fulfillment of the minimal criteria for appointment to rank.
- 5.2.2. Show positive and substantial evidence of high competency in teaching by submitting all the following:
  - 5.2.2.1. Student ratings (in summary form) of Teacher and Course Evaluations during the years immediately preceding application, since the beginning of employment or the last promotion;
  - 5.2.2.2. Analysis of grades submitted by the applicant during the years immediately preceding the application, since the beginning of employment or the last promotion;
  - 5.2.2.3. Self-evaluation of the applicant's teaching methods/ techniques;
  - 5.2.2.4. Peer Reviews from classroom observations during the years immediately preceding the application, since the beginning of employment or the last promotion, are strongly recommended.
  - 5.2.2.5. Certificates and documentation of attendance in instructor teaching training programs/seminars; organized by the University or any other institution/carrier during the years immediately preceding application, since the beginning of employment or the last promotion;
- 5.2.3. Show evidence of positive contribution(s) to the overall development of the individual's program area and Department.
- 5.2.4. Show evidence of service to the University and Community in general.
- 5.2.5. Show evidence of membership and participation in professional or learned societies of national or international significance.
- 5.2.6. Show evidence of research and scholarly publications or recognized creative work in the individual's field (see framework of minimum suggested/expected requirements in Research and Scholarly Publications and/or recognized creative work for Faculty Ranking in Appendix D).

Note: It is advisable that with all the above documentation, the applicant submits the following:

- (a) Self - Assessment documents for all the years immediately preceding application since the beginning of employment or the last promotion;
- (b) Self – Assessment/Evidence illustrating compatibility with the ‘UE Professor DNA/DNA Competencies’.
- (c) Current Curriculum Vitae inclusive of all the pertinent activities.

### **5.3. Procedures for Promotion**

The procedure for promotion is as follows:

- 5.3.1. Faculty Members who consider themselves eligible for promotion have the responsibility to submit their application to the Dean of their School, whilst informing the Chairperson of the pertinent Department by October 31<sup>st</sup>. In the case that the applicant is the Dean of the School, then he/she must submit his/hers application to the Vice-Rector of Academic Affairs (who initiates the rest of the procedure).
- 5.3.2. In order for an applicant to be considered eligible for promotion, all of the criteria for appointment to the rank must have been completed, prior to the October 31<sup>st</sup> deadline.
- 5.3.3. Applications received after the above deadline shall not be reviewed for that academic year.
- 5.3.4. The Committee on Promotion shall review all requests for promotion and make its recommendations in accordance with the procedures detailed in the Charter and are consistent with the Law. The Committee on Promotion has the responsibility to solicit the appropriate information in order to make recommendations for promotion with respect to the promotion criteria outlined above.
  - 5.3.4.1. Membership of the Committee on Promotion
    - 5.3.4.1.1. The Committee on Promotion shall consist of the following members (care of the Dean of the pertinent School):

- Two full-time Faculty members from each Department of the School.
- One representative Faculty member from each of the other Schools of the University.

**Notes:**

- All Committee members should hold a higher rank to the one the candidate is considered for, except for the rank of Professor, for which all members should hold the rank of Professor. In the case that the conditions in a School are such, where there are not faculty members available in a higher rank, then the Committee can be constituted by additional Faculty members of another Department/School in a higher rank. In the case that the above provisions are not possible, the Committee can also consist of pertinent Department/School members in an equal, to the one the candidate is considered for, rank.***
- A voting right reserve only the members that are present during the meetings of the Committee on Promotion.***
- A quorum shall consist of two-thirds of the voting members.***
- Each eligible member shall have one vote in Committee meetings and Committee elections. In case of a tie, the Chair of the Committee shall cast the winning vote.***

5.3.4.1.2. There shall be at least one external reviewer who is a full-time active academician in the discipline of the candidate, and who holds an academic rank higher or equal to the rank for which the faculty member is being considered. The external reviewer(s) shall not be co-author(s), nor shall he/she maintain a proved close relationship of any kind, or be a family member of the candidate.

5.3.4.1.3. The Chair of the Committee is elected by the members at the first meeting of the Committee.

5.3.5. The Dean of the School forwards the application and the candidate's academic portfolio to the Chair of the Committee on Promotion by November 15<sup>th</sup>.

5.3.6. The Committee on Promotion prepares a list of prospective external reviewers and investigates whether the candidate holds a strong objection(s) towards any individual on the list serving as external reviewer; or whether any of the requirements in point 5.3.4.1.2 are being violated. Then the Committee on Promotion makes the final selection of an external reviewer.

- 5.3.7. The Chair of the Committee on Promotion forwards copies of the candidate's academic portfolio to all members of the Committee (including the external reviewers) within a week and arranges for a review meeting within forty-five (45) days from the day the Chair of the Committee received the application and the candidate's academic portfolio.
- 5.3.8. The final decision and report of the Committee on Promotion is forwarded by the Chair of the Committee to the Council of Department, via the Chairperson of Department, within two (2) weeks from the conclusion of the Committee's deliberations. The Council of the Department determines that all procedural guidelines have been properly followed, ensures that all appropriate criteria were satisfied and reaches to an appropriate decision.
- 5.3.9. The Chairperson of the Department forwards the decision of the Council of Department, the portfolio and the reports to the Council of School via the Dean of School, within a month from the date he/she receives the Committee's decision and accompanying material.
- 5.3.10. The Council of School reaches a decision after reviewing the decision of the Council of Department, the portfolio and the report of the Committee on Promotion and ensures that all appropriate criteria for promotion are satisfied and all procedures have been followed. The Dean of School then forwards the decision of the Council of School together with the decision of the Council of Department, the portfolio and the report of the Committee on Promotion to the Senate, via the Rector, within a month from the date he/she receives the decision of the Council of Department and the accompanying material.
- 5.3.11. The Senate reaches a decision after reviewing the decision of the Council of School, the decision of the Council of Department, the portfolio and the report of the Committee on Promotion and ensures that all appropriate criteria for promotion are satisfied and all procedures have been followed. The Rector then forwards the decision of the Senate, together with the decision of the Council of School, the decision of the Council of Department, the portfolio and the report of the Committee on Promotion, to the University Council via the President, within a month from the date he/she receives the decision of the Council of School and the accompanying material.

- 5.3.12. The Council, after examining the legality of the procedures followed in alignment to the Charter, the Internal Regulations and the relevant Laws, ratifies the decision.
- 5.3.13. The Dean of School and/or the Rector and/or the President may require from the Committee on Promotion further elaboration of specific issues/ areas of the application.
- 5.3.14. The ratified final decision of the Council is communicated immediately to the pertinent Dean of School via the Rector. The candidate (with copy to the pertinent Chairperson of Department) shall be informed immediately of the decision in writing by the Dean of the School.
- 5.3.15. The approved promotion becomes effective at the beginning of the new academic year.

**Notes:**

- (a) **The schedule of weeks includes academic weeks and not weekends and/or Christmas holidays, which should not be counted as part of the time period stated in each clause. The procedure is expected to start on November 1<sup>st</sup> and be concluded by the 31<sup>st</sup> of March.**
- (b) **Special Teaching Personnel promotion procedures are similar to those applied for Faculty Promotion, as per described in the Internal Regulations and Guidelines on Election Procedures (Annex 15).**

## **6. PERFORMANCE EVALUATION OF FACULTY AND SPECIAL TEACHING PERSONNEL**

The main purpose of the Performance Evaluation System is the development of both Faculty Members and Special Teaching Personnel.

### **6.1. Basic Principles and Standards**

#### **6.1.1. Teaching**

Effective teaching is given the greatest weight and other factors cannot compensate for a failure to satisfy it. It involves mastery of the subject matter, the ability to stimulate the intellectual capabilities of students, and effectiveness in communicating the skills, methods and content of one's discipline. It includes a spirit of study necessary to keep courses continually revised and the

undertaking of efforts to sustain and improve teaching skills. Effective teaching also includes success in stimulating the intellectual development of one's colleagues through disciplinary and interdisciplinary work, including course development and participation in faculty training schemes/programs organized by the University and/or other Educational Institution(s), seminars and colloquia.

#### **6.1.2. Research**

European University Cyprus requires scholarly work that may be made public in various forms. All research, however, must involve the deployment of disciplined learning, closely informed by thorough research, for the sake of edifying and serving audiences that extend beyond the boundaries of the immediate University community.

Research can take many forms, such as **published research in various forms, article(s) in a scholarly periodical(s), chapter(s) in scholarly publication(s), book(s), paper(s) presented at a professional conference(s), contribution in research conference/event organization or any other form of artistic activity and research (i.e. composition and arrangement of music works, performance and conducting of music works, workshops, master classes, clinics and seminars) or any other equivalent form.**

#### **6.1.3. Service to the University, Community, and Profession, and Self-Development**

In addition, to support the University's mission, purpose and objectives, the University also assumes of its faculty a congenial and collegial relationship. This includes civility in discourse and a willingness to carry one's share of the load in teaching, advising, participation in institutional research, committee work, compliance with the 'UE Professor DNA/DNA Competencies' and other forms of university service. The quality of contributions, not merely the numbers of committees and assignments, remains a significant consideration.

The University values contributions to planning and governance, leadership in achieving the goals of the University (which include student recruitment and retention), working with students outside the classroom and extending the resources of the University to the wider community

Significant and extended service to professional societies, committees pertaining to higher education formed and appointed by the government, and academic associations; contribution in event organization; training activity; appraisals of manuscripts submitted for publication to university presses or scholarly journals; grant proposals/applications submitted to government agencies or learned and



professional societies; review of grant applications submitted to government agencies or learned and professional societies: all of these activities would count as instances of professional development. As educators, professional development includes activities and efforts to improve teaching/instructional capabilities, qualifications, etc. No amount of these activities, however, should compensate for deficiencies in Teaching or Research.

#### **6.1.4. Transitional Period (Ranks are subject to and according to the Law on Private Universities)**

##### **6.1.4.1. Faculty**

During this period, faculty members will be required to satisfy the minimal requirements concerning *Research*, i.e. **one form of research per year** as described above (See 6.1.2.: *Research*). They will have the obligations of such and will be evaluated like the other faculty members.

#### **6.2. Faculty and Special Teaching Personnel Evaluation**

##### **6.2.1. Evaluation**

Each full-time faculty member and special teaching personnel will be evaluated **EVERY TWO YEARS** (See **Appendix E: Self-Assessment Academic Staff Evaluation Report** and **Appendix I: Performance Evaluation System Activities Plan**).

**The evaluation document(s) will be submitted to the Chairperson of Department by June 30.**

##### **6.2.1.1 Faculty**

Faculty Ranks will be those of **Lecturer, Assistant Professor, Associate Professor and Professor**. The minimal requirements for each faculty rank are those that appear in the *University Charter*. One form of scholarship per year as described above (see 6.1.2 Research) will be minimal requirements for each member with the rank of faculty.

The faculty member shall engage in the process of self-evaluation as a positive force towards continued professional development and accomplishment. This initial step in the review process shall demonstrate the faculty member's performance in the areas of (i) **Teaching**, (ii) **Research**, and (iii) **Service to the University, Community, and Profession and Self -Development**.

Materials submitted by the faculty member should be evaluated in their entirety. It is recognized that any of the following evaluation categories may receive

different weight at particular periods in a faculty member's career, reflecting changes in either individual, departmental, or university goals. For instance, some faculty members may be striving more intensively to develop new methods of teaching, while other members may be more fully engaged in the pursuit of research. **However, the weight selected and officially stated by a faculty member should fall within the prescribed weight parameters for each category, which are as follows:**

- |       |   |               |
|-------|---|---------------|
| (i)   | <b>Teaching:</b>  | <b>30-60%</b> |
| (ii)  | <b>Research:</b>  | <b>30-60%</b> |
| (iii) | <b>Service to the University, Community, and Profession and Self-Development:</b> | <b>10-30%</b> |

#### **6.2.1.2. Special Teaching Personnel**

Special Teaching personnel ranks will be those of **Instructor and Senior Instructor**. The minimal requirements for each Special Teaching Personnel rank are those that appear in the *University Charter*.

Special Teaching Personnel will be primarily dedicated to teaching. While Special Teaching Personnel will be encouraged to grow personally and professionally through scholarship activity and continuous development, Research will not be considered in annual evaluations (it will be optional.) Service to the University, Community and Profession will be part of the Interim Performance Feedback Report (See Appendix L: Interim Performance Feedback).

#### **Instructors/Senior Instructors**

The weight for Instructors/Senior Instructors is as follows:

- |       |   |                |
|-------|---|----------------|
| (i)   | <b>Teaching:</b>  | <b>60%-80%</b> |
| (ii)  | <b>Scholarship/Research:</b>  | <b>0%-30%</b>  |
| (iii) | <b>Service to the University, Community, and Profession and Self-Development:</b> | <b>10-30%</b>  |

#### **6.2.1.3. Faculty and Special Teaching Personnel (STP) on Probation**

In the case of Faculty and Special Teaching Personnel (STP) on probation, two months prior to the end of the probation period, the Chairperson of the pertinent Department, following unannounced class observations/visits/evaluations during

lecture hours of the member on probation, is required to complete Appendix K: Performance Evaluation (Faculty and STP members on Probations). The Dean of the pertinent School is also required to provide commends/suggestions on the same report that is referred to the Vice-Rector of Academic Affairs; and is consequently forwarded to the H.R. Department.

### **6.3. Interim Performance Feedback**

Each faculty member or special teaching personnel, on a yearly basis, shall prepare a document which will list and assess the success of activities of the past academic year per category, within the context of that year's stated goals, justifying strengths and weaknesses (See Appendix L: Interim Performance Feedback).

The interim performance feedback meeting shall take place during the month(s) of June/July of each year, between the faculty member or special teaching personnel and the pertinent Chairperson/Dean of School, where feedback and objectives shall be discussed and agreed upon.

### **6.4. Content of Evaluation Categories (See Appendix F: Performance Categories and Behaviors/Activities Evaluated)**

#### **6.4.1. Teaching**

Based on above Basic Principles and Standards, the faculty members (and accordingly the special teaching personnel members) should prepare a list/statement that discusses accomplishments in courses taught, and activities aimed at sustaining and improving teaching effectiveness. It involves mastery of the subject matter, the ability to stimulate the intellectual capabilities of students, and effectiveness in communicating the skills, methods and content of one's discipline. It includes a spirit of study necessary to keep courses continually revised, and the undertaking of efforts to sustain and improve teaching skills.

Effective teaching also includes success in stimulating the intellectual development of one's colleagues through disciplinary and interdisciplinary work, including course development and participation in faculty training schemes/programs organized by the University and/or other Educational Institution(s), seminars and colloquia. Effort and energy in activities such as course development, course revision, and/or development of new technologies/instructional publication/activities/methodology and/or teaching material to enhance the learning environment should be noted, as well as summaries of student evaluations.

#### **6.4.2. Research**

Based on above Basic Principles and Standards, the faculty member should prepare a list/statement that discusses current research in progress and/or completed. Research can take many forms, such as **published research in various forms, article(s) in scholarly periodical(s), book(s), chapter(s) in scholarly publication(s), paper(s) presented at professional conference(s), contribution in research conference/event organization or any other form of artistic activity and research (i.e. composition and arrangement of music works, performance and conducting of music works, workshops, master classes, clinics and seminars) or any other equivalent form.**

The faculty member is encouraged to note the degree of support received from the University (e.g. teaching load reduction, time-off, research grant, etc.) that contributed to the completion of his/her scholarly endeavors.

#### **6.4.3. Service to the University, Community and Profession, and Self - Development**

Based on above Basic Principles and Standards, the faculty member should prepare a list/statement that discusses contributions made to the University and the Community in the area of service. Activities such as committee memberships and offices held, participation in special education/training programs, outreach activities classroom working and recruitment of students, and working with students outside the classroom should be outlined. Activities demonstrating involvement in community service and commitment to social responsibility should be noted, such as membership in community organizations and volunteer work; also other activities extending the resources of the University to the wider community.

Significant and extended service to professional societies, committees pertaining to higher education formed and appointed by the government, and academic associations; appraisals of manuscripts submitted for publication to university presses or scholarly journals; grant proposals/applications submitted to government agencies or learned and professional societies; review of grant applications submitted to government agencies or learned and professional societies; contribution in event organization; participation in training seminars; pursuing of additional qualification/degrees; etc. will be taken into consideration.

**(Note: A checklist (criteria) for each performance category with indicative rating of each activity/behavior (See Appendix G: Summary of Grading of the Performance Evaluation System) and a Description of Each Behavior (See**

**Appendix H: Performance Evaluation System**) has been developed based primarily on the suggestions made by the faculty, the above basic principles and standards, and the content of the above evaluation categories.)

#### **6.4.4. Rating of Performance**

Performance in each of the above categories is rated according to the following scale:

<b>Truly Outstanding:</b>	<b>5 points</b>
<b>Exceeds Normal Expectations:</b>	<b>4 points</b>
<b>Completely Satisfactory:</b>	<b>3 points</b>
<b>Needs Improvement:</b>	<b>2 points</b>
<b>Below Expectations/Weak Performance:</b>	<b>1 point</b>

#### **6.4.5. Process of Faculty Evaluation**

The interim performance feedback review process will provide the basis for the review of the performance of faculty (and accordingly the special teaching personnel member). In doing so, both the faculty and the administration reaffirm their commitment to the principles of academic freedom.

##### **6.4.5.1. Interim Performance Feedback Review**

- 6.4.5.1.1. The Review will be based on the above stated Evaluation Categories, and will also be related to the University's mission, purpose, strategy and objectives.
- 6.4.5.1.2. Chairpersons of Departments and Deans of Schools are charged with conveying the expectations of #1 to faculty.
- 6.4.5.1.3. **The Interim Performance Feedback Review** (See Appendix L: Interim Performance Feedback) will be used for recording an individual's performance, which will be submitted to the pertinent Department Chairperson by each faculty member or Special Teaching personnel member by **June-July** of the interim year.
- 6.4.5.1.4. **The pertinent Chairperson and the pertinent Dean of School** will carry out jointly the review/assessment of each faculty member or special teaching personnel member. **The Performance Evaluation Scoring Worksheet** (See Appendix J: Performance Evaluation Scoring Worksheet) will be used for assessing Faculty and Special Teaching Personnel (every two years).
- 6.4.5.1.5. All appropriately completed and signed review documents of each faculty or Special Teaching personnel member will be submitted by

the Dean of School to the Review Committee by **10<sup>th</sup> of September**.

- 6.4.5.1.6. **The Review Committee** consists of the pertinent Department Chairperson, the pertinent Dean of School, one high-rank Faculty member per School and a representative of the Administration. The appointed faculty members from each School and the administration representative should review the evaluation documents in the Dean's office prior to the Review Committee meeting. This committee will review the evaluation documents, will give instructions for clarification/remedy in cases of ambiguity, will verify the outcome of the annual review of each faculty member, and will make the final assessment. [It is the right of the evaluated member to refuse the participation of any of the appointed faculty members from each School to be present, irrespective of which Department/School the faculty member is a member. However, the pertinent Department Chairperson and the Dean of School will be coordinating the review of the faculty members of their Department/School]. The outcome of the assessment by the Review Committee would normally be decided by consensus, otherwise by majority. All members of the Review Committee should sign the relevant sections of the **Performance Evaluation Scoring Worksheet** (See Appendix J: Performance Evaluation Scoring Worksheet) by **30 September**.
- 6.4.5.1.7. The pertinent Chairperson and the Dean of School, jointly, will then meet with each faculty member or Special Teaching personnel member under evaluation to discuss the results of the review/assessment by **30 October**. The pertinent Department Chairperson, the Dean of School and the involved faculty member or Special Teaching personnel member should sign the review at the time of their meeting, with the faculty member/Special Teaching personnel member reviewed being able to add comments
- 6.4.5.1.8. All appropriately completed, signed, and verified documents will be submitted by the Dean of each School to the Vice-Rector of Academic Affairs by **15 October**.
- 6.4.5.1.9. **Appeal / Grievance**. A committee consisting of a high-rank academic administrator, a high-rank faculty member and a high-rank external member will investigate all appeals / grievances. These individuals will not be the same as those in the Review Committee.

#### 6.4.6. Quantitative Outcome of Evaluation

The points received by a faculty member or special teaching personnel in the review for each evaluation category is multiplied by the percent weight for that category selected by the faculty member for the specific year. The sum of totals of all categories will be the overall evaluation result (with 0 being the lowest and 5.00 being the highest).

**Example:**

A faculty member selects the following weight, and achieves the following points for each evaluation category:

<b>Teaching:</b>	<b>50% - 4 points</b>
<b>Scholarship/Research:</b>	<b>30% - 3 points</b>
<b>Service to the University, Community, Profession &amp; Self Development:</b>	<b>20% - 3 points</b>

The total for each category will be as follows:

<b>Teaching:</b>	<b>0.50 x 4 = 2.00</b>
<b>Scholarship/Research:</b>	<b>0.30 x 3 = 0.90</b>
<b>Service to the University, Community, and Profession &amp; Self Development:</b>	<b>0.20 x 3 = 0.60</b>

**Total's Sum: 3.50**

**Note:** All provisions of the above system may be modified so that they will conform to the provisions of the Law on Private Universities of 2005 (s. 36.(1)) and the provisions of the Law on Quality Assurance and Accreditation of 2015 (s. 13-(1)).

## 7. COMPENSATION AND FRINGE BENEFITS

The compensation system of the University consists of the following components:

- Annual Salary
- Annual salary increase
- Fringe benefits

### 7.1. Annual Salary

Monthly salary X 13

## **7.2. Annual Salary Increase**

The compensation system of the University promotes incentive and it is based on performance merit and encourages and promotes fairness and justice among employees. It consists of the following:

### **7.2.1. Performance Increase**

- a. IPBP % - Individual Performance - Based Pay (%) increase based on performance evaluation
- b. Bonus - based on performance evaluation and University financial performance/ productivity

## **7.3. Fringe Benefits**

The University provides the following fringe benefits.

- \* **Social Insurance**
- \* **Provident Fund (Retirement Plan)**
- \* **Medical Insurance**
- \* **Paid Maternity Leave**

### **7.3.1. Social Insurance**

Social Insurance contributions for full-time employees as per the Republic of Cyprus Law.

### **7.3.2. Provident Fund**

Contribution as per the University's Provident Fund Charter.

### **7.3.3. Medical Insurance**

Group medical insurance is available to all full-time permanent employees. Medical Forms and Medical Plan Scheme are available at the Department of Human Resources.

### **7.3.4. Paid Maternity Leave**

Full-time female faculty and staff are eligible for maternity leave and benefits as described below:

- **time off work**  
2 weeks prior to expected childbirth, and  
16 weeks recovery after childbirth
- **compensation**  
The female employee will receive 1/4th of her monthly salary during the time she is off (Social Insurance pays 3/4ths of the salary), for a period that does not exceed 18 weeks.



## **8. STAFF ETHICS**

The University places confidence and trust in the integrity and excellence of character of the Employee. It is therefore agreed that each Employee shall, at all times, conduct himself/herself in a manner which is in alignment with the high personal moral and intellectual standards of the University, as those are illustrated in the 'Faculty Handbook' and the University Charter. These standards/principles include the following:

- 8.1. Maintaining just and courteous professional relationships with students, parents, staff members, and others.
- 8.2. Maintaining efficiency and keeping up with the developments in one's field(s) of work.
- 8.3. Placing the education and welfare of students as the first concern of the University, which will require that appointments to positions and promotions be based solely on merit.
- 8.4. Directing any criticism of other staff members or of any department of the University towards the improvement of the University. Such constructive criticism is to be made directly to the particular University administrator who has the administrative authority to improve the situation.
- 8.5. Using properly and protecting all University facilities, equipment, and materials.
- 8.6. Abiding with the DNA Competencies, Qualities and Principles and the Code of Conduct and Ethics (the 'Code').

# **APPENDIX A**

## **INTERNAL REGULATIONS ON FACULTY SELECTION AND APPOINTMENT**

Recognizing the University's commitment to excellence in teaching and research and aiming at ensuring the recruitment, selection, and appointment of faculty members with high potential and ability, as well as at providing support for the continued development of their skills as good teachers and researchers, the Senate adopts the following Faculty Selection Procedures:

### **1. Needs assessment – Advertising vacancy**

- 1.1 Early in the Spring Semester (as a general rule), the Human Resources department (henceforth H.R. department), in consultation with the Vice Rector of Academic Affairs, instructs the Schools to consider possible vacant positions for the forthcoming year.
- 1.2 The decision to employ additional faculty member should be based on the identified departmental/school needs, which ensure that there will be sufficient instructors to support academic programs in the coming year(s). It is additionally based on variables such as projected student population, likely demand for specific programs and anticipated offerings of courses, faculty leave of absence or teaching load reduction due to research and/or pursuit of higher degrees, etc. The faculty vacancies are announced c/o the Department of Human Resources in daily Press and the University webpage.
- 1.3 The pertinent Department Chairperson, with the approval of the Council of the pertinent Department, identifies vacant position(s) and forwards them to the Dean of the School. Consequently, the Dean of the School forwards the Department/School suggestions to the Vice Rector of Academic Affairs. After a consultation between the Vice Rector of Academic Affairs and the H.R. department, the latter makes the final decision. After a final decision has been reached, the pertinent Dean forwards the list with the vacant position(s) to the Rector, for Senate approval. Vacant position(s) should be specific indicating position, desired rank, and specialization.
- 1.4 The H.R. department develops the advertising note and makes all the necessary arrangements for its distribution to the relevant advertising media: including local newspapers, higher education journals, University website as well as through Job Search agencies.
- 1.5 The advertising vacancy requests that the applicants should send a complete dossier, which would ideally include the following documents:
  - a. Cover letter and vita;
  - b. Official transcripts of all undergraduate, graduate and PhD studies;

- c. A research proposal
- d. Candidate's Teaching & Research Portfolio consisting of:
  - Statement of Teaching Philosophy
  - Statement of Research Philosophy
  - Teaching Evaluations (where applicable)
- e. Three external letters of recommendation, preferably from recognized experts in the candidate's field of expertise (submitted independently of the candidate). These can also be from former supervisors or colleagues with whom the applicant has collaborated, preferably over the last five years. The letters should not be from relatives of the applicant.
- f. List of publications and research funding

Note: All of the candidate's minimal qualifications (e.g. Doctorate title) for appointment to the appropriate rank must have been completed, prior to the deadline of the advertised vacancy for the submission of the required dossier, as described above.

## 2. Faculty Selection Committee

2.1 The Dean of the pertinent School, in consultation with the Chairperson of the pertinent Department, forms a Faculty Selection Committee. The establishment of the in question Committee is conducted once the faculty vacancy is announced in the daily Press.

2.2 The Faculty Selection Committee members:

a) The Faculty Selection Committee should consist of a minimum of three full-time faculty members who hold a higher rank to the one the candidate is considered for, except for the rank of Professor, for which the faculty members should hold the rank of Professor. **In the case that the conditions in a School are such, where there are not faculty members available in a higher rank, then the Committee can be constituted by additional Faculty members of another Department/School in a higher rank. In the case that the above provisions are not possible, the Committee can also consist of pertinent Department/School members in an equal, to the one the candidate is considered for, rank.**

b) The Dean of the pertinent School, in consultation with the pertinent Department Chairperson, designate the Chair and the members of the Faculty Selection Committee, which should consist of appropriate academic members (based on the academic discipline of the announced vacancy(ies) and the nominations received).

- c) The Dean of the pertinent School, in consultation with the pertinent Department Chairperson, may designate up to 2 (two) non-voting Department members holding the specialization of the applicant.
- d) The Dean of the pertinent School, in consultation with the pertinent Department Chairperson, may designate external faculty member (s) either from other departments of EUC or from other academic institutions to participate in the Faculty Selection Committee.
- e) The final composition of the Faculty Selection Committee is approved by the Council of the pertinent Department.
- f) The Department Chair may invite Student Representatives to participate in the Demonstration (Demo) Lecture by the candidate.

2.3. Evaluation points (where feasible) for each application are:

- a. Specialization or/and professional activities
- b. Teaching experience / skills
- c. Research
- d. References
- e. Publications
- f. Service to the community/society
- g. National/International academic recognition of accomplishment/ achievements
- h. Teaching potential and communicative abilities
- i. Invitations to teach due to reputation/or/and key note speeches
- j. Evidence of effective postdoctoral, graduate and undergraduate supervision where applicable (theses, projects, and internships).
- k. New courses developed; involvement in curriculum development.
- l. Compliance/Compatibility with the wider University Culture and the suggested 'UE Professor DNA/DNA Competencies'.

2.4. Ensures that selection criteria and methods of assessment are applied consistently for all candidates.

### **3. Acknowledgement of receiving application and application evaluation**

3.1. Applications are submitted to the H.R. department, which acknowledges the receipt of the documents to the applicant. The H.R. department forwards the complete file containing all the documents submitted by the respective applicants to the Department Chairperson through the Dean of the School.

3.2. The Department Chairperson reviews the documentation and if additional information is needed he/she contacts the applicant. A copy of all the

documents submitted by each applicant is distributed to the members of the Faculty Selection Committee.

3.3. The Faculty Selection Committee:

- 3.3.1. Confirms and evaluates the submitted documentation/information/degrees, in terms of their validity;
  - 3.3.2. Ensures that all of the candidate's minimal qualifications (e.g. Doctorate title) for appointment to the appropriate rank were completed, prior to the deadline of the advertised vacancy for the submission of the required dossier;
  - 3.3.3. Reviews and evaluates the applicants' credentials: selects applicants who meet the criteria, eliminates those applicants who are clearly unqualified, and decides on those candidates to invite for an on-campus interview;
- 3.4. In the case of a limited number of suitable candidates, the Faculty Selection Committee can use its discretion to decide to continue or not the selection process. The Faculty Selection Committee, through its Chair, communicates its suggestions to the pertinent Department Chairperson, who informs the Dean of the pertinent School. The pertinent School Dean respectively informs the Vice Rector of Academic Affairs and the H.R. department, as well as the Rector, for Senate approval.
- 3.5. In the case of non-suitable candidates, the Chair of the Faculty Selection Committee informs the pertinent Department Chairperson about the Committee's decision not to recommend any candidate. The Department Chairperson informs the Dean of the pertinent School, who subsequently informs the H.R. department, as well as the Vice Rector of Academic Affairs. The recruitment process is terminated. The H.R. department informs the applicants accordingly and prepares a new advertising vacancy.

**4. On-campus Interviews**

- 4.1. The Faculty Selection Committee through its Chair invites candidates for on-campus interviews.
- 4.2. The interview (max. 1.1/2 hrs) for each candidate is composed of two parts: (a) One part is a discussion mainly focusing on the candidate's research interests, teaching experience, refereed publications, service to the community and academic recognition (See Point 2.3: Evaluation points); whereas (b) the other part consists of a demonstration (demo) lecture (20-30 min), during which the candidate makes a mock-up lecture presentation, on a pre-assigned topic, to the Faculty Selection Committee and possibly Student Representatives of the pertinent department council, who may be invited to participate. The demonstration lecture only applies for the ranks of Lecturer and Assistant Professor.

- 4.3. In case the rank of the position under consideration is that of Professor /or Associate Professor, the Faculty Selection Committee can use its discretion on the nature of the interview.

## **5. Selection and Appointment**

- 5.1. The Faculty Selection Committee evaluates candidates according to the set criteria and makes recommendations according to the policies, as to the acceptability, strengths, and weaknesses of the candidates.
- 5.2. The present, during the meeting, Faculty Selection Committee members, by vote, reach to an agreement on the ranking of suitable candidates. Moreover, prior to making a conclusive hiring suggestion, among the suitable candidates, it is highly advisable that the Faculty Selection Committee reaches to a decision, in regards to the candidate's rank of appointment, based on the 'framework of minimum suggested/expected requirements in Research and Scholarly Publications and/or recognized creative work for Faculty Ranking' (Annex 15 – Appendix A). Additionally, the Faculty Selection Committee, prior to reaching a decision, should take into consideration the potential compatibility of the candidate, in relation to the 'UE Professor DNA/DNA Competencies'.
- 5.3. Each eligible voting member shall have one vote in Committee meetings and Committee elections. In case of a tie, the Chair of the Committee shall cast the winning vote.
- 5.4. The Faculty Selection Committee forwards its report to the Department Chairperson within two months after the approval of the composition of the Committee by the Council of Department. The report includes the following information:
  - a. The number of applications received
  - b. The criteria used in determining the short list
  - c. The names of persons who are not short-listed, followed by relevant comments
  - d. The names of persons who are short-listed and invited for the interview
  - e. The final ranking of the persons that appear in the short list and the committee's recommendation, followed by relevant comments
  - f. The rank of appointment for the person(s) whose hiring is suggested, as well as the discipline in which the applicant(s) is/are suggested.
- 5.5. The Department Chairperson presents the Report of the Faculty Selection Committee to the Department Council during its next meeting, for

approval. Continuing, the decision of the Departmental Council, accompanied by the Faculty Selection Report and all relevant application material, is forwarded to the Dean of the pertinent School, who forwards his/her recommendation, together with the decision of the Council of Department and all documents, to the School Council. The School Council reaches to a decision during its next meeting; whereas the decision of the Council of the School and all documents are forwarded to the Senate via the Rector, within 10 working days after the School Council decision.

- 5.6. The Senate determines that all procedural guidelines have been properly followed. The Senate's approval, together with all documents, is forwarded by the Rector to the University Council.
- 5.7. The Council, after examining the legality of the procedures followed in alignment to the Charter, the Internal Regulations and the relevant Laws, ratifies the decision.

## **6. The H.R. Department**

- 6.1 The decision of the University's Council is forwarded to the H.R. department for appropriate action.
- 6.2. In consultation with the selected candidate and the pertinent Department Chairperson and Dean, the H.R. department clarifies the appointment's starting date and other contract details.
- 6.3. The H.R. department sends an official appointment letter to the selected candidate asking for his/her approval.
- 6.4. Once the candidate's official positive reply has been received and the contract has been signed, the H.R. department sends appropriate letters to unsuccessful candidates and informs the pertinent Department Chairperson and Dean.

## **7. Records**

- 7.1. Full records of the process are kept in the appropriate files of the pertinent School.
- 7.2. In addition, a complete record with the Faculty Selection Report, memorandum(s) of the Department and School decisions, as well as the Curriculum Vitae of the successful applicant(s) is/are also kept by the Office of the Rector/Vice Rector of Academic Affairs and the H.R. department.

## **8. Measures to Prevent Discrimination in Appointments**

Recognizing the desire of the University to prevent discrimination and to be in compliance with the Cyprus and E.U. legislation, the Senate reaffirms the commitment of the University to non-discrimination in employment decisions. Whenever an academic staff vacancy occurs, the following conditions must be observed:

- 8.1. The Faculty Selection Committee gives careful and detailed consideration to all qualified applicants regardless of race, religious beliefs, colour, sex, disability, marital status, age or ancestry.
- 8.2. When interviewing candidates for a vacant staff position, the Faculty Selection Committee, may not request information about religious beliefs, political affiliations, family or marital status, age, ancestry or place of origin or physical disability, which could lead to discriminatory action.



## APPENDIX B

### INTERNAL REGULATIONS ON TEACHING HOURS REDUCTION (THR)

#### Section 1:

##### Policy

- 1.1 The request for a teaching load reduction for funded research and when writing a book must be initiated at the departmental level.
- 1.2 The Teaching Hours Reduction (THR) Form template is available from the INTRANET.
- 1.3 Full-time, permanent faculty and special teaching personnel are eligible to apply.
- 1.4 A request for teaching load reduction associated with the publication of a book will be based on a contract between a publisher and the author. This teaching load reduction will not exceed six (6) credit hours despite the duration of the contract as agreed between the publisher and the author.
- 1.5 The THR Form must be received by the Department Chairperson no later than **May 1<sup>st</sup>** for the Fall Semester, and no later than **October 31<sup>st</sup>** for the Spring Semester, though early applications will better accommodate departmental scheduling.
- 1.6 Applications received after the above set deadlines will be considered only on an exceptional basis and at the discretion of the Department Chairperson.
- 1.7 The final, complete documentation packet (signed and completed hard copy of THR Form and pertinent supporting documents) will be filed in the Department Chairperson's office.
- 1.8 Each faculty member receiving a teaching load reduction is expected to provide a brief report on the project to the Department Chairperson (copied to the School Dean and to the Vice Rector for Research) within one month of the completion of the teaching load reduction period.
- 1.9 During the academic year in which a teaching load reduction has been approved, it is expected that the faculty member will not engage in teaching activities in other academic institutions, unless explicit approval is obtained through the Department Chairperson, School Dean and Vice Rector for Research.

**Section 2:**  
**Procedure**

- 2.1** The applicant should complete a Teaching Hours Reduction (THR) Form (see Attachment A1) electronically and submit it by electronic mail (INTRANET) to the Department Chairperson. Signatures and attached documentation will be added subsequently to hard copy (see 2.5 below or digital signatures may be used).
- 2.2** The THR Form must be received by the Department Chairperson no later than **May 1<sup>st</sup>** for the Fall Semester, and no later than **October 31<sup>st</sup>** for the Spring Semester.
- 2.3** If a teaching load reduction is considered, the Department Chairperson will submit the completed THR Form via electronic mail (INTRANET), along with all pertinent supporting documents to the School Dean for review.
- 2.4** The Dean will review the THR Form and if supported, will forward the complete request to the Vice Rector for Research for review.
- 2.5** The Office of the Vice Rector for Research will produce a hard copy of the THR Form and supporting documentation which the applicant, the Department Chairperson, the School Dean and the Vice Rector for Research will sign. This full set will be filed by the Department Chairperson.
- 2.6** Examination and decision on the applications will be made by an Ad-Hoc Teaching Hours Reduction Committee of the Research Committee of the Senate, consisting of the Vice Rector, the Director of Human Resources and an additional member designated by the Research Committee.
- 2.7** The Ad- Hoc Teaching Hours Reduction Committee's decision will be forwarded to the pertinent Dean of School by **May 31<sup>st</sup>** for the Fall Semester and by **November 30<sup>th</sup>** for the Spring Semester. The Dean will duly notify the Department Chairperson who will notify the applicant.



**Teaching Hours Reduction (THR) Form**

**Instructions:**

This form must be completed and submitted electronically(intranet) to the Department Chairperson no later than **May 1<sup>st</sup>** prior to the effective term of Fall Semester, and no later than **October 31<sup>st</sup>** prior to the effective term of Spring Semester. Documentation will be filed in the Department Chairperson's office.

**Date:** \_\_\_\_\_

**Faculty Name:** \_\_\_\_\_

**Rank:** \_\_\_\_\_

**Department:** \_\_\_\_\_

**School:** \_\_\_\_\_

**Teaching Hours Reduction Requested:**  **one course (3 credit hours)**  
 **two courses (6 credit hours)**  
 **other** \_\_\_\_\_ (please specify)

**Semester(s) for which reduction is requested:** \_\_\_\_\_

**Origin of Assignment/Project/Research (Check One):**

**University:**

**External Source:**  \_\_\_\_\_ (please specify)

**Other:**  \_\_\_\_\_ (please specify)

**Justification for Request :**( Attach documentation)

---

---

---

---

---

(Applicant's Signature—to appear on final hard copy for filing)

**Department Chairperson Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Recommendation (check one):**

THR Approved

THR Not Approved

**Comments:**

---

---

---

\_\_\_\_\_  
(Department Chairperson's Signature—to appear on final hard copy for filing)

**School Dean Name:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Recommendation (check one):**

TLR Approved

TLR Not Approved

**Comments:**

---

---

---

---

\_\_\_\_\_  
(School Dean's Signature—to appear on final hard copy for filing)

**Vice Rector for Research**

**Name:** \_\_\_\_\_

**Date :** \_\_\_\_\_

**Recommendation (check one):**

TLR Approved

TLR Not Approved

**Comments:**

---

---

---

---

---

(Vice Rector`s Signature—to appear on final hard copy for filing)

**DECISION of the Ad- Hoc Teaching Hours Reduction Committee (check one):**

TLR Approved

TLR Not Approved

**Date :**

**Comments:**

---

---

---

---

\_\_\_\_\_  
(Decision will be forwarded to the pertinent Dean of School by May31 for Fall Semester and by November 30<sup>th</sup> for Spring Semester)

## **APPENDIX C**

### **INTERNAL REGULATIONS ON CANCELLATION AND RE-SCHEDULING OF CLASSES AND OFFICE HOURS**

The University, in its continuous effort to improve the services to the student body, and in complying with the Bologna Process requirements concerning internal quality assurance mechanisms, is updating its policy concerning cancellation and re-scheduling of classes and office hours. The University, of course, recognizes that there are special cases in which cancellation of classes and office hours is inevitable for a number of reasons (e.g. illness, participation in conferences, military service). However, according to the syllabi, courses should be taught for a specified number of periods (depending on the number of credits of a course) of 50 minutes each. Therefore, cancelled classes for whatever reason should be re-scheduled to make up for lost time.

#### **1. Class Cancellation and Re-scheduling**

Whenever an absence is known in advance the instructor should complete the appropriate form and submit it, together with suggested re-scheduling arrangements, to his/her Chairperson of Department at least five working days in advance for approval (Dean of School, Vice-Rector(s) and Rector) and consequently forwarded to the Department of Human Resources Management. After approval is obtained, he/she should inform the students about the cancellation of class(es), and make the final re-scheduling arrangements that are approved by the pertinent Chairperson of Department, who keeps an official record of all class cancellations and re-scheduling arrangements in the Department.

Whenever, on account of illness or other emergency, a leave of absence cannot be arranged in advance, the instructor should call and notify the appropriate Department/School office prior to 8:30am on the day of the absence. Failure to do so will result in deduction of pay for each day of non-notification, unless a valid reason can be given for such failure. For more than 1-day absence due to sickness/illness, a doctor's certificate needs to be submitted to the Chairperson of Department (who will keep a copy of it in the Department's record and forward the original certificate to the Department of Human Resources Management).

It must be noted that consistent sick leave of absence without a serious reason may result in negative evaluation and a possible warning notice. In case an instructor receives more than two warnings, it may result in termination of employment. Classes cancelled due to illness or other emergency should be re-scheduled at the earliest possible opportunity following the same procedure as in the case of pre-approved leave of absence. A summary report of all absences should be sent to the Department of

Human Resources Management, with copies to the Office of the Rector, by the Departments/Schools on a monthly basis. This report, submitted by each school at the end of each month, will include the rescheduling arrangements for the cancelled class(es) as well.

In exceptional circumstances, when a class is cancelled for serious personal reasons, irrespective of whether the leave of absence is approved in advance or not, the pertinent Department Chairperson should be informed in strict confidence of the reason of absence.

An official announcement by the Department/School will be placed on the appropriate classroom door for all class cancellations.

### **Office Hours Cancellation and Re-scheduling**

Instructors must also keep their office hours punctually. In emergencies/sicknesses, when an instructor will not be able to observe office hours, the pertinent Chairperson and Department secretary must be informed. All office hour cancellations or changes should be reported to the department of Human Resources Management. An official announcement by the Department/School will be placed on the door of the instructor's office or the adjacent notice board. Office hours missed due to pre-approved leave of absence must be re-scheduled. Every effort should be made to re-schedule office hours missed due to emergency/sickness. It must be noted that consistent cancellations or changes in office hours without a serious reason may result in negative evaluation and a possible warning notice.

### **All the above apply to both full-time and part-time instructors.**

The Dean of School submits a full and detailed report on the implementation of this policy to the Rector within ten days after the end of a semester and of the summer session.

## **2. Internal Regulations on Changes Concerning Class Meeting Hours and Location**

Instructors are not allowed to change class meeting hours of a course. However, if there is an extremely serious reason for changing the meeting hours of a course, permission should be granted by both the Chairperson of Department and the Registrar.

**All the above apply to both full-time and part-time instructors.**

### **3. Internal Regulations on Punctuality Concerning the Duration of Classes**

The University, in its continuous effort to improve the services to the student body, and in complying with the Bologna Process requirements concerning internal quality assurance mechanisms, is updating its policy concerning duration of classes. According to the syllabi, each course should be taught for a specified number of periods of 50 minutes each. This applies to both courses offered during the day and at night. It is the responsibility of instructors to ensure that this obligation of the University is fulfilled.

The Schools/Departments will monitor closely punctuality concerning duration of classes by carrying out random checks (without classroom interference) within the framework of internal quality control. Instructors, who are found not to be punctual in this aspect, will receive a warning notice. In the case an instructor receives more than two warnings, it is possible to result in termination of employment.

**All the above apply to both full-time and part-time instructors.**

The Dean of School submits a full and detailed report on the implementation of this policy to the Rector within ten days after the end of a semester and of the summer session.



## APPENDIX D

### FRAMEWORK OF MINIMUM SUGGESTED/EXPECTED REQUIREMENTS IN RESEARCH AND SCHOLARLY PUBLICATIONS AND/OR RECOGNIZED CREATIVE WORK FOR FACULTY RANKING

	FOR ALL ACADEMIC DEPARTMENTS	SPECIAL PROVISIONS FOR THE ARTS AND MUSIC
<b>LECTURER TO ASSISTANT PROFESSOR</b>	<ul style="list-style-type: none"> <li>• Substantial record of presentations at professional, peer-reviewed national and international conferences.</li> <li>• Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters.</li> <li>• Strong participation in externally funded, peer reviewed research grant (s) or research project (s).</li> <li>• Evidence of contribution to the international research community as this is indicated by reviewing duties in international peer-reviewed journals or in scientific committee of national and international conferences.</li> </ul>	<ul style="list-style-type: none"> <li>• Substantial record of presentations at professional, peer-reviewed national and international conferences, and/or art, music and design festivals or group shows and music clinics.</li> <li>• Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters, online publications, exhibition catalogues, original creative works, live performance of creative works, curated or produced substantial public exhibitions and events.</li> <li>• Strong participation in externally funded, peer reviewed research grant (s) or research project (s) or funded creative works/commissions and artist residencies.</li> <li>• Evidence of contribution to the international research community as this is indicated by reviewing duties in international peer-reviewed journals or in scientific committee of national and international conferences, adjudicator in music and art festival and competitions and</li> </ul>

		<p>member of selection committees.</p> <ul style="list-style-type: none"> <li>• Board membership in national or international professional associations.</li> </ul> <p><b>See Notes 1 and 2 at the bottom of the document</b></p>
<b>ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR</b>	<ul style="list-style-type: none"> <li>• Substantial record of presentations at professional, peer-reviewed national and international conferences.</li> <li>• Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters.</li> <li>• Evidence of substantial research impact on an international level, as this is indicated by citation impact analysis or other means relevant to the specific areas of research</li> <li>• Capacity in achieving research funding as this is indicated by (any or all): <ul style="list-style-type: none"> <li>○ Participation in externally funded, peer reviewed research grant (s) or research project (s).</li> <li>○ Participation in externally funded, international research networks.</li> <li>○ Development, submission, management and coordination of externally funded, peer reviewed research grant (s) or research project (s)</li> </ul> </li> <li>• Substantial record of student project supervisions on both graduate and postgraduate level</li> <li>• Strong evidence of contribution to international research community as this is indicated</li> </ul>	<ul style="list-style-type: none"> <li>• Substantial record of presentations at professional, peer-reviewed national and international conferences, and/or art, music and design festivals or group shows and music clinics and broadcasts.</li> <li>• Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters, online publications, exhibition catalogues, original creative works, live performance of creative works, curated or produced substantial public exhibitions and events</li> <li>• Evidence of substantial research impact on an international level, as this is indicated by citation impact analysis* or other means relevant to the specific areas of research (<i>*Citation impact does not apply to the arts. Please refer to the Research Policy Document for the Arts</i>).</li> <li>• Capacity in achieving research funding as this is indicated by (any or all): <ul style="list-style-type: none"> <li>○ Strong participation in externally funded, peer reviewed research grant (s), research project (s) or funded creative works/commissions and artist</li> </ul> </li> </ul>

	<p>by:</p> <ul style="list-style-type: none"> <li>○ Reviewing duties in international peer-reviewed journals or in scientific committee of national and international conferences</li> <li>○ Membership of the editorial board in refereed international journals</li> </ul>	<p>residencies, awards, competitions or calls for creative works.</p> <ul style="list-style-type: none"> <li>○ Participation in externally funded, international research networks and/or collaborations (i.e. organizations, companies).</li> <li>○ Development, submission, management and coordination of externally funded, peer reviewed research grant (s) or research project (s) or funded creative works/commissions and artist residencies, and/or work as curator and artistic director.</li> <li>• Substantial record of student project supervisions on both graduate and postgraduate level (where applicable).</li> <li>• Strong evidence of contribution to international research community as this is indicated by (any or all): <ul style="list-style-type: none"> <li>○ Reviewing duties in national/international peer-reviewed journals or in scientific committee of national and international conferences</li> <li>○ Membership of the editorial board in refereed national/international journals</li> <li>○ Board membership in national/international professional associations.</li> <li>○ Member in organizing and/or scientific committees of national/international conferences, projects, symposia and festivals.</li> <li>○ Member of jury and/or adjudicator in national and international competitions.</li> </ul> </li> </ul> <p><b>See Notes 1 and 2 at the bottom</b></p>
--	--	--

		<i>of the document</i>
<b>ASSOCIATE PROFESSOR TO PROFESSOR</b>	<ul style="list-style-type: none"> <li>• Substantial record of presentations at professional, peer-reviewed national and international conferences.</li> <li>• Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters.</li> <li>• Evidence of substantial research impact on an international level, as this is indicated by: <ul style="list-style-type: none"> <li>○ Citation impact analysis or other means relevant to the specific areas of research</li> <li>○ Research awards and prizes (including elected fellowships)</li> <li>○ Invitations to participate as a speaker in international research meetings, workshops, and conferences</li> <li>○ Translation(s) of the applicant's research work</li> </ul> </li> <li>• Strong evidence of leadership in achieving research funding as this is indicated by: <ul style="list-style-type: none"> <li>○ Substantial record of participation in externally funded, peer reviewed research grant (s) or research project (s).</li> <li>○ Substantial record of participation in externally funded, international research networks.</li> <li>○ Substantial record of development, submission, management and coordination of externally funded, peer reviewed research grant (s) or research project (s)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Substantial record of presentations at professional, peer-reviewed national and international conferences, and/or art, music and design festivals or group shows and music clinics and broadcasts.</li> <li>• Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters, online publications, exhibition catalogues, original creative works, live performance of creative works, curated or produced substantial public exhibitions and events</li> <li>• Evidence of substantial research impact on an international level, as this is indicated by: <ul style="list-style-type: none"> <li>○ Citation impact analysis or other means relevant to the specific areas of research (<i>*Citation impact does not apply to the arts. Please refer to the Research Policy Document for the Arts</i>).</li> <li>○ Research and/or other awards and prizes (including elected fellowships, prestigious scholarships, design or music competitions)</li> <li>○ Invitations to participate as a speaker in international research meetings, workshops, conferences, exhibitions, and other art, music and design events</li> <li>○ Translation(s) of the applicant's research work</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Substantial record of research supervisory work, as this is indicated by: <ul style="list-style-type: none"> <li>○ Student project or thesis supervisions on taught undergraduate and postgraduate level</li> <li>○ Supervision of doctorate-level candidates</li> </ul> </li> <li>• Strong evidence of contribution to the international research community as this is indicated by (any or all): <ul style="list-style-type: none"> <li>○ Reviewing duties in international peer-reviewed journals and books in publishing houses</li> <li>○ Reviewing duties in international research-funding organizations</li> <li>○ Membership of the editorial board in refereed international journals</li> <li>○ Chairing of international peer-reviewed conferences or serving in national and international conferences' scientific committees</li> </ul> </li> <li>• Strong evidence (as appropriate to the discipline) of significant impact of research transfer / exchange on practice, quality of life or wider social or cultural issues through ongoing engagement with communities or/and stakeholders, as this can be indicated by: <ul style="list-style-type: none"> <li>○ Application of research findings to improve the performance of public organizations e.g. by informing public policy, government, or by engaging with the heritage or cultural sector,</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Strong evidence of leadership in achieving research funding as this is indicated by: <ul style="list-style-type: none"> <li>○ Substantial record of participation in externally funded, peer reviewed research grant (s) or research project (s) or funded creative works/commissions and artist residencies, and/or work as curator and artistic director.</li> <li>○ Substantial record of participation in externally funded, international research networks.</li> <li>○ Substantial record of development, submission, management and coordination of externally funded, peer reviewed research grant (s) or research project (s) or funded creative works/commissions and artist residencies, and/or work as curator and artistic director.</li> </ul> </li> <li>• Substantial record of research supervisory work (where applicable), as this is indicated by: <ul style="list-style-type: none"> <li>○ Student project or thesis supervisions on taught undergraduate and postgraduate level</li> <li>○ Supervision of doctorate-level candidates</li> </ul> </li> <li>• Strong evidence of contribution to the international research community as this is indicated by (any or all): <ul style="list-style-type: none"> <li>○ Reviewing duties in international peer-reviewed journals and books in publishing houses</li> <li>○ Reviewing duties in international research-funding organizations</li> </ul> </li> </ul>
--	---	---

	<p>development of standards and procedures, etc.</p> <ul style="list-style-type: none"> <li>○ Application of knowledge to improve the performance of business, commerce or industry, through consultancy, inventions, intellectual property (patent applications, provisional patents, or patents awarded), and spin-off companies</li> </ul>	<ul style="list-style-type: none"> <li>○ Membership of the editorial board in refereed international journals</li> <li>○ Chairing of international peer-reviewed conferences or serving in national and international scientific committees of conferences, projects, symposia and festivals</li> <li>○ Artistic Director in international and national conferences, projects, symposia and festivals</li> <li>○ Member of jury and/or adjudicator in national and international competitions.</li> <li>● Strong evidence (as appropriate to the discipline) of significant impact of research transfer / exchange on practice, quality of life or wider social or cultural issues through ongoing engagement with communities or/and stakeholders, as this can be indicated by: <ul style="list-style-type: none"> <li>○ Application of research findings to improve the performance of public organizations e.g. by informing public policy, government, or by engaging with the heritage or cultural sector, development of standards and procedures, etc.</li> <li>○ Application of knowledge to improve the performance of business, commerce or industry, through consultancy, inventions, intellectual property (patent applications, provisional patents, or patents awarded), and spin-off companies</li> </ul> </li> </ul> <p><b>See Notes 1 and 2 at the bottom of the document</b></p>
--	---	--

		<p><b>Notes:</b></p> <ol style="list-style-type: none"><li><b>1. In the case that the applicant is a practitioner some of the criteria above may not be applied and extra emphasis should be given on creative work (portfolio, professional work, performances).</b></li><li><b>2. For a more comprehensive analysis, please refer to the <u>Research Policy Document for the Arts</u></b></li></ol>
--	--	---

# APPENDIX E

## SELF – ASSESSMENT ACADEMIC STAFF EVALUATION REPORT

**Teaching Activities** (copy & paste templates for multiple instances, delete templates if not needed):

### TEACHING

#### A) Accessibility, Supervision and Support for Taught courses (.25)

##### Summary of Teaching Load

	Undergraduate courses	Postgraduate courses
Fall semester load (in teaching hours)		
Spring semester load (in teaching hours)		
Summer semester load (in teaching hours)		
Total load (in teaching hours)		
Total no. of students (Fall-Spring-Summer)		
Total no. of new courses taught (Fall-Spring-Summer)		
Students' evaluation weighted average		

##### Supervision of Undergraduate Senior Projects (completed)

Student's Name	Senior Project Title	Completion date

##### Supervision of Postgraduate Senior Projects (completed)

Student's Name	Senior Project Title	Completion date

**Please provide any other comments related to Accessibility, Supervision and Support for Taught Courses including Academic Advising (free text)**



**B) Quality & Effectiveness (Including Instructional Publications) (.45)**

**New/Revised Instructional Publication / Material/Activities/Methodology**

Course Code	New course <input type="checkbox"/> Revised <input type="checkbox"/>
Course Title	
Publication Type (multiple selections allowed)	handouts <input type="checkbox"/> slides <input type="checkbox"/> course manual <input type="checkbox"/> web site <input type="checkbox"/> other (please specify):
Brief Description	Please describe briefly the contents and the objective of the documentation produced:

**Course Development / Revision**

Course Code	
Course Title	
Course Type	elective <input type="checkbox"/> core <input type="checkbox"/>
Activity	new development <input type="checkbox"/> revision <input type="checkbox"/>
Status	in preparation <input type="checkbox"/> submitted <input type="checkbox"/> running <input type="checkbox"/>
Description	

**Program Development / Revision**

Program Title	
Activity	new development <input type="checkbox"/> revision <input type="checkbox"/>
Status	in preparation <input type="checkbox"/> submitted <input type="checkbox"/> running <input type="checkbox"/>
Description	

**Please provide any other comments related to Instructional Innovation / Revision, Course and Program Development/Revision (free text)**

--

### C) Willingness, Cooperation and Flexibility (.30)

Please provide any comments related to Willingness, Cooperation and Flexibility (free text)

--

**Research Activities of last 2 years** (copy & paste templates for multiple instances, delete templates if not needed):

#### Journal Publications

Author(s)	
Title	
Journal	
Impact factor	
Status	submitted <input type="checkbox"/> 1 <sup>st</sup> revision <input type="checkbox"/> 2 <sup>nd</sup> revision <input type="checkbox"/> in print <input type="checkbox"/> published <input type="checkbox"/>
Submission	refereed <input type="checkbox"/> invited <input type="checkbox"/>

If published, please indicate:

Volume	
Pages	
Year	

#### Conference/Symposium/Workshop presentations

Author(s)	
Title	
Conference	
Place/Date	
Status	submitted <input type="checkbox"/> accepted <input type="checkbox"/> presented <input type="checkbox"/>
Submission	refereed <input type="checkbox"/> invited <input type="checkbox"/>

If presented, please indicate:

Pages	
Year	
Funding	Univ. (full) <input type="checkbox"/> Univ. (part) <input checked="" type="checkbox"/> self-funded <input type="checkbox"/> research project <input type="checkbox"/>

#### Research Projects

Title	
Funding Organization	
Role in project	
Status	in writing <input type="checkbox"/> submitted <input type="checkbox"/> in negotiation <input type="checkbox"/> unsuccessful <input type="checkbox"/> running <input type="checkbox"/>

If running, please indicate:

Budget	
Project duration	

### Book Chapters

Author(s)	
Title	
Book	
Editor	
Status	submitted <input type="checkbox"/> 1 <sup>st</sup> revision <input type="checkbox"/> 2 <sup>nd</sup> revision <input type="checkbox"/> in print <input type="checkbox"/> published <input type="checkbox"/>

If published, please indicate:

Pages	
Year	

### Books

Author(s)	
Title	
Publisher	
Status	in writing <input type="checkbox"/> submitted <input type="checkbox"/> in print <input type="checkbox"/> published <input type="checkbox"/>

If published, please indicate:

Pages	
Year	

### Creative Works

Brief Description	Please provide a brief description of the work. Indicate any reviews of the work (if available)
-------------------	---

### Performances

Place	
Date	
Brief Description	Please provide a brief description of the performance. Indicate any reviews of the work (if available)

### Contribution in Research Conference/Event Organization

Event Name	
Role in Organization	

Please provide any comments related to research activities (free text)

--

**University & Professional Activities** (copy & paste templates for multiple instances, delete templates if not needed):

**A. SERVICE TO THE UNIVERSITY, COMMUNITY (.60)**

**Committee Memberships**

Committee name	
Work Accomplished	Please provide a brief summary of the committee work for this academic year:

**Committee Memberships (External Organization)**

Committee name	
Work Accomplished	Please provide a brief summary of the committee work for this academic year:

**Contribution in Event Organization**

Event Name	
Work Accomplished	Please provide a brief summary of your contribution in the event:

**Other Service (including funded activities /work)**

Service Description	
Work Accomplished	Please provide a brief summary of your service to the university:

**Please provide any other comments related to Service to the University, Community (free text)**

--

**B. SERVICE TO THE PROFESSION AND SELF-DEVELOPMENT (.40)**

**Reviewing Activity**

Review type	book <input type="checkbox"/> journal <input type="checkbox"/> conference <input type="checkbox"/> project <input type="checkbox"/>
Book, Journal, Conference, Research Organization Title	
Number of Books, Chapters, Papers, or Projects reviewed	

**Training Activity**

Activity type	

**Please provide any other comments related to Service to the Profession and Self-Development (Life Long Learning) (free text)**

--

# APPENDIX F

## PERFORMANCE CATEGORIES AND BEHAVIORS/ACTIVITIES EVALUATED

### 1. Teaching

#### a. Accessibility, Supervision and Support for Taught Courses

The extent to which the faculty member is available to students outside the classroom for assistance in clarifying difficult concepts, as well as in providing constructive assistance to students for their projects.

#### b. Quality and Effectiveness (including Instructional Publication)

**The adequacy of knowledge in the field of expertise, level of preparedness and effectiveness of delivery/communication of the faculty member in teaching assigned courses, reaching teaching objectives, the ability to create a positive, challenging and stimulating learning environment in the classroom, degree of interest in the students, as well as taking time to answer questions and clarify/explain concepts, punctuality in meeting classes, class cancellation and rescheduling.**

The degree to which the faculty member develops and implements non-traditional instructional methods, including, but not limited to, experiential techniques, interactive processes and multi-media (e.g. business games), as well as the involvement in new /revised instructional publications / material / activities/ methodology, development/ revision of new courses and programs of study, and committee work for program and course development/revision.

#### c. Willingness, Cooperation and Flexibility

The degree to which the faculty member is willing to perform teaching duties asked of him/her in his/her field of expertise, as well as the ability to maintain a positive attitude in working well with others to

develop/participate in inter-disciplinary programs, and achieve the goals and objectives of the Department, the School and the University.

**NOTE:** See also 6.1.1. above.

All above teaching behaviors/activities may be evidenced, among others, through faculty self-evaluation, student evaluations, training certificates, assessment and records kept by the Chairperson of Department and the Dean of School, and/or assessment by the Review Committee. In addition, student interviews (optional and only used for investigating certain events, if necessary), peer review and class observation (by the Chairperson of Department, the Dean of School and two faculty members chosen by the member involved, if requested by the faculty member or teaching personnel member) may be used.

## 2. Research

### Quality and Adequacy of Research

The level/quality and adequacy of intellectual productivity of the faculty member's scholarly/academic research/contributions in refereed journals, international conference proceedings, scholarly books, and other equivalent intellectual contributions, the extent of the effort of the faculty to apply his/her research and attract research grants, as well as the efforts of the faculty member to mentor other less research-experienced faculty (and students) and/or include/encourage them in scholarly work.

**Journal Publications** – In evaluation, the Chairperson of Department and the Dean of School should take into consideration and comment upon the reputation and editorship of journals in which the faculty member has published and the nature of the reviews received for published books. Evaluation of the quality of the publication is essential. For major personnel decisions (e.g., promotion) external evaluation of the publication(s) may be required.

These may be defined as: Paper published in a journal covered by the SCI, SSCI, AHCI core or expanded list. Paper published in a refereed international journal. Published book review, note to the editor, discussion. Book, book chapter or editorship published abroad. Conference paper or abstract presented in the proceeding of an international and refereed conference held regularly. Conference paper or abstract presented in the proceedings of an international conference, International conference organization, working paper/work in progress. Recordings, publications of original or arranged works of music, performances/workshops/ clinics/ master classes presented at international and refereed conferences).

**Conferences/ Symposiums/ Workshop presentations** - The Chairperson of Department and the Dean of School will be expected to evaluate such presentations on a similar basis to publications in learned journals - that is, taking into consideration the extent of external peer review before acceptance of the paper and the prestige associated with having a paper accepted for presentation at that meeting.

**Research Projects** – In evaluating faculty members' funded research activity, the Chairperson and the Dean of School should take into consideration the aggressiveness with which the faculty members have sought out research opportunities (considering their availability of opportunities in their fields), the effectiveness with which faculty members have met the requirements established by the funding agency, the effectiveness with which the faculty members have worked with graduate assistants and colleagues, and the leadership which faculty members have provided on particular grants (as principal investigators, co-principal investigators, or major participants).

**Books and Book Chapters** - The Chairperson of Department and the Dean of School will be expected to evaluate such endeavors on a similar basis to publications in learned journals - that is, taking into consideration the extent of external peer review before publication of book/book chapter and the prestige associated with having a book/book chapter published.



**Creative works/Performances** – The Chairperson of Department and the Dean of School should take into consideration the amount of creative works/performances as well as reputation, comments and reviews received.

**Contribution in Research Conference/Event Organization** – The Chairperson of Department and the Dean of School should take into consideration the work and effort put in to organizing and heading research conferences as well as organizing events.

**NOTE:** See also 6.1.2 above.

All above Research behaviors/activities may be evidenced, among others, through faculty self-evaluation (including documentation) and assessment by the Chairperson of Department, the Dean of School and the Review Committee.

The Chairperson of Department, the Dean of School and the Review Committee might take into consideration the individual's performance of Research for the year prior to the year under evaluation. However, one form of research per year will be a minimal requirement for each faculty member, together with an interim research/scholarship progress report of the academic year under evaluation.

3. **Service to the University, Community and Profession and Self-Development**

a. **Service to the University, Community**

The number of committees, the intensity of work on committees and the chairing of committees. The degree of involvement as sponsor of student organizations/clubs, working with students outside the classroom, participation in activities and events sponsored by European University Cyprus, recruitment of students, publicity, and other contribution toward the improvement of the Department/School/University.

The level and quality of the faculty member's contributions to organizations in the external community. Membership, office held, service on board of directors, volunteer work, promoting the University to the wider community, organization/coordination of lecturers, contribution in event organization, conferences and workshops, public appearance (mass media, lectures and speeches), other service (including funded activities/work), consulting - approved by the University, and other service rendered to the Community.

b. Service to the Profession and Self-Development

**The degree and level of participation and involvement in professional organizations/associations. The degree to which the faculty member strives for continuous improvement in his/her teaching effectiveness and/or level of research by attending professional self-development seminars, training activities, through involvement with professional associations and/or reading of current literature, and by keeping up with developments, changes, and innovations in his/her disciplines(s) to stay current and be on the cutting edge of thinking in his/her field. Other service rendered to the Profession and to Self-Development.**

NOTE: See also 6.1.3 above.

All above Service behaviors/activities may be evidenced, among others, through faculty self-evaluation and observation and assessment by the Chairperson of Department, the Dean of School and the Review Committee.

## APPENDIX G

### SUMMARY OF GRADING OF THE PERFORMANCE EVALUATION SYSTEM

#### Points on Specific Rating Class

<u>Evaluation Category</u>						
	Truly Outstanding	Exceeds Normal Expectations	Completely Satisfactory	Needs Improvement	Below Expectations Weak Performance	
<b><u>TEACHING</u></b>						<b><u>WEIGHT</u></b>
Accessibility, Supervision and Support for Taught Courses	5	4	3	2	1	0.25
Quality and Effectiveness (including Instructional Publications)	5	4	3	2	1	0.45
Willingness/Cooperation/Flexibility	5	4	3	2	1	0.30
					<b>TOTAL TEACHING</b>	1.00
<b><u>RESEARCH</u></b>						<b><u>WEIGHT</u></b>
Quality/Adequacy of Research (Published Research, Journal Publications, Conference/Symposium/Workshop presentations, Research Projects, Books/Book chapters, Creative Works, Performances, Contribution in research conference/Event organization, Papers submitted)	5	4	3	2	1	1.00
					<b>TOTAL RESEARCH</b>	

<b>SERVICE</b>						<b>WEIGHT</b>
<b>Service to the University, Community</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	0.60
<b>Service to the Profession and Self-Development</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	0.40
					<b>TOTAL SERVICE</b>	1.00

## APPENDIX H

### PERFORMANCE EVALUATION SYSTEM

<b>TEACHING: Accessibility / Supervision and Support for Taught Courses (25 percent of Teaching score)</b>		<b>Behavior Evaluated:</b> The extent to which the faculty member is available to students outside of class for assistance in clarifying difficult concepts, as well as providing constructive assistance to students for their projects. The consistency of maintaining office hours.	
<b>Rating</b>		<b>Points</b>	<b>Description of Behavior</b>
1.	Truly Outstanding	5	The faculty member consistently maintains office hours and is available to meet with students. She/he is readily accessible to assist with students' questions or problems. The faculty member demonstrates a highly positive attitude towards students. He/she is both willing and capable of providing superior advising that is thorough and consistently accurate.
2.	Exceeds Normal Expectations	4	The faculty member is accessible to students during office hours and often outside of office hours by appointment. She/he is willing to help students and provides complete and accurate advising for students.
3.	Completely Satisfactory	3	The faculty member is accessible to students during office hours and sometimes by appointment beyond office hours. She/he provides complete and accurate advising for students.
4.	Needs Improvement	2	The faculty member is not always accessible to students during office hours and may occasionally avail himself/herself to meet with students outside of office hours. Advising is not always complete and accurate.
5.	Below Expectations/Weak Performance	1	The faculty member may or may not be accessible to students outside of class, even during office hours. The attitude toward meeting with students is more one of inconvenience than of responsibility. The faculty member's attitude toward assisting students as well as his/her quality of advising is unacceptable.
<b>TEACHING: Quality and Effectiveness (45 percent of Teaching score)</b>		<b>Behavior Evaluated:</b> The adequacy of knowledge in the field of expertise, level of preparedness and effectiveness of delivery/communication of the faculty member in teaching assigned courses, reaching teaching objectives, the ability to create a positive, challenging and stimulating learning	

		environment in the classroom, instructional publications such as course manual, degree of interest in the students, as well as taking time to answer questions and clarify/explain concepts, punctuality in meeting classes, class cancellation and rescheduling.	
Rating		Points	Description of Behavior
1.	Truly Outstanding	5	<p>The faculty member is an outstanding teacher who consistently demonstrates thorough and current knowledge of his/her field of expertise. She/he always comes to class prepared and uses effective traditional and non-traditional teaching methods and techniques. The faculty member takes definite measures to make the subject interesting and to create an environment conducive to learning. He/she shows the highest degree of interest in the students, taking time to answer questions and clarify/explain concepts.</p> <p>The faculty member is perceived as setting high standards for students' performance, while being fair and consistent in testing and grading.</p> <p>The faculty member consistently develops and/or utilizes innovative instructional methods, including but not limited to, experiential techniques, interactive processes and multi-media (provided the University provides such facilities and are in compliance with Ministry of Education directives and relevant legislation). He/she is engaged in new course development and/or on-going review and updating of existing courses</p>
2.	Exceeds Normal Expectations	4	<p>The faculty member is an excellent and dedicated teacher who is knowledgeable of his/her field of expertise and comes to class prepared. She/he is effective in the delivery of the material and demonstrates interest in students having a positive and learning classroom experience. Students feel that tests are relevant to the material covered in class and that the faculty member is impartial in grading and student performance evaluation. The faculty member effectively incorporates innovative methods in teaching his/her classes and engages in on-going review and updating of existing course material. He/she voluntarily avails himself/herself in development/revision of new/existing programs.</p>
3.	Completely Satisfactory	3	<p>The faculty member is fairly effective in the classroom and demonstrates knowledge of the subject and preparation for each class. Delivery of the material is fairly effective, but allows limited interaction with the students. Testing and grading are perceived as mostly fair, but students feel they could be challenged more.</p> <p>The faculty member occasionally uses innovative methods in the classroom and periodically reviews and updates existing course material and participate in program development/revision.</p>
4.	Needs Improvement	2	<p>The faculty member shows no evidence of being an effective teacher. She/he does not demonstrate a thorough knowledge of the subject and is not always prepared for class. His/her delivery is less than effective and allows for little or no student interaction. She/he does not portray a high degree of interest in the students' learning and is not concerned about a positive classroom experience. Students often feel he/she is not interested in teaching. Tests are not always relevant to the subject and there is some confusion over grading.</p> <p>The faculty member shows no evidence of instructional innovation in the classroom but is willing to pursue new techniques when instructed. He/she may also (but not</p>

			enthusiastically) get involved in program development/revision when asked
5.	Below Expectations/Weak Performance	1	The teaching performance of the faculty member is totally unacceptable. He/she needs improvement in all areas and shows little or no interest or motivation in doing so. Students do not feel they are learning anything from the classroom experience and the faculty member's delivery is uninteresting. Tests and grading are perceived as unfair and inconsistent The faculty member is void of instructional innovation and has no motivation to engage in such activities as well as program development/revision.
<b>TEACHING: Willingness/Cooperation/ Flexibility (30 percent of Teaching score)</b>		<b>Behavior Evaluated:</b> The degree to which the faculty member is willing to perform teaching duties asked of him/her in his/her field of expertise, as well as the ability to maintain a positive attitude in working well with others to develop/participate in inter-disciplinary programs, and achieve the goals and objectives of the Department, School and the University.	
<b>Rating</b>		<b>Points</b>	<b>Description of Behavior</b>
1.	Truly Outstanding	5	This faculty member is truly a team player. She/he not only demonstrates the willingness and flexibility to take on a variety of teaching assignments in his/her field of expertise or integrating inter-disciplinary work, but she/he often volunteers to do so when aware of the need and without being asked. She/he demonstrates a willingness to "do what it takes" in helping to meet the goals of his/her School/Department/European University Cyprus. She/he also demonstrates the extraordinary ability to work with others to accomplish assigned tasks. She/he cultivates and maintains positive relationships with others within/across schools/departments, avoiding politics or coalitions.
2.	Exceeds Normal Expectations	4	The faculty member willingly and enthusiastically takes on assigned teaching responsibilities when asked. She/he usually puts the school's/department's/Cyprus University's needs above his/her own needs and strives to get along with others.
3.	Completely Satisfactory	3	When asked, the faculty member will take on a variety of teaching assignments without complaints. He/she is generally respectful of others within/across schools/departments and displays self-control when dealing with others.
4.	Needs Improvement	2	The faculty member resists performing teaching duties beyond those normally assigned to him/her. Because she/he tends to be focused more on personal needs than the goals of the school/department/Cyprus University, she/he is not a team player and may attempt to distract others from being so.
5.	Below Expectations/Weak Performance	1	The faculty member refuses to take on teaching

			assignments beyond those normally assigned to him/her. She/he spreads dysfunctional rumors and gossips about others or about the policies/goals of the University/school/department and creates a "us-them" atmosphere.
<b>RESEARCH: Quality/Adequacy of Research (Published Research, Journal Publications, Conference/Symposium/Workshop presentations, Research Projects, Books/Book chapters, Creative Works, Performances, Contribution in research conference/Event organization, Papers submitted)</b>		<b>Behavior Evaluated:</b> The level/quality and adequacy of intellectual productivity of the faculty member's scholarly/academic research/contributions in refereed journals, international conference proceedings, scholarly books, and other equivalent intellectual contributions, the extent of the effort of the faculty to apply his/her research and attract research grants, as well as the efforts of the faculty member to mentor other less research-experienced faculty (and students) and/or include/encourage them in scholarly work.	
<b>Rating</b>		<b>Points</b>	<b>Description of Behavior</b>
1.	Truly Outstanding	5	The faculty member is an outstanding researcher and contributor to the research mission of the School. He/she has exceeded the minimum research requirements for publications in refereed journals (or equivalent intellectual contributions consisting of any combinations of the following: international conference proceedings & published presentations; first edition scholarly books; chapters in books; invited articles; or grants funded). In addition, the faculty member consistently seeks out and works with junior/less research experienced faculty to help them become more productive in the area of intellectual contributions.
2.	Exceeds Normal Expectations	4	The faculty member is a good researcher interested in contributing to the research mission of the School. Has met the minimum research requirements for publication in refereed journals. Other intellectual contributions may consist of any combinations of the following over the past three/four calendar years: international conference proceedings/published presentations; second edition scholarly books; online supplements of scholarly books; chapters in books; invited articles; or grants funded. In addition, the faculty member willingly and enthusiastically works with junior/less research experienced faculty to help them enhance their intellectual contributions
3.	Completely Satisfactory	3	The faculty member is not outstanding in the area of scholarly productivity, has not met the minimum research requirements, but has contributed to the research mission of the University/School through: international conference papers accepted or presented; rewrite and re-submit of journal articles; chapters published in books; book reviews; published instructor's manual, workbook or study guide; online supplements of scholarly books. In addition, the faculty member willingly works with junior/less research experienced faculty to help them enhance their intellectual contributions.



4.	Needs Improvement	2	The faculty member has not contributed to the research mission of the University over the last two /three calendar years, but he/she has demonstrated efforts to do so through submission of journal articles to non-refereed journals and/or has demonstrated efforts to gain competence in scholarly research through attendance at seminars, workshops, etc. In addition, the faculty member willingly works with other faculty in an effort to mentor them or include them in scholarly work.
5.	Below Expectations/Weak Performance	1	The faculty member has not contributed to the research mission of the University, and he/she has demonstrated no efforts to gain competence in scholarly research. In addition, the faculty member has not worked with other faculty in an effort to mentor them or include them in scholarly work.
<b>SERVICE: Service to the University, Community (60 percent of Service score)</b>		<b>Behavior Evaluated:</b> The number of committees, the intensity of work on committees and the chairing of committees. The degree of involvement as sponsor of student organizations/clubs, working with students outside the classroom, participation in activities and events sponsored by Cyprus University, recruitment of students, publicity, and other contribution toward the improvement of the Department/School/University. The level and quality of the faculty member's contributions to organizations in the external community. Membership, office held, service on board of directors, volunteer work, promoting the University to the wider community, organization/coordination of lecturers, conferences and workshops, public appearance (mass media, lectures and speeches), consulting - approved by the University, and other service rendered to the Community Activities.	
<b>Rating</b>		<b>Points</b>	<b>Description of Behavior</b>
1.	Truly Outstanding	5	<p>The faculty member serves on multiple standing and/or ad hoc committees and consistently attends meetings. She/he chairs at least one of these committees. He/she enthusiastically volunteers for multiple service involvement (e.g., sponsorship of a student association, consistent participation in and attendance at School/University activities and events). She/he volunteers for special assignments that arise and are beyond the scope of regular, routine service expectations.</p> <p>The faculty member is outstanding in both the quantity and quality of community activities/projects. She/he willingly volunteers to provide professional services(both on a fee basis and/or pro-bono) to organizations utilizing his/her expertise. Activities may include, but are not limited to, consulting services, advising services, training services, meetings with groups, service on board of directors, and carrying out special projects of an economic development nature. She/he readily responds to the request from the community fro assistance and is much sought after for his/her expertise.</p>
2.	Exceeds Normal Expectations	4	The faculty member serves on multiple committees. He/she has not served as chair during the calendar year. She/he attends meetings regularly. The faculty

			member willingly volunteers to participate in and/or attend most School/University activities and events The faculty member willingly and enthusiastically provides professional service when asked by the Dean/Department chair and performs these services in an outstanding manner. She/he willingly undertakes a variety of activities and projects when sought by the external community.
3.	Completely Satisfactory	3	The faculty member serves on at least one committee. She/he attends meetings regularly and contributes to the work of the committee. The faculty member, when asked, participated in some service activities of the University/School over the calendar year The faculty has been involved in some community projects/activities over the past years utilizing his/her professional expertise.
4.	Needs Improvement	2	The faculty member serves on at least one committee that has met on numerous, but infrequent occasions but has not produced tangible results. The faculty member, when asked, has participated in minimum service activities of the University/School over the calendar year. The faculty has been involved in very few community projects/activities over the past few years utilizing his/her professional expertise.
5.	Below Expectations/Weak Performance	1	The faculty member does not serve on any committee, or serves on a committee that has met on a limited basis or not at all, and/or has produced no tangible outcomes of its meetings. The faculty member has not participated in any service activities of the University/School over the calendar year. The faculty has not been involved in any community projects/activities over the past year utilizing his/her professional expertise.
<b>SERVICE: Service to the Profession and Self-Development (40 percent of Service score)</b>		<b>Behavior Evaluated:</b> The degree and level of participation and involvement in professional organizations/associations. The degree to which the faculty member strives for continuous improvement in his/her teaching effectiveness and/or level of research by attending programs, courses and professional self-development seminars, through involvement with professional associations and/or reading current literature, and by keeping up with developments, changes, and innovations in his/her disciplines(s) to stay current and be on the leading edge of thinking in his/her field. Other service rendered to the Profession and to Self-Development.	
<b>Rating</b>		<b>Points</b>	<b>Description of Behavior</b>
1.	Truly Outstanding	5	The faculty member holds membership in multiple professional organizations/associations and consistently attends meetings. She/he served in various capacities over the calendar year, as an

			officer, program chair, session chair, paper reviewer or other special assignments or projects such as surveying members, site selection committee or other committee member. The faculty member is strongly self-motivated toward continuously improving his/her teaching effectiveness through attending training schemes/programs and professional self-development seminars, through involvement with professional associations and/or reading current literature (provided financial support/time off are given). She/he consistently keeps up with developments, changes, and innovations in his/her disciplines(s) to ensure she/he stays current and is on the frontier of his science and on the leading edge of thinking in his/her field.
2.	Exceeds Normal Expectations	4	The faculty member holds membership in at least one professional organization/association and consistently attends meetings. Over the calendar year, she/he served in at least two capacities as an officer, session chair, paper reviewer or other special assignment. The faculty member demonstrates a willingness to engage in self-development activities made available to him/her, such as attend training schemes/programs. She/he remains abreast of knowledge and developments in her/his discipline(s).
3.	Completely Satisfactory	3	The faculty member holds membership in at least one professional organization/association. Over the calendar year, she/he served in at least one capacity as program chair, session chair, paper reviewer or other special assignment. The faculty member will engage in self-development opportunities when encouraged and/or supported by the University/School/Department, and attempts to keep current in his/her field.
4.	Needs Improvement	2	The faculty member holds membership in at least one professional organization/association and has attended its meetings over the calendar year. Even when asked/suggested/encouraged to engage in self-development, the faculty member shows little interest in refining his/her professional skills or keeping up with changes in his/her field.
5.	Below Expectations/Weak Performance	1	The faculty member does not maintain membership in professional organizations/associations, or if she/he does, has not attended any of its meetings or participated in any way over the calendar year. The faculty member's professional skills are weak and his/her knowledge is not current. Further, she/he refuses to engage in professional self-development even when made available to him/her and/or supported by the University/School/department.

# APPENDIX I

## PERFORMANCE EVALUATION SYSTEM

### ACTIVITIES PLAN

Academic Years: 20\_\_ – 20\_\_

NAME: .....

DEPT: ..... SCHOOL: .....

All areas of faculty and teaching personnel activities / behaviors included in the annual performance evaluation must be included in a plan for the upcoming academic year. The total weight must equal 100%, as follows:

#### 1. Faculty

<u>Evaluation Category</u>	<u>Weight Range</u>	<u>Selected Weight</u>
Teaching	30% - 60%	_____
Research	30% – 60%	_____
Service to the University, Community and Profession, and Self-Development	10% - 30%	_____
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

#### 2. Special Teaching Personnel (Instructors and Senior Instructors) Weight Factors

<u>Evaluation Category</u>	<u>Weight Range</u>	<u>Selected Weight</u>
Teaching	60% - 80%	_____
Research	0% – 30%	_____
Service to the University, Community and Profession, and Self-Development	10% - 30%	_____
<b>TOTAL</b>	<b>100%</b>	<b>100%</b>

(Note: Teaching Personnel who receive teaching load reduction for research and/or doctoral studies will be evaluated as Faculty members. Teaching Personnel with 18 credit hour teaching load per semester can select a weight up to 90% for Teaching.)

At the completion of the evaluation period, both faculty and teaching personnel must submit to the Chairperson documentation that supports and reflects their performance.

# APPENDIX J

## PERFORMANCE EVALUATION SCORING WORKSHEET

ACADEMIC YEARS 20.... – 20...

SCHOOL OF .....

DEPT. OF .....

### PERFORMANCE EVALUATION SCORING WORKSHEET

<b>NAME OF FACULTY MEMBER/SPECIAL TEACHING PERSONNEL EVALUATED</b>	
--	--

<b>DATE OF EVALUATION</b>	
---------------------------	--

<b>CHAIRPERSON</b>	
--------------------	--

<b>DEAN OF SCHOOL</b>	
-----------------------	--

<b>EVALUATION CATEGORY</b>	<b>Truly Outstanding</b>	<b>Exceeds Normal Expectations</b>	<b>Completely Satisfactory</b>	<b>Needs Improvement</b>	<b>Below Expectations/ Weak Performance</b>
----------------------------	--------------------------	------------------------------------	--------------------------------	--------------------------	---

**1. Teaching**

**Weights Total**

<b>A. Accessibility, Supervision and Support for Taught Courses</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0.25</b>	
---	----------	----------	----------	----------	----------	-------------	--

**Comments:**

--

<b>B. Quality and Effectiveness including Instructional Innovation</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0.45</b>	
--	----------	----------	----------	----------	----------	-------------	--

**Comments:**

--

						<b>Weights</b>	<b>Total</b>
<b>C. Willingness / Cooperation / Flexibility</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>0.30</b>	

**Comments:**

**TOTAL TEACHING**

**Multiply score of each dimension with dimension's weight and record the answer to dimension Total Box. Then add all totals for each dimension and record in the Total Teaching Box**

**Comments for Teaching:**

## PERFORMANCE EVALUATION SCORING WORKSHEET

<b>EVALUATION CATEGORY</b>	Truly Outstanding	Exceeds Normal Expectations	Completely Satisfactory	Needs Improvement	Below Expectations/ Weak Performance
--------------------------------	----------------------	-----------------------------------	----------------------------	----------------------	---

### 2. Scholarship / Research Activities (for the current Academic year)

	Weights					Total
Quality/Adequacy of Research (Published Research, Journal Publications, Conference/Symposium/Workshop presentations, Research Projects, Books/Book chapters, Creative Works, Performances, Contribution in research conference/Event organization or any other form of artistic activity and research, Papers submitted)	5	4	3	2	1	1.00

Comments for Research:

#### TOTAL RESEARCH

Multiply score of each dimension with dimension's weight and record the answer to dimension Total Box. Then add all totals for each dimension and record in the Total Research Box



## PERFORMANCE EVALUATION SCORING WORKSHEET

EVALUATION CATEGORY	Truly Outstanding	Exceeds Normal Expectations	Completely Satisfactory	Needs Improvement	Below Expectations/ Weak Performance
------------------------	----------------------	-----------------------------------	----------------------------	----------------------	---

### 3. Service

						Weights	Total
A. Service to the University, Community	5	4	3	2	1	0.60	

**Comments:**

B. Service to the Profession and Self-Development	5	4	3	2	1	0.40	
---	---	---	---	---	---	------	--

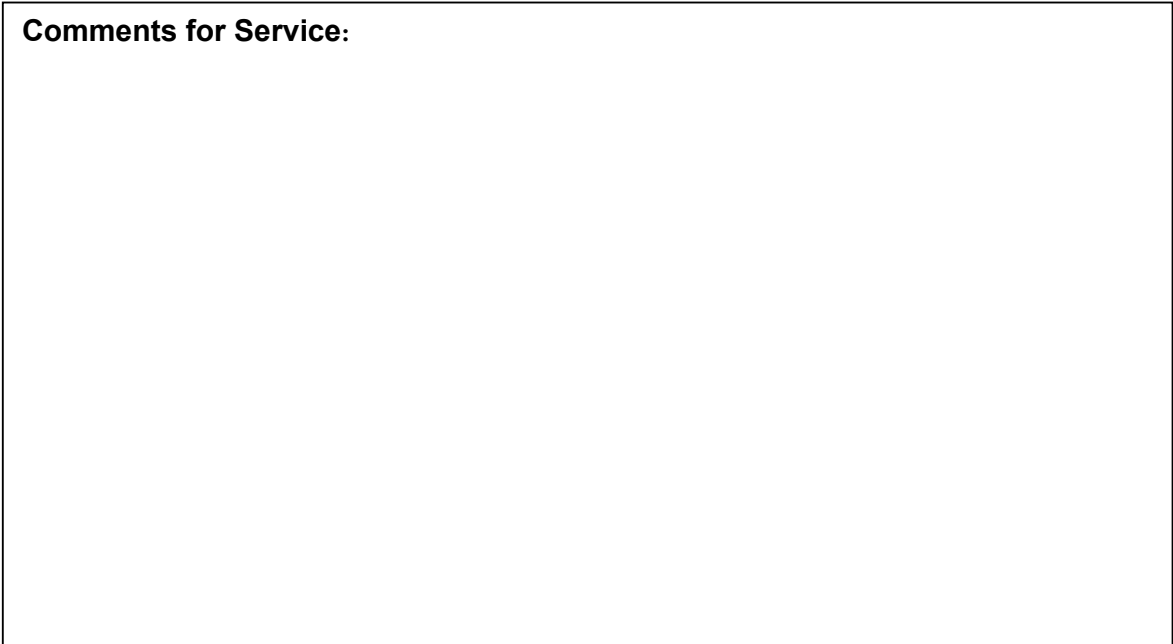
**Comments:**

**TOTAL SERVICE**

**Multiply score of each dimension with dimension's weight and record the answer to dimension Total Box. Then add all totals for each dimension and record in the Total Service Box**




**Comments for Service:**



## OVERALL PERFORMANCE SCORE

### OVERALL PERFORMANCE SCORE

(Copy Total scores for each Evaluation Category and multiply by the Selected weight for each Evaluation Category)

Overall Adjusted Score	Total Score X	Weight	= Adjusted Score	
<b>Teaching</b>				
<b>Scholarship/Research</b>				
<b>Service</b>				

**Comments for Overall Performance (e.g. in terms of DNA competencies):**

What behaviors of the faculty member/teaching personnel are particularly effective and should be continued?

**What should the faculty member/teaching personnel start doing, stop doing, or do differently?**

**Chairperson's Signature:** .....

**Date:** .....

**Dean's Signature:** .....

**Date:** .....















**Summary of Review Committee:**

.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....
.....

<b>Name:</b> .....	<b>Signature:</b> .....	<b>Date:</b> .....
<b>Name:</b> .....	<b>Signature:</b> .....	<b>Date:</b> .....
<b>Name:</b> .....	<b>Signature:</b> .....	<b>Date:</b> .....
<b>Name:</b> .....	<b>Signature:</b> .....	<b>Date:</b> .....
<b>Name:</b> .....	<b>Signature:</b> .....	<b>Date:</b> .....
<b>Name:</b> .....	<b>Signature:</b> .....	<b>Date:</b> .....

**TO BE COMPLETED BY FACULTY MEMBER/SPECIAL TEACHING PERSONNEL BEING EVALUATED**

- Given my contribution to the Department/School/European University Cyprus, I Agree/Disagree with my performance evaluation.

.....  
.....  
.....  
.....  
.....  
.....

- I understand why I was evaluated the way I was.

.....  
.....  
.....  
.....  
.....  
.....

- What can the Department/School/University do to help you improve your performance?

.....  
.....  
.....  
.....  
.....  
.....

**Faculty Member/Special Teaching Personnel's Signature:**

.....

**Date:** .....

# APPENDIX K

## Performance Evaluation Scoring Worksheet (Faculty and STP Members on Probation)

Faculty Member's Name:	
Rank and Title:	
School:	
Department:	
Review Period:	

5_ Truly outstanding:	Performance is consistently superior and significantly exceeds position requirements.	5_ Truly outstanding	4_ Exceeds Normal Expectations	3_ Completely Satisfactory	2_ Needs Improvement	1_ Below Expectations/Weak	N/A_ Not Applicable
4_ Exceeds Normal Expectations:	Performance frequently exceeds position requirements.						
3_ Completely Satisfactory:	Performance consistently meets position requirements.						
2_ Needs Improvement:	Performance meets some, but not all position requirements.						
1_ Below Expectations/Weak:	Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.						
N/A_ Not Applicable:	Employee has not been in position long enough to have demonstrated the essential elements of the position and will be reviewed at a later agreed upon date.						

TEACHING							
Please indicate the appropriate score by ticking the box (5 being the highest and 1 being the lowest)						Total	
•Quality & Effectiveness of teaching (including Instructional publication, course outlines, Exams & Final Grade Rosters)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Brief comments:</i>							
•Instructional innovations, course & program development/revision	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Brief comments:</i>							
•Accessibility, supervision and support for taught courses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Brief comments:</i>							
•Willingness/ cooperation/ flexibility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Brief comments:</i>							
•Organization, effectiveness and efficiency in student advising	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Brief comments:</i>							
<i>Comments for TEACHING:</i>							
TOTAL TEACHING: Please add the total from each part and record the sum in the Total Teaching Box.							

5_Truly outstanding:	Performance is consistently superior and significantly exceeds position requirements.	5_Truly outstanding	4_Exceeds Normal Expectations	3_Completely Satisfactory	2_Needs Improvement	1_Below Expectations/Weak	N/A_ Not Applicable
4_Exceeds Normal Expectations:	Performance frequently exceeds position requirements.						
3_Completely Satisfactory:	Performance consistently meets position requirements.						
2_Needs Improvement:	Performance meets some, but not all position requirements.						
1_Below Expectations/Weak:	Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.						
N/A_ Not Applicable:	Employee has not been in position long enough to have demonstrated the essential elements of the position and will be reviewed at a later agreed upon date.						

--	--

**SCHOLARSHIP/ RESEARCH ACTIVITIES**

Please indicate the appropriate score by ticking the box (5 being the highest and 1 being the lowest) Total

<ul style="list-style-type: none"> <li>•Quality/ Adequacy of Research (Published Research, books, Conference/ Symposium/ Workshop presentation, Journal publication, book chapter, research project, creative work and performance, research grants received and mentorship).</li> </ul>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
--	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--------------------------	--

*Comments for RESEARCH:*

TOTAL RESEARCH: Add total in the Total Teaching Box.	
--	--

5_Truly outstanding:	Performance is consistently superior and significantly exceeds position requirements.	5_Truly outstanding	4_Exceeds Normal Expectations	3_Completely Satisfactory	2_Needs Improvement	1_Below Expectations/Weak	N/A_ Not Applicable
4_Exceeds Normal Expectations:	Performance frequently exceeds position requirements.						
3_Completely Satisfactory:	Performance consistently meets position requirements.						
2_Needs Improvement:	Performance meets some, but not all position requirements.						
1_Below Expectations/Weak:	Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.						
N/A_ Not Applicable:	Employee has not been in position long enough to have demonstrated the essential elements of the position and will be reviewed at a later agreed upon date.						

**SERVICE**

Please indicate the appropriate score by ticking the box (5 being the highest and 1 being the lowest)							Total
•Service to the University <i>Brief explanation:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
•Service to the community <i>Brief explanation:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
•Service to the profession and self-development <i>Brief explanation:</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<i>Comments for SERVICE:</i>							
TOTAL SERVICE: Please add the total from each part and record the sum in the Total Teaching Box.							

### Overall Performance Score

Copy Total scores for each Evaluation Category

	Total Score		Overall Score
Teaching		→	
Scholarship/Research		→	
Service		→	

### To be completed by the Chairperson of the Department and Dean of the School

- Faculty has successfully completed the probation period
  
- Faculty's probation has been extended to a period of
  
- Faculty has not completed probation successfully and termination is recommended (Consult with Human Resources Department)

Recommendation(s):

Chairperson's Signature:

Date:

Commends/Observations:

Recommendation(s):

Dean's Signature:

Date:

# APPENDIX L

## INTERIM PERFORMANCE FEEDBACK

Faculty

Name: .....

School: .....

Department:.....

Areas or/and objectives set jointly by the Dean, Chairperson and the evaluated Faculty member for action and development in the next two academic years	Interim Feedback and Resetting of Objectives	<u>Comments</u>
<u>Teaching:</u>	<u>Teaching:</u>	
<u>Research:</u>	<u>Research:</u>	
<u>Service to: the University, the Community, the Profession and Self -Development:</u>	<u>Service to: the University, the Community, the Profession and Self -Development:</u>	
<u>Other (eg. 'UE Professor DNA/DNA Competencies')</u> :	<u>Other (eg. 'UE Professor DNA/DNA Competencies')</u> :	
<u>Signatures:</u> <b>Dean:</b> ..... <b>Chairperson:</b> ..... <b>Faculty Member:</b> .....  <b>Date:</b> .....	<u>Signatures:</u> <b>Dean:</b> ..... <b>Chairperson:</b> ..... <b>Faculty Member:</b> .....  <b>Date:</b> .....	<u>Other:</u>



## **CHARTER: ANNEX 7**

### **INTERNAL REGULATIONS ON VISITING AND EMERITUS FACULTY, SCIENTIFIC COLLABORATORS, AND SPECIAL SCIENTISTS**

#### **1. VISITING FACULTY**

The 'University' may appoint Visiting Faculty.

- 1.1. The position may be assigned to the rank of Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor, or Visiting Lecturer.
- 1.2. In case of a vacant teaching position (as identified in the procedures described in Annex 6, Appendix A: Internal Regulations on Faculty Selection and Appointment), the Department Council, via the Council of School, may propose to fill the post with a Visiting Faculty member. The candidate should hold the equivalent rank in another recognized University or be a distinguished scholar/scientist in his/her discipline/area of expertise. The Visiting Faculty Member is approved by the Senate and is ratified and appointed by the Council of the University.
- 1.3. The minimum time of employment is one academic semester and the maximum is one year, with the possibility of renewal for another year (in rare cases, the period of renewal can be extended for more). In exceptional cases, duly justified by the pertinent Department/School, it is possible for Visiting Faculty Members to be appointed for a shorter period of time, for a series of specialized lectures (usually at postgraduate level) or for conducting applied research.
- 1.4. The Visiting Faculty Members are occupied on a full-time basis, and have the same teaching load per week as the other full-time faculty of the same rank and research involvement. In special cases, the before mentioned conditions of service, will be decided by the University.
- 1.5. The absences of Visiting Faculty Members are subject to the same regulations that are in force for the corresponding academic personnel of the University.

#### **2. PROFESSOR EMERITUS**

The 'University' may grant the title of Professor Emeritus to distinguished retired Faculty Members.

## **2.1. Eligibility**

2.1.1. Full-time faculty retiring in good standing at the rank of full Professor. The candidate has to indicate the desire to receive emeritus status.

## **2.2. Procedure**

2.2.1. The contribution of the candidate to the Department, the School and the University are recognized as meritorious, based on a thorough and detailed examination of the applicant's significant evidenced contribution, and determined by majority vote of the Council of Department.

2.2.2. The decision of the Council of Department, accompanied by a report explicating/elucidating on the Department's decision, including the candidate's current CV, is forwarded to the Council of School via the Dean of School.

2.2.3. The decision of the Council of School is forwarded by the Dean of School to the Senate via the Rector of the University, for approval. The Council, after examining the legality of the procedures followed in alignment to the Charter, the Internal Regulations and the relevant Laws, ratifies the decision.

## **2.3. Rights and Privileges**

Members of the Faculty who have received the title of Professor Emeritus shall continue as members (non-voting) of the Department/School Faculty.

Emeritus status provides inclusion in the listing of emeriti faculty and staff in the university bulletin and other privileges as determined by the University.

## **3. HONORARY PROFESSOR**

In very exceptional cases of high caliber and prominent academics (e.g. Nobel Prize winners or so) the 'University' may, with their consent, grant the title of Honorary Professor. The individual can give lectures, offer courses, or engage in any other activity(ies) that can be proven to be beneficial for the University.

### **3.1. Eligibility**

3.1.1. High caliber and prominent academics (e.g. Nobel Prize winners or so) in good standing at the rank of full Professor. The candidate has to indicate his/her acceptance in being awarded the honorary status.

### **3.2. Procedure**

- 3.2.1. The contribution of the candidate in his/her discipline of expertise is recognized as exceptional, based on a thorough and detailed examination of the applicant's significant evidenced contribution.
- 3.2.2. A suggestion originating from the pertinent School, in consensus with the Rectorate, accompanied by a report explicating/elucidating on the suggestion, including the candidate's current CV, is forwarded to the Senate via the Rector of the University, for approval.
- 3.2.3. The Council, after examining the legality of the procedures followed in alignment to the Charter, the Internal Regulations and the relevant Laws, ratifies the decision.

### **3.3. Rights and Privileges**

Honorary status provides inclusion in the listing of honorary faculty and staff in the university bulletin and other privileges, as determined by the University.

## **4. SCIENTIFIC COLLABORATORS**

The 'University' may appoint scientists with significant research, instructive or professional experience as Scientific Collaborators. Scientific Collaborators collaborate with the University for research or teaching, on a contractual basis for one or two academic semesters, which may be renewed.

- 4.1. A Scientific Collaborator must hold a doctoral degree - or be close to receiving a doctoral degree, show evidence of autonomous scientific work, and recognized ability to teach and/or to conduct research.
- 4.2. The position of Scientific Collaborator may be in teaching and/or research. The involvement of Scientific Collaborators in the instructive work of the University aims at the enrichment of specific programs of study, mainly through the extensive practical experience and expertise of these individuals, as well as for the practicum of students. With regard to research, the collaboration aims in the enrichment and enhancement of the research activities and capabilities of the University.
- 4.3. The posts of Scientific Collaborators of the University are contractual for the duration of one or two academic semesters, which may be renewed. Each Department holds the responsibility of identifying the needs in Scientific

Collaborator positions, which, through the Department Councils are forwarded to the pertinent School Council. The Dean of each School, in consultation with the Vice-Rector of Academic Affairs and the HR Department decides upon the positions/disciplines that are to be advertised. The Senate is informed of the decision.

- 4.4. Each Department is responsible for identifying and attracting the individuals with the required scientific qualifications and experience. For that purpose, a separate Committee for each advertised position is established, consisting of Departmental Faculty members, evaluating all applications and preparing a short report, which is forwarded to the pertinent Chairperson (with accompanied documents). The Chairperson of Department forwards all suggestions to the pertinent Department Council. The suggestion(s) of the Department Council are forwarded to the School Council that reaches into a decision.
- 4.5. The Rector is being informed of the pertinent School's decision(s).

## **5. SPECIAL SCIENTISTS**

The 'University' may employ scientists with special qualifications for a limited time, on a part-time basis, in order to carry out specialized research and assisting in teaching.

- 5.1. The minimum qualifications for the hiring in these posts are a first degree from a recognized tertiary academic institution and previous experience in the area of the assigned project.
- 5.2. Special Scientists are under the supervision and responsibility of a member of the academic personnel of the University.
- 5.3. Each Department holds the responsibility of identifying the needs in Special Scientist positions, which, through the Department Councils, are forwarded to the pertinent School Council. The Dean of each School, in consultation with the Vice-Rector of Academic Affairs and the HR Department decides upon the positions/disciplines that are to be advertised. The Senate is informed of the decision.
- 5.4. Each Department is responsible for identifying and attracting the individuals with the required qualifications and experience. For that purpose, a separate Committee for each advertised position is established, consisting of Departmental Faculty members, evaluating all applications and preparing a short report, which is forwarded to the pertinent Chairperson (with

accompanied documents). The Chairperson of Department forwards all suggestions to the pertinent Department Council. The suggestion(s) of the Department Council are forwarded to the School Council that reaches into a decision.

5.5. The Rector is being informed of the pertinent School's decision(s).

5.6. At the expiry of employment, the Special Scientist, in collaboration with the person in charge for the research project, submits a report of his activity to the Chairperson of Department, who in turn submits it to the Dean of School.

## **CHARTER: ANNEX 8**

### **STUDENT SUPPORT SERVICES**

The Office of Student Affairs is the pillar and sponsor of many programs and activities that take place outside the classroom and which aim at enhancing student life at the University. Student life is an important aspect of University education as it can offer a unique opportunity to develop leadership and communication skills. The Office of Student Affairs tries to cultivate a feeling of shared responsibility whereby students can learn the importance of teamwork and become members of an international community. The aim of the Office of Student Affairs is to help students acquire skills and qualities that will help them cope and excel in life after graduation.

**Personal and career counseling, student activities, job placement and student housing** are just some of the areas encompassed by the Office of Student Affairs, which help in student development.

#### **Orientation Program**

The Orientation Program welcomes new students to the EUC community. It is understood that every beginning involves new demands, new responsibilities and new concerns. In an effort to assist students adjust to this stage as smoothly as possible, orientation days are organized every semester two weeks prior to the beginning of classes. During these two weeks the University faculty and staff assist students with academic counseling and selection of courses and introduce them to the policies, regulations and functions of the University. The orientation program includes a tour of the city to help acquaint International students with their new home.

To take advantage of the orientation program, all new students are advised to arrive at EUC not later than 22 September for the Fall Semester and no later than 30 January for the Spring Semester.

#### **Counseling Center**

Personal and career counseling is offered, free of charge, to all EUC students by the University's Counseling Center. The Center is available to assist students in educational and career counseling as well as to help students with any personal problems.

#### **Personal Counseling**

The primary objectives of personal counseling are to help students adjust to University life, think objectively about themselves, develop interpersonal relationships and skills, as well as to identify and take advantage of their full potential for improvement and

development. Qualified counselors are available to help students cope with personal and emotional problems that are sometimes difficult to bear alone. The Counseling Center guarantees that all counseling contacts are kept in the strictest confidence.

### **Career Counseling**

This service is intended to help students identify their career interests and skills. Students who are unsure of their educational goals or who are in need of general academic advice can turn to the Counseling Center for constructive help.

Academic Advisors, are designated at the beginning of each student's studies to help students select courses and plan their class schedules.

### **The EUC Career Center**

The European University Cyprus Career Center is committed to providing effective and accurate career guidance to students for self-development and job placement. In today's demanding and highly challenging business environment, the great employment rate of our graduates proves the high level of education offered by European University Cyprus.

### **EUC Career Center Profile**

The EUC Career Centre was established in 1989. Its goal is the best possible preparation of graduates for the labor market. Our logo: Employable Graduates.... That's our Job

### **Employability**

The EUC Career Center places great emphasis on enhancing student employability through the development of competencies. An array of services and tools has been developed to aid towards that direction.

*Which soft skills increase employability?*

- Analytical skills & Critical Thinking
- Communication and Language Skills
- Teamwork
- Willingness
- Leadership Skills
- Persistence and Tolerance
- Conflict Management
- Adaptability
- Stress Management

- Work ethic
- Responsibility
- Initiative and Creativity
- Organization & Efficiency

*How does the EUC Career Center help students to develop employability skills?*

- Internship Programs
- Personality Development Program
- Field Trips
- Career Seminars
- Career Exhibition

### **Social Networking**

Since August 2013 the EUC Career Center has created a page on Facebook, detailing more than 1,000 users and highlighting:

- Announcements
- Job Applicants in Cyprus and abroad
- Articles & Tips
- Vacancies

Visit us at: <https://www.facebook.com/EUCCareerOffice>

### **BAT (Bloomberg Aptitude Test)**

European University Cyprus in collaboration with the leading financial News organization Bloomberg, offers the Bloomberg Aptitude Test free of charge, at the University premises to any student who wishes to take the test. Students participating in the examination do not need any preparation; the examination consists of multiple-choice questions. The Test evaluates the students' breadth of knowledge in financial matters and the results are given anonymously to 20,000 employers around the world, through the Talent Search of Bloomberg.

130,000 students participate in the examination and beyond 1,000 universities around the world participate in the program. One in five students contacts employers through this means.



### **Career Drop In**

The EUC Career Counsellor consults interested students in matters such as employment sectors, CV preparation, Job Search Methods, interview preparation, decision-making matters, and information on labor market trends.

### **EUC Career Exhibition**

European University Cyprus has been organizing Career Exhibitions for the last 16 years. Over 45 companies participate each year, enabling students to evaluate current employment trends and become acquainted with recruitment requirements.

### **EUC Career Seminars**

Successful professionals from various sectors of the economy are invited to share their expertise and discuss various market trends. Professionals share their knowledge and experiences, helping new students to shape a comprehensive picture of the challenges and opportunities which will lie ahead.

### **Bridging the Gap Program**

The European University Alumni support and build networks with current students through this program. Successful alumni members join the program which aims at transferring knowledge and expertise from the alumni community to existing students.

### **Interview Simulation**

EUC Senior students undergo an interview simulation, using hypothetical vacancies in order to improve their presentation skills and increase their self-confidence levels. The EUC Career Counsellor assesses their overall readiness levels and helps them improve their negotiating skills.

### **Job Finding Applications**

EUC final-year students have the opportunity to complete a Job Finding Application which the Career Center uses to assist in graduates' placement.

### **CV Writing**

The EUC Career Center assists students and graduates to prepare a CVs and reviews different job search related documents such as introductory/inquiry and acceptance letters.

The student is provided with a CV Writing Guide, which contains sample CVs, job search techniques, handling technical interviews and other relevant information.

### **Job Experience Schemes**

• **The Internship Program:** run by the EUC Career Center for 18 years, it allows third-year and fourth-year students with high academic performance to work for a period of three months in companies that offer training opportunities in the field of their study. Each candidate is evaluated in a number of skills and competencies at the end of the program by his/her supervisor and each internee receives a Performance Appraisal and an evaluation letter.

• **WEP:** This program enables practical experience to students and graduates of English Language and Literature who teach English to young learners through modern approaches and methods. The program is organized annually and has a duration of nine months. The participating students and graduates are supervised by the faculty of the School of Humanities and Social Sciences. At the end of the program participants gain the Certificate of practical experience and an evaluation report.

• **IAESTE:** The Cyprus National Committee for IAESTE was established in 1981 and is a full member of the International Committee. The Commission was initially interpreted as follows: 'International Commission for the Exchange of Students for Technical Training ". Since 2012 European University Cyprus is a member of IAESTE Cyprus and has so far participated in the program with five students who have gained experience in the field in large organizations, both in the UK and Poland.

• **ERASMUS +:** The new action program Erasmus + enables young people during their course of studies or as soon as they complete their studies to undertake a minimum 2 to maximum 12 month internship in an organization and country of his/her choice. Students who wish to gain work experience after obtaining their degree, they do so within one year from the date of their graduation. For more information, please contact the ERASMUS office or visit the website <http://www.euc.ac.cy/easyconsole.cfm/id/2536>

• **EPSO (European Personnel Recruitment Office):** Annually the EUC Career Center organizes an informative presentation for work experience opportunities in institutions of the European Institutions in Strasbourg, Luxembourg and Brussels. For more information, visit the website of EPSO.

• **Traineeships within European University Cyprus:** The School of Sciences offers to Computer Science and Engineering students, the possibility to gain work experience through short term employment as trainees in specially equipped computer labs, to assist in the development of computer games. Through employment in the workshops of the University, students gain practical knowledge and prepare for a smoother integration into the labor market.

## **Field Trips**

EUC students, accompanied by faculty, visit businesses to form a true picture of the work environment. These visits provide an opportunity for students to speak with professionals in the industry and potential employers, thus gaining more information on the profession of their interest.

## **Career Centre Portal**

The EUC Career Centre Portal enables students to use the following tools:

- View jobs
- Create a professional profile
- Connection with the labor market
- Finding internship positions
- Test Capabilities
- Personality Test
- Online counseling
- Electronic information on career issues
- Library of Companies

The portal operates on a pilot phase and will be available and active for use by students and graduates of the European University in June 2015.

## **Health and Accident Insurance**

In order to provide international students with adequate medical coverage a compulsory health and accident insurance plan has been designed. The insurance covers the cost of medical expenses, which result from an accident; it also covers certain medical expenses. For detailed information concerning the Insurance Plan students can obtain a copy of the Insurance Policy from the Office of Student Affairs.

## **STUDENT LIFE**

One of the many responsibilities the University has towards its students is that of creating an interesting and supportive environment that meets the wide range of interests and talents of EUC students. That is why participation in social, athletic and extracurricular programs will give students the opportunity to get to know themselves and others. It will also provide them with ample opportunities for fun and memories.

From the very first week at EUC a student will be encouraged to participate in clubs or extracurricular activities. Such participation will give our students the opportunity to lead,

to plan and gain self-awareness; qualities that will strengthen personality and sense of responsibility as a contributing member of an international community.

The Office of Student Affairs together with the Student Union arranges numerous social and cultural activities, such as excursions, lectures, exhibitions, festivals, dances, student publications and sports. These extra-curricular activities serve as an integral part of University life. Participation in the various student clubs and associations certainly makes academic life more enjoyable and pleasant. Thus, the Office of Student Affairs coordinates and strongly supports such activities.

### **Clubs**

The following is a brief summary of some of the clubs and their activities at EUC. From group discussions to charity fairs, from lectures to singing, there is a club that best meets each student's interests and talents. The diverse needs and interests of EUC students encourage the introduction of new clubs every year.

#### **Leisure Clubs**

- **Aerobics Club**

The Aerobics Club offers various aerobics classes per week such as Zumba, Group kick, Body Conditioning to mention but a few (one type per Academic Year, which is announced by the Office of Student Affairs). Each class is designed for beginners and taught by a certified instructor with a specialty area related to their particular class.

- **Art and Photography Club**

The Art and Photography Club endeavors to develop an appreciation of various forms of art such as painting, drawing and mainly photography. Whatever your interests, it is the club to join, even if you don't have a camera! Students can learn more about art through lectures, exhibitions, trips and workshops.

- **Bowling Club**

The bowling club has been created in order to bring all fans of bowling together and have fun. Members of this club organize various tournaments on bowling, as well as different trips and outings.

- **Dance Club**

The mission of the Dance Club is to bring together students who enjoy dancing and find creative ways to express themselves. The Dance Club is not only a group of dancers who share a passion for performing; it is also a group devoted to creativity and having

fun. The multicultural identity of the club members indicates that music and dance help bridge the gap between nationalities through communication and expression. The Dance Club performs at various events within and outside the University.

- **Futsal Club**

The Futsal Club is one of the most popular clubs in the college. It helps students to stay fit and to learn how to cooperate. It promotes fair play and teamwork. Various tournaments and social activities are organized every year.

- **Gamers Club**

The Gamers' Club is a club that caters to the "stress release" side of university life. The members are all fans of computer, console and video games, and this is the subject of discussions and competitions that the club organizes.

- **Hiking Club**

The club organizes trips to different locations and provides its members the opportunity to explore the trail paths of Cyprus. If you enjoy hiking, nature, and photography, joins this active, multi-cultural, lively group.

- **Martial Arts Club**

The martial arts club is a group of students, faculty and staff, that fosters the interaction between all those who are interested in learning about the world of martial arts. Regular classes are scheduled for teaching martial arts, and no previous experience is necessary! Members are exposed to a variety of martial arts, as well as self-defense techniques. The club also holds Women's Self Defense seminars.

- **Music Club**

The Music Club has long been a part of the EUC image. Members of this club can often be found together outside the music studio, developing lifelong friendships and experiencing unforgettable memories. The Club organizes concerts, gives music performances and participates in various social, cultural and philanthropic events on and off campus. A big contribution of the club is to the Anti-Leukemia Association, which has helped to raise over €57,000 in the last 12 years through various Christmas performances.

- **Yoga Club**

The Yoga club wants to offer to students and staff an island of relaxation amidst busy University life. Yoga is a form of exercise that teaches awareness of relaxation and tension. By acquiring correct breathing techniques and concentration, one learns to reach deep relaxation. In addition, through a variety of postures, it generally strengthens and tones the body and increases flexibility. The sessions are conducted by a qualified yoga instructor. Participation is free of charge to all members and no previous experience is necessary.

### **Education Clubs**

- **Beauticians Club**

A club which offers beauty treatments from our very own trained students in the field in fully equipped salons that are available on campus. These treatments range from facials to make up, massage etc. There is a minimum charge to cover expenses of professional products used. All treatments are supervised, by the Instructors. Furthermore, the club offers treatments to aid members from other clubs such as: photography make-up, theatre make up etc. In essence, the club offers students the opportunity to receive beautician's services at very low prices and provides to members the opportunity to gain professional experience before graduation. Finally, the Club has a long history of contribution to Philanthropic Events.

- **Chamber Music & Guitar Club**

The goal of this club is to cultivate an appreciation and study of chamber music through a series of events (concerts, master-classes) and workshops. Further, students are encouraged to form their own ensembles and chamber music groups and actively collaborate with established local and international music organizations to create events in the community. Moreover, the club aims to promote the University as a cultural ambassador both locally and internationally through these series of events.

- **Drama Club**

The club aims to promote interest in Drama through a variety of activities and events including attending performances and organizing theatre workshops to enable its members to come in contact with various aspects of theatre and the performing arts.

- **Education Club**

The Education Club brings together students who are interested in the role of education in society and in broader educational issues. Schools, the educational system, teaching

and how these intertwine with society and everyday life are the main focus of interest for student members of the Education Club. The Club's activities involve movie screenings, discussions, lectures, seminars, training activities, visits, trips and tours. Annual activities and thematic topics are decided during the first event of the Club, usually taking place in early November every year.

- **Erasmus Club**

The EUC Erasmus Club aims to support the social and cultural integration of incoming Erasmus students in Cyprus. The Erasmus Club organizes and carries out events of all kinds, ensuring that Erasmus students have fun while they get to know Cyprus and become familiar with the Cyprus culture.

- **European Studies Club**

The aim of this club is to increase interaction among students and bring awareness on European issues. The club focuses on the organization of educational trips as well as interaction with politicians and diplomats. One of our main goals is to set up relations with several political organizations and EU representatives in Cyprus.

- **Linguistics Club**

The Linguistics Club welcomes students who share interest in language and Linguistics. It aims at promoting the exchange of ideas on debatable current Linguistics issues through academic and social activities. The club offers the chance to its members to organize screenings of films on various aspects of Linguistics or just get together to discuss the publication of a new article. The club also invites linguists from institutions in Cyprus and abroad to give lectures on topics of their specialization. Finally, the Linguistics Club acts as a forum for its student-members who wish to present their own Linguistics research projects.

- **Speech Therapy Club**

The Speech Therapy Club brings together students who are interested in servicing the society and offering a helping hand to the needy. More so, having to deal with such a variety of disorders and disabilities, and with the broader sense of "communication", the most important and essential characteristic of the human species our students need to learn better ways to intertwine with society and every day.

The Club's activities involve training activities, awareness days, and exchanges of ideas, fundraisings, discussions, lectures, seminars, visits, trips and tours. The club will invite exchanges and interactions with other institutions both in Cyprus and abroad to give lectures on topics of their specialization. The club will also act as a fellowship

among our students to help them develop better intercommunication, intercultural and interpersonal communication.

- **Music Education Club**

The overall philosophy of the Music Education Club (MEC) is to provide the means especially for students from the areas of music education, pre-primary and primary education, to engage in numerous practical and enjoyable activities that have to do with music and education and to expand upon their skills as music educators. Members will have the opportunity to learn the basics of various musical instruments which are used in the schools (i.e., guitar, xylophone, baglamas and classroom percussion instruments). They will also engage in discussions on philosophical, methodological and practical issues in the area of music education, participate and conduct a student ensemble of Orff instruments and will become acquainted with current trends and approaches, as well as music of other cultures. Throughout the year the MEC invites a number of guest musicians and music educators to talk about various issues regarding music and education and to meet with its members.

- **Nursing Club**

The mission of the Nursing Club is: to bring together all Nursing students who are sensitive in the promotion of Health and healthy living for all students, to offer volunteer work in many aspects of Health, to organize events on Nursing-Health issues and to organize educational trips to different hospitals and premises.

- **Office Administration Club**

The purpose of this club is to help students majoring in the field to enhance their horizons by attending lectures and seminars, visiting various companies and encouraging future secretaries to develop their potential.

- **Piano Pedagogy Club**

The Piano Pedagogy's Club is intended to strengthen the qualifications and teaching techniques of students that are interested in teaching piano. Individual and group teaching, the educational system, and psychology of children will be the focus of this club. To achieve this, students participate in workshops, lectures, discussions demonstrations and visits to local conservatories.

The focus of the above activities will be on pedagogical issues of teaching students from the beginning to the advanced level. This helps club members to prepare better for their future careers. Recitals take place every semester in which members will have the opportunity to present their work.



- **Radiology-Radiotherapy Club**

The club's goal is to bring students together with a common interest in Radiology and Radiotherapy. It will strive to inform students about interesting educational activities in the field and organize educational and leisure trips and events that will benefit everyone associated with the club. The club will try to enhance brotherhood between members and promote service above self.

- **Robotics**

The goal of this club is to get students involved in the field of robotics through the building of various robots, programming them and executing tasks autonomously. The members of the club acquire more hardware knowledge as well as better programming skills that are necessary for such a task. Furthermore, members of the club also have the opportunity to compete against each other using their robot creations in on-campus contests. Finally, the club aims to participate in international contests.

- **Sign Language Club**

The Sign Language Club provides the opportunity to students to learn the sign language and experience the richness and the proud heritage of the deaf culture. Overcoming the communication barrier helps broaden the understanding and brings deaf and hearing people closer together.

- **The Business Society**

The main objective of the business society is to promote the business interests of students by organizing creative presentations and practical workshops. It also encourages student involvement in research, discussion of economic problems and analysis of marketing techniques. The Business Society seeks to promote a further understanding of the world of business.

- **The Computer Club**

The Computer Club aims at improving the standard of computer literacy in the University by giving interested students an opportunity to develop their skills and knowledge beyond classroom lectures. To achieve this, the Computer Club organizes in depth lectures on a variety of topics and members organize visits to companies, computer software houses, computer suppliers and other computer related organizations.

- **The Law Society**

The Law Society promotes the legal and social aspects of our daily lives through interaction and various activities. It acts as a pro bono advisory body for those within the EUC who request legal advice, and promotes student interaction with professional associations and leading law firms in Cyprus. The Law Society organizes mooting and debating to enhance the communication skills of its members.

- **The Literary Society**

The club sponsors literary events, such as poetry and fiction readings by local and international writers, as well as organizing creative writing workshops to help students improve their own writing. It also helps organize The Literary Magazine, a student publication of Cypriot and international writing.

### **Social Clubs**

- **Ecology Club**

The mission of the Ecology Club is to promote the protection of the environment. This is achieved through educational activities, exhibitions regarding environmental issues, projects, events and seminars.

- **Intercultural Communication Club**

The goal of this club is to attract international and Cypriot students who are devoted to promoting international friendships, improving intercultural relations and creating stronger bonds of world unity. Toward this end, the club supports a variety of meetings, special programs and activities.

- **LGBT Society**

The LGBT Society aims to provide a safe and nurturing space for both lesbian, gay, bisexual and transgender students, and also their allies, to meet socially and to work together to improve the situation of LGBT students at the university and in the wider society. To this end, we will organize lectures from well-known activists and intellectuals, also collective events such as films, TV screenings and encounter groups, as well as an LGBT-themed party. Members of the society will have the opportunity to take part in consciousness-raising work. We will also work together to have an EUC presence at the annual Cyprus Pride.

- **Psychology Club**

The Psychology Club is a student organization that welcomes anyone interested in Psychology, regardless of major. The mission of the club is to provide its members with the opportunity to network with fellow peers interested in the field. It also promotes educational experiences to enhance students' understanding of the field of Psychology, and encourages students to apply their knowledge of psychology to promote the well-being of the university community and society in general. Being a member of Psychology Club has many advantages. The club sponsors speakers and other activities to advance the professional development of its members. Moreover, opportunities are provided for the students to interact with faculty and other professional psychologists outside the classroom through various social events. Finally, the club also organizes educational workshops, community activities, as well as leisure activities for the members.

- **Social Work Club**

The primary goal of the club is to sponsor life enrichment through non-academic student activities. Social work students are expected to organize activities that are related to their studies. Such activities will include workshops, fund-raising activities, social events and activities for building leadership skills.

### **Student Publications**

Whether a student's creative interests lie in essay writing, literature, photography or sports coverage, student publications will have a place for him/her. EUC student publications serve as the means of exercising creative thinking, airing views and capturing unforgettable memories.

- **Cadences**

A journal of Literature and Arts in Cyprus is a multilingual literary magazine. The objective is to provide a service to the writing community of the island and Cypriot expatriate communities, to publish high quality work by established poets, fiction writers, and critics as well as student and less-known writers from the community. It is open to writing in all languages. Students serve as Editorial assistants and are appointed by the Department of Humanities.

- **The Observer**

The Observer is EUC student newspaper. Since 1985 The Observer has been the main medium for EUC students to express their views, ideas and opinions. The editorial team consists of a very dynamic group of students with a wide spectrum of interests. The

Observer doesn't only highlight and report on current issues and events but it also covers a wide range of interests such as business and Hi-Tech topics, social and cultural issues, women's issues, entertainment and much, much more. The newspaper is issued on a bi-monthly basis and it is distributed free of charge to all students. The Observer is also circulated to the general public in order to inform the community about student and university activities and events. The Observer welcomes new members on an ongoing basis and for more information students are encouraged to contact the Chief Editor of the newspaper. Contributions, ad revenues and University funds cover the cost of printing "The Observer".

- **ἔνθα Student Law Publication**

The club members review law articles for this student Law Review Magazine, which is published in electronic and paper form once or twice a year. The review analyzes and provides comments on law cases and flash news of legal actuality written exclusively by law students. The Editorial board is made up of faculty members from the Department of Law. ἔνθα Student Law Publication is also a useful resource of information on contemporary legal issues. Through participation in this club, students can achieve a certain level of professional credibility which may be helpful in their future careers.

## **ATHLETICS**

The athletics program is designed to bring students together through participation in a variety of inter-collegiate, intramural and recreational sports. Emphasis is on group spirit and enjoyment of sports rather than on individual excellence and competitiveness.

### **Sports Teams**

The University maintains an active intercollegiate program for interested students. Every year EUC teams occupy leading positions among the intercollegiate and other sport competitions. The University teams participate in the following intercollegiate championships and in other unofficial games:

- Basketball
- Pool
- Table Tennis
- Cricket
- Squash
- Volleyball
- Football
- Handball

EUC athletes participate in other sports categories such as swimming, Taekwondo Judo, Table Tennis and Tennis.

## **OTHER**

### **Alumni Association**

The Alumni Association is sponsored by the University in an effort to maintain contact with its graduates by inviting them to attend University activities and by working hand in hand with the Alumni Committee. The Alumni Committee consists of nine members which are in charge for planning the year's activities. The Alumni Association maintains a website, a Facebook page, Twitter and an alumni app to facilitate communication among its members. Furthermore, a Business Directory is being developed so that every Alumni can locate friends in their working environment. LLLPs, Information campaigns, benevolent activities, outings, Alumni Awards are but a few of the activities organized by the Alumni Association.

### **Student Union**

Students have the opportunity to participate in campus governance and to voice their views in the development of the University by participating in the Student Union. The twenty-one-member committee is elected every Fall Semester and represents the student body on matters of relevance and interest to them. Apart from arranging various student activities, the Student Union is responsible for organizing the General Assembly in which all students participate and present their views on various issues concerning academic and student life. The Student Union exists and functions under the rules and regulations stipulated by its constitution. More details about the aim and goals of the Student Union are found in the constitution, which is available to all students at the Student Union Office located in the East block building.

### **International Student Associations**

There are numerous International student associations representing the different ethnic groups of the University, such as the Russian Students' Association, the Greek Students' Association, the Arab Students' Association, the Bulgarian Students' Association, the African Students' Association, and the Chinese Students' Association. Through these Associations, international students have the opportunity to promote their history, customs and culture through the various activities they organize.

## **HOUSING SERVICES**

The University Housing Office is committed to creating a safe and well-maintained environment that promotes community and fosters student comfort and development. The housing facilities can contribute not only to your academic achievement but to your social and recreational life as well.

While the facilities have much to offer, each has been designed to satisfy different student needs. European University Cyprus operates five Housing units and over 140 students can be accommodated in the University's housing facilities.

### **Apartment Buildings**

#### **Harmony House**

Harmony House is situated in a quiet neighborhood just off the University campus. Located 900 meters away from campus, this modern three storey buildings has two bedroom apartments designed to provide privacy and independence to students. Each apartment has its own living and dining area, kitchen and bathroom, which are fully furnished with single beds, desks, bookshelves, chest of drawers, wardrobes, dining table & chairs. The kitchen is equipped with a cooker, oven and a refrigerator. All apartments have controlled heating and air conditioning units.

#### **Pouros House**

Situated just 200 meters off campus, this exclusive Housing unit offers comfort and convenience. It contains six one bedroom and three two bedroom apartments with a maximum capacity of 12 residents. The apartments are fully furnished and equipped with electrical appliances.

#### **Serenity House**

Serenity House is situated 1000 meters off campus. It consists of one, two and three bedroom apartments. This comfortable and lavish unit provides roomy areas and quiet surroundings. It can accommodate 25 students. The apartments are fully furnished and equipped with electrical appliances. The contract periods are flexible and a student may choose to reside 12, 9 or 4.5 months.

**Perfect House**

It is located just three minutes away from campus. This facility combines different types of apartments: studio, one bedroom, two bedrooms and four bedroom apartments. The apartments are fully furnished and equipped with electrical appliances and offer comfort and convenience.

**Cyprialife Residence**

This unit is the newest addition to the housing facilities. It is located practically a breath away from campus; this superb modern facility houses 44 fully furnished and equipped studios. Each studio is furnished with a bed, a side table, a bookshelf, a desk, desk chair, cupboard, air condition unit, cooker, oven, air ventilator, refrigerator and a washing machine. The wireless internet connection is provided free of charge by European University Cyprus. All studios have a fixed 12-month contract period.

# **APPENDIX A**

## **INTERNAL REGULATIONS ON UNIVERSITY LIBRARY ACCESS**

The University Library system has a primary mission to support the educational, teaching, research, and administrative needs of the faculty, students, and staff of the European University Cyprus.

The collections are also accessible to others whose information needs require these resources. Policies governing the use of the facilities and collections reflect this mission.

Library staff is committed to maintaining a quality study and research environment, protecting the rights of users and sustaining the integrity of collections. In addition to policies and procedures noted below, University – wide policies or civil laws related to facilities or collection vandalism apply.

### **1. Access**

Any individual may have access to the European University Cyprus Library facilities to use general stack collections, space and resources permitting.

Reference services to assist in accessing the collections are available to any individual.

Service is available both on – site and online.

### **2. Carrels, Classrooms, and Group Study Rooms**

These facilities are generally available to our primary clientele only, i.e., members of the campus community

Several library facilities have study carrels for individual use. Members of the campus community may consult the appropriate circulation desk for procedures for reserving these carrels.

### **3. Destruction or Mutilation of Library Materials**

Any person who shall willfully, maliciously, or wantonly mutilate, deface, tear, write upon, mar, or injure any library material or facility may be subjected to loss of library



privileges, to appropriate administrative action within the University, and to prosecution under law.

#### **4. Emergencies**

In the event of fire, tornados, or other emergency situations, library staff will alert building occupants to the procedures for evacuation or taking shelter.

#### **5. Events**

Requests for events to be held within a library facility should be directed to the appropriate library's administrative staff.

#### **6. Filming / Photography / DVD**

Individuals who wish to film or photograph within a library facility must obtain the permission of the relevant library's administrative staff.

Such requests will be accommodated only if there is minimal impact on the environment for research and study.

#### **7. Food and Drink**

Food is prohibited in library facilities in an attempt to maintain the usable condition of library materials and to improve the study and research environment. Individuals with food will be asked to discard it or to leave the facility.

Non-alcoholic beverages in closed containers (thermoses, travel mugs, bottled water or soft drinks, etc.) are permitted in most areas of the University Library.

#### **8. Literature Distribution, Solicitation**

Display of posters, distribution of literature, or solicitation is prohibited except in designated areas or with the permission of the head of the library unit.

#### **9. Security**

The library tries to provide a welcome, open environment that is safe and secure for everyone.

The library building is open to the public, and thefts do occur; users should not leave personal belongings unattended.

Campus security phones are conveniently located throughout the libraries. Staff or users are encouraged to call the pertinent Department in an emergency.

Library staff should be alerted if users feel threatened or otherwise uncomfortable in the library.

## **10. Smoking**

In accordance with University regulations, library facilities are non – smoking environments.

## **11. Study Areas**

In order to maintain a quality study and research environment, we ask that individuals exercise sensitivity to other users.

Individuals who wish to engage in discussion are encouraged to request group study rooms where available.

Phone conversations should be conducted away from study and research areas; pagers and cell phones should be muted while in the library.

## **12. Collections access**

There are a number of mechanisms for access provided for those who would like to use materials from the EUC Library, which are outlined below.

- The library collections are available to all individuals for use on site, including our online resources, such as databases.
- European University Cyprus faculty, staff and students as well as all ancillary staff as are eligible to borrow materials from University Library collections.
- All faculties from other universities in Cyprus are eligible for privileges to borrow from University Library collections.
- Special Scientists, Scientific Collaborators, active part-time teaching personnel, visiting faculty.

### **13. Obtaining a Library Card**

Members of the EUC are eligible for borrowing privileges. Those include:

- Students currently registered for classes
- Faculty or Staff with permanent appointments
- Spouse or Significant Other of a EUC faculty or staff member
- Faculty proxies
- Visiting Scholars
- Alumni
- Special Scientists, Scientific Collaborators, active part-time teaching personnel, visiting faculty

In order to charge materials from any University Library, a borrowing card with a machine - readable barcode must be used.

Faculty, staff, and currently registered EUC students may have the barcode on the back of their M-Card activated at any University Library circulation desk.

Cards are for the exclusive use of the faculty, student, or staff person for their individual research, teaching, learning, or other personal use.

### **14. Loan periods**

In general, all borrowers are guaranteed the use of a library book for a minimum of three weeks; unless a rush recall is placed to put the book on course reserve.

If an item is charged out the system will automatically put a “recall” on the item. This will shorten the loan period and notify the borrower that the item must be returned.

Returning Recalls:

- When a book is recalled the borrower will receive a recall notice via e-mail.
- The recalled book is now due on the date listed after new due date regardless of the date stamped in the back of the book.

- Recalled items should be returned directly to a circulation desk or to a library drop box if the library is closed.
- Borrowing privileges are suspended if a recalled item is not returned by the new recall due date and a fine of 3.00 Euro per day per item is assessed to borrowers who do not return a recalled book by the new date. There is no grace period.

#### Overdue materials

- Borrowing privilege will be suspended if regular circulating materials are kept for 40 days or more beyond their due date, or if a recalled item is one day overdue.
- Privileges will be restored only after the items have been returned.

#### Address changes

- Students, staff and faculty of the University may update any address changes.
- All borrowers must have an active email address.
- Guest borrowers may contact staff in the Library Circulation Services if there is a change of address or change of email address.

#### Fines and Fees

- Fines and fees may be paid at the Library's Circulation Desk.
- Students, faculty and staff may also pay fines and fees at the Cashier's Office in the Administration Building.
- Debit and credit cards cannot be accepted at the Library.

Item	Price	
Overdue book	€0.50/day	Per day per item to maximum of €30.00
Overdue periodical	€0.75/day	Per day per item to maximum of €30.00
Overdue reserve item	€1.00/hour	Per hour per item to maximum of €30.00
Maximum fine	€30.00	Per item
Recalled material overdue	€3.00/day	Per day after new due date is assigned to maximum of €30.00
Lost item fee book, video, or reserved item	€100.00	€60.00 lost book fee + €25.00 overdue fee + €15.00 processing fee = €100 total minimum OR replacement cost of

		materials whichever is greater
Lost periodical, document, map or company report fee	varies	Current replacement price + replacement fee + binding fee + overdue fees. If out of print, then at €0.25 per page for photocopied replacement.
Max Outstanding Balance – graduate students on – campus and faculty/staff on-campus	€30.00/item	
Max Outstanding Balance – undergraduate students and faculty/staff on-campus	€15.00	
Max Outstanding Balance - Alumni	€15.00	

Patrons who fail to return or renew material, or who incur any fines or fees, are blocked from further check-out until all material has been returned and all fines and fees have been paid.

#### Renewals

In general, if a book is loaned out and there is no recall the student can renew the book for an additional 3 weeks. Patrons can renew up to three times. After the third time the book must remain in the library for a minimum of one week.

#### 15. Books and Other Gifts-in-kind

The European University Cyprus Library is grateful for offers of gifts of materials for its collections.

- The Library welcomes donated books and manuscripts that enhance its collections in support of the University’s teaching and research needs.
- The Library declines offers of gifts if they unnecessarily duplicate existing holdings, if the subject matter is outside the scope of its collections, or if there are donor restrictions the Library cannot honor.

- Members of the University community should contact the Library to discuss possible gifts of books, journals, or other materials before sending them. Appropriate materials selectors or branch librarians may be queried in advance about offers of such gifts – in' kind.

## **16. University Library Board's Selection Policy**

- There shall be such a University Library Board (U.Li.B).
- The objectives of this body may include but not be limited to the following:
  - To review and approve (make decisions) for proposals pertinent to the Library's texts or/and electronic material.
  - To determine aids, guidelines, facilities and requirements necessary for the smooth functioning of the Library.
- Composition of University Library Board
  - Vice Rector of Academic Affairs (Chair)
  - One Faculty Representative from each School
  - Head of Library
- Scholars can go through a list of books, texts or/and electronic documents they would propose to have in the library. A scholar has to get his/her recommendation signed and well justified by the Head of Department.
- The Head of the Department submits the list to the Chair of the U.Li.B twice per year (20.05 & 20.10).
- The U.Li.B reviews the submitted proposals for final decision.

## **17. Ordering and Processing of Library books**

### Ordering

- Based on the recommendations of U.Li.B the Library places an order for the requested books after it first checks that the books are not already available at the Library or have been previously ordered but not yet received. If any of the above cases apply, then the library informs the requestor.
- The library collaborates with a number of book suppliers and bookstores in Cyprus as well as in Europe.

- The decision for choosing a specific supplier or bookstore for placing the order is based on the publisher of the book, price and language.

#### Delivering of Books

- Upon receipt of books the Library first checks if all items on the invoices have indeed been delivered. Then the invoices are correlated with the particular orders and items are marked as received.
- Invoices are signed, catalogued and copied before the originals are forwarded to the Account Department. Finally, invoices are also marked based on the items listed as “library books or textbooks”.

### **18. Cataloguing of Books**

- Books are catalogued based on date of arrival except in the case when they were requested as “urgent material” to be used in connection with a course.
- Books are classified based on the Library of Congress Classification System. Each book receives its own unique number and all information pertaining to the book is then entered in the library’s cataloguing program. This information includes among other things: Titles, Subtitle, Author, Physical Description, Edition, LCCS Number, Publisher, Year, and Subject.  
As a final step labels are prepared with the LCCS number and placed on the books. All books are stamped designating that they are the property of the University.
- All new books are exhibited for a month on the “New Arrivals” stand before they are properly placed to their permanent position based on the LCCS number.
- A monthly email is sent to all members of the University (faculty and administration) informing them of new arrivals. Books requested by a specific staff of the University are noted.

### **19. Circulation process of Books**

After a book has been catalogued and exhibited for a month on the “New Arrivals” stand it is placed at its permanent position based on the LCCS number.

A user can search the library's cataloguing system in order to find a book by author, title of book, or subject.

All books are available for loan except in the following cases

- a. Book is an encyclopedia, dictionary, yearbook, almanac, etc.
- b. Book is used by an instructor as part of the recommended reading for his/her course.
- c. Book is currently used as a textbook.

In the case of b and c options books are placed at the reference shelf for the current semester and users can read them only within the library premises.

In the case the book is loaned out, a user has the right to reserve it. With the return of the book the user is notified of its arrival. The current user of the book does not have the right to renew the book. Instead he can also request to reserve the book and after three weeks to borrow the book once again.





## **Library Questionnaire**

*Please help us serve you better by taking a few minutes off your time to fill out this questionnaire.*

**Please circle the statement that best describes you as a user.**

1. Undergraduate Student
2. Graduate Student
3. Faculty
4. Administrative Staff of EUC
5. Researcher
6. Visitor

**How often do you visit the library?**

1. 2-3 times or more per week
2. 2-3 times per month
3. Once a month
4. Once or less every 6 months

**How important are printed collections (books/periodicals) to your studies?**

1. Of no importance
2. Not very important
3. Rather important
4. Very Important

**How important are electronic collections (e-books and e-journals) to your studies?**

1. Of no importance
2. Not very important
3. Rather important
4. Very Important

**How frequently do you use the library web site in order to access electronic resources and databases?**

1. 2-3 times or more per week
2. 2-3 times per month
3. Once a month
4. Once or less every 6 months

**In general, how well do you know what the library offers and how to use its resources and facilities?**

1. Badly
2. Adequately
3. Well
4. Very Well

**Please check how satisfied you are with the services and facilities the library offers.**

**1= Always Dissatisfied and 5= Always Satisfied**

	1	2	3	4	5
<b>Library Hours</b>					
<b>Library Space in general</b>					
• <b>Air-Conditioning</b>					
• <b>Central Heating</b>					
• <b>Noise</b>					
• <b>Study Space</b>					
<b>Access to Computer Workstations</b>					
<b>Quality of Book Collection</b>					
<b>Quality of Electronic Resources</b>					
<b>Variety of Books</b>					
<b>Variety of Electronic Journals</b>					
<b>Librarians offer assistance</b>					
• <b>Quality of tutorials in regards to electronic resources</b>					
• <b>Quality of tutorials in regards to the use of the OPAC</b>					

<b>Student assistants offer assistance</b>					
<b>Quality of leaflets providing information about the library</b>					

**Comments and Suggestions about the library**

---

---

---

---

---

---

---

## **CHARTER: ANNEX 9**

### **PROPERTY OF THE UNIVERSITY**

#### **1. PROPERTY**

The property of European University Cyprus Ltd (owned or leased), including all buildings equipment and infrastructure shall be made available for the use by EUC and such property, buildings and infrastructure for which the exclusive right to use shall be granted to EUC shall be under the jurisdiction and control of the Council of the University. The use of EUC property and facilities will be maintained and controlled subject to all applicable government and municipality laws, the policies of the Ministry of Education and Culture, the Charter and the Internal Regulations.

#### **2. DEFINITION**

Property belonging to EUC is defined as any item donated, purchased, leased, rented, gifted, granted or otherwise being placed in use at the University and is not the personal property of an employee at the University. University property shall be used only for the educational, research or public service purposes of the University. The Council of the University or its designee shall be accountable for the supervision, control, and inventory of all property in the custody of EUC.

#### **3. ACCOUNTABILITY AND CONTROL**

The Deans/Directors of Departments shall be delegated the responsibility of maintaining proper accountability and control of the property equipment within their jurisdiction. The Deans/Directors of Departments shall have the following specific responsibilities regarding University equipment/property.

- To know the location of all property equipment inventoried to their account and assure that such equipment is reasonably secured from possible theft and other hazards.
- To assure that assigned property equipment is being used in the best interests of the University.
- To discourage theft and loss of University property equipment by fixing responsibility of its maintenance and proper use.

## **4. REMOVAL OF PROPERTY**

Removal of University property from University premises shall be prohibited. Portable equipment such as laptops, computers, projectors, and similar equipment could be temporarily removed from the University premises for the provision of services by staff/faculty such as seminars, presentations when the appropriate procedural steps are followed.

- The Dean/Departmental Director must approve the removal of equipment.
- A Property Control Equipment form must be completed for each item being removed from the University campus.
- The person to whom the property is assigned shall be liable for any losses, damage, destruction or impairment of function or useful life of the property that may result due to negligence or carelessness.

## **5. PROPERTY REGISTER**

The University shall maintain an independent record of property in which details of all property shall be recorded.

# APPENDIX A

## INTERNAL REGULATIONS: BUDGET SETTING AND APPROVAL PROCESS

### 1. General

The Budget setting and approval procedure at the University is a process that begins in Mid – September and reaches its conclusion by the end of the year. The budget is on a calendar year basis.

The ultimate approval and adoption of the Institution's Budget is the responsibility of the University Council. However, the Academic Budget must first be approved by the Senate before being approved by the Council. The other non-academic components of the Consolidated Budget require only the Council's approval.

### 2. Academic Budget

- a) There are six components of the academic budget, i.e. the individual budgets of each one of the University Schools (i.e. the Ioannis Gregoriou School of Business Administration, the School of Sciences, the School of Humanities, Social and Education Sciences, the School of Medicine and the School of Law), the budget of each one of the University Units (i.e. Distance Education Unit), the budget of the Library, and the budget of the Office of the Rector and the Vice Rector(s).
- b) A Budget Template is sent at the beginning of September by the Finance Department to the Dean's Office of each of the University Schools, to the Head Librarian's Office, and to the Office of the Rector, for completion. The Budget Template covers all aspects relating to Academic Financial requirements, e.g. staffing requests, Faculty Development (Seminars, Conferences, etc.), academic and social events, traveling and other academic/educational requirements, Stationery, and other expenditure.
- c) The Budget Templates are completed by the Dean's Office of each School in conjunction with Chairpersons of Departments, faculty and staff members, by the Office of the Head Librarian under the supervision of the Vice-Rector(s), and by the Office of the Rector.

- d) Following this, a meeting is held between the Dean's Offices of the Schools, the Head Librarian's Office, the Chief Executive Officer/Director and the Director of Finance (chair), where the budget requirements for the forthcoming Academic year are settled. Once settled, the Academic Budget is ready to be submitted to the Senate by the last week of November.
- e) The Academic Budget is then presented by the Office of the Rector and the Director of Finance to the Senate for approval by end-September/beginning of October.
- f) Once approved by the Senate, the Academic Budget is ready for consolidation with the remaining Budgets to be sent for final approval by the University Council by end of October.

### **3. Other Non-Academic Budgets**

- a) The procedure for the setting and adoption of the Non-Academic Budgets is similar to the above procedure followed for the Academic Budget.
- b) A Budget Template is sent in September by the Finance department to the Head of each of the Offices/Divisions involved, where the proposed expenditure of the year is outlined in detail.
- c) A separate preliminary meeting is then held between the Finance Department, the Chief Executive Officer/Director and the Division Heads.
- d) Following this, the Budget is then consolidated with the Academic Budget by the Finance Department, and is submitted to the University Council for approval.
- e) The final approved Budget by the Council, then presented to each Office/School/Division for execution.

### **4. Monitoring and Tracking the Budget**

- a) No further approval is required by either the University Council or the Senate for any expenditure to be made as per budget, however when the payment is to be made to the supplier of the goods or services the usual approval channels as well as the Finance Department's own internal controls with respect to the timing of the payment of the invoice are always followed.

- b) For items of extraordinary expense, which are not in the original budget, a revision of the budget is required, whereby the initial process is once again repeated using the revised figures.
- c) If an item of expense was budgeted for however during the ensuing academic year, the expense was not deemed necessary the expense is not carried forward to the following year.
- d) At the end of each semester, a progress report is compiled by the Finance Department and sent to the various Offices/Schools/Divisions for review. The progress report of the Academic Budget is sent to the Office of the Rector for review.



## **APPENDIX B**

### **HEALTH AND SAFETY POLICY**

The Management of the Organization is committed in providing a safe and healthy environment for its students, academic and administrative staff, and any visitors entering its premises. It is the responsibility of every member to acknowledge and comply with the Health and Safety regulations.

The responsibility begins at the working level and extends upwards to Supervisors, Managers, Directors, Head of Departments, Deans and up to the highest level of administration. It is essential that each of us takes an active part in initiating preventative measures to control and eliminate hazards associated with our activities according to proper guidance.

The Management in collaboration with the Health and Safety Committee of the Organization are making reasonable efforts to provide an environment that minimises the occurrence of dangers, such as accidents, health problems and the destruction of property. This includes:

- Safe working methods and procedures
- Training on Health & Safety issues for all employees.
- Provision of equipment and systems as per Health and Safety rules and regulations.
- Discussions, regular consultations and submission of proposals on health and safety issues.

A safe working culture is the responsibility of everyone and this can be best achieved through cooperative efforts of employees and students. A safe culture is reinforced by:

- Continually identifying, assessing and controlling possible risks for the health and safety of people that may arise in the workplace.
- Providing information concerning such risks and the instruction, training and supervision of employees to ensure safe work practices.
- Giving employees and students the opportunity to participate in health and safety decisions that affect them via their representatives respectively in organization's Health and Safety Committee.
- Continually monitoring subcontractors entering our premises for several works.

The main objective of our organization is to comply with all relevant professional and environmental regulations and laws.

In the interest of maintaining safety and good health within our organization, contractors and their employees, visitors and customers are required to observe and comply with all health and safety standards and rules applied. This includes any safety signage or warnings, or instructions given by any employee whilst on our premises.

It's the Organization's request that each member of the personnel accepts and complies with the health and safety rules and regulations. Our positive safety attitude, our knowledge on safety methods in the working environment and the correct risk assessments which are revised, regularly, will determine the success of the management's program on health and safety.

## **APPENDIX C**

### **NO SMOKING POLICY**

The European University Cyprus has committed over the years, in creating a high quality, healthy and safe working environment for staff, students and visitors. In accordance with that commitment, the University recognizes the right of all staff and students to work and study in a smoke-free environment and has applied a policy of “no smoking” within most areas of its buildings.

The law N.75 (I) / 2002 on health protection (Smoking Control) states that smoking is illegal in certain public places (partially or totally covered) and an offence will be made while smoking in “no smoking” premises or to knowingly permit smoking in “no smoking” areas.

Smoking is prohibited in all University buildings (this includes all offices, classrooms, auditoriums, corridors, lifts, stairwells, toilets etc.). Smoking is also prohibited at the entrances of University buildings and is only allowed at a reasonable distance away from the building (ideally 5m) to ensure that tobacco smoke will not enter the building via the doorway or windows. Smoking is not permitted within vehicles owned or operated by the University (maintenance team and messengers), as well.

“No smoking” signs are displayed as required.

Compliance with the legislation and the University's policy should be managed on a local basis. Responsible persons are requested to implement the policy in the area which is under their responsibility and ensure that staff, students and visitors and, where applicable, contractors are made aware of this policy and that they comply with its requirements. Any contractor or visitor who refuses to comply with the requirements of this policy will be asked to leave the University premises.

Finally, the University is committed in supporting anyone who wishes to stop smoking and where there is sufficient demand a special committee can be created in order to provide support.

## **APPENDIX D**

### **ENERGY MANAGEMENT POLICY**

European University Cyprus recognizes that an energy management policy is required from this year forward, as an important measure, due to the current economic situation of the market. Top Management's goal is to reduce the amount of money spend on energy. In this way we can release funds for other purposes. At the same time, reducing energy consumption helps the University to reduce its environmental impact.

The Energy Management Policy aims to:

- Increase awareness of energy issues and encourage all members of the University (student, staff, suppliers) to reduce energy consumption when possible;
- Reduce fuel consumption through energy-efficient measures;
- Ensure that the highest energy-efficient design standards are taken into consideration for building purposes; (e.g. double glazed exterior windows)
- Obtain energy from renewable sources, whenever possible (e.g. photovoltaic solar energy) or non-renewable sources which are friendly to the environment (e.g. the use of natural gas which can replace the LPG, when provisions are in place).

## **CHARTER: ANNEX 10**

# **INTERNAL REGULATIONS ON ADMINISTRATIVE PERSONNEL**

## **1. QUALIFICATIONS**

The qualifications and experience for each administrative position are recorded in the relevant job description. When, there is a need of a new position with the organization, a new job description is developed by the Director/Head of the relevant department and the Department of Human Resources.

### **1.1. Minimum qualifications are as follows:**

- 1.1.1. Administrative department directors hold at least a Master's degree in the area of specialization and relevant work experience.
- 1.1.2. Administrative officers, coordinators and section/unit supervisors hold at least a Bachelor's degree in the area of specialization and relevant work experience.
- 1.1.3. Clerks hold at least a Diploma in the area of specialization and relevant work experience.

## **2. RECRUITMENT AND SELECTION PROCESS**

### **2.1. Identification of Needs**

The need to recruit personnel is either identified by the Head or Director of the appropriate Department or the Management of the University. In cases where the Head or Director of a Department identifies the need for human resources, he/she completes and submits a Job Requisition Form to the Director of Human Resources Management. In cases where the need for recruitment is identified by the management during the management reviews, this is documented in the Minutes of the Management Review. The Director of Human Resources Management keeps a copy of these minutes.

### **2.2. Evaluation of Needs**

A Job Requisition Form is forwarded to the Director of Human Resources Management who evaluates it, after a meeting with the Head or Director, who identified the job vacancy and finalized the form. The Job Requisition Form is processed via the Department of Human Resources and the Director of Human Resources to the Council for approval. If the request is rejected, the Director of Human Resources Management informs the appropriate Head or Director of

Department giving reasons for this decision. If the request is approved, the Director of Human Resources Management together with the Head or Director of the relevant Department develops the Job Description for the position. If the position to be filled is an existing one, then the Director of Human Resources Management refers to the existing Job Description for the position. As a result, the Director of Human Resources Management is aware of the number of vacancies to be filled in and the qualifications necessary for the position.

### **2.3. Applications**

Recruitment may be initiated through:

- advertisements in the Press;
- e-recruiting
- referrals;
- job postings, etc.

The Director of Human Resources Management makes Applications forms for Employment available to candidates by hand or e-mail. Candidates forward their Applications for Employment and other required documentation, to the Director of Human Resources Management. The Director of Human Resources Management verifies application and supporting documents submitted by candidates.

### **2.4. Employment Applications**

Employment applications are normally sent to the Director of Human Resources Management. Otherwise, whoever receives application for employment and/or other employee documentation by a prospective employee forwards these documents to the Department of Human Resources Management.

### **2.5. Selection**

- The Director of Human Resources Management carries out an initial screening of the applications, by comparing them against the Job Description and/or requirements.

The Director of Human Resources Management, shortlists the candidates for administrative positions on a List of Candidates. The Director of Human Resources Management arranges interviews of the short listed candidates. The Director of Human Resources Management and the Head or Director of the relevant Department conduct the interviews. The candidates interviewed are evaluated based on a Candidate Evaluation Form by both interviewers, and a decision is reached on either:

- offering the position(s) to the successful candidate(s), or

- to hold applications for new openings, or
- to reject candidates that had failed the process.

The decision, accompanied by all application and other relevant material is forwarded by the Director of Human Resources Management to the Council for final decision, including the compensation.

## **2.6. Job Offering**

The Director of Human Resources Management notes the status of each candidate on the List of Candidates and sends letters to inform him/her accordingly. He also prepares a confidential contract letter with the terms and conditions of employment. The President and the successful candidate sign the Contract Letter. Upon employment of the successful candidate at the University, the Department of Human Resources Management is responsible to give the new employee the Employee Personal Data Form and the Personal Data Form. The new employee is responsible to complete the two forms and return both to the Department of Human Resources Management. A copy of the Personal Data Form is forwarded to the Accounts Department.

## **3. PERSONNEL FILES**

For every member of staff, the Department of Human Resources Management maintains, subject to the provisions of the relevant Data Protection Law, confidential Personal Files, in which the following are kept:

- Personal Information Form
- Qualifications and education
- Training and experience
- Copy of the employment contract
- Copies of the Certificates of training attended
- Annual evaluation of the employee
- Employee Application Form

Once a year, the H.R. Department shall circulate an Annual Questionnaire for identification for training needs. The Department of Human Resources Management is responsible to keep the personnel files updated.

## **4. INDUCTION OF A NEW EMPLOYEE IN THE SYSTEM**

Upon employment of a new employee at the University, the Department of Human Resources Management is responsible to give the new employee the Employee

Personal Data Form and the Personal Data Form. The new employee is responsible to complete the two forms and return both to the Department of Human Resources Management. A copy of the Personal Data Form is given to the Accounts Department. Upon termination of an employment, the Director of Human Resources Management notifies the MIS Department to make all necessary arrangements and close the employee's computer account.

## **5. DUTIES AND RESPONSIBILITIES OF STAFF**

All staff members are expected to work conscientiously and perform their duties with enthusiasm and dedication. In general, staff members are expected to:

- 5.1. perform assigned duties with enthusiasm, efficiency and competency;
- 5.2. communicate with colleagues and others in a professional manner;
- 5.3. behave in a polite and civilized manner in all dealings with colleagues and others;
- 5.4. cooperate with colleagues within their department and within the University in order to complete assigned work and/or institutional goals successfully;
- 5.5. follow directions from super-ordinates diligently;
- 5.6. make suggestions and provide feedback to super-ordinates systematically;
- 5.7. participate actively in departmental meetings and departmental/ University committees;
- 5.8. accept other duties assigned by the department/University;

## **6. DEPARTMENT DIRECTORS**

The University Council reserves the right to appoint Directors, as necessary, who will supervise the different departments, for the efficient operation of the University. The Council has the power to designate the duties and conditions of appointment of such Directors, as necessary;



## 7. COMPENSATION AND FRINGE BENEFITS

The compensation system of the University consists of the following components:

- Annual Salary
- Annual salary increase
- Fringe benefits

### 7.1. Annual Salary

Monthly salary X 13

### 7.2. Annual Salary Increase

The compensation system of the University promotes incentive and it is based on performance merit and encourages and promotes fairness and justice among employees. It consists of the following:

#### 7.2.1. Performance Increase

- c. IPBP % - Individual Performance - Based Pay (%) increase based on performance evaluation
- d. Bonus - based on performance evaluation and University financial performance/ productivity

### 7.3. Fringe Benefits

The University provides the following fringe benefits.

- \* **Social Insurance**
- \* **Provident Fund (Retirement Plan)**
- \* **Medical Insurance**
- \* **Paid Maternity Leave**

#### 7.3.1. Social Insurance

Social Insurance contributions for full-time employees as per the Republic of Cyprus Law requirements.

#### 7.3.2. Provident Fund

Contribution as per the University's Provident Fund Charter.

### **7.3.3. Medical Insurance**

Group medical insurance is available to all full-time permanent employees. Medical Forms and Medical Plan Scheme are available at the Department of Human Resources.

### **7.3.4. Paid Maternity Leave**

Full-time female faculty and staff are eligible for maternity leave and benefits as described below:

- **time off work**  
2 weeks prior to expected childbirth, and  
16 weeks recovery after childbirth
- **compensation**  
The female employee will receive 1/4th of her monthly salary during the time she is off (Social Insurance pays 3/4ths of the salary), for a period that does not exceed 18 weeks.

## **8. STAFF ETHICS**

The University places confidence and trust in the integrity and excellence of character of the Employee. It is therefore agreed that each Employee shall, at all times, conduct himself/herself in a manner which is in alignment with the high personal moral and intellectual standards of the University, as those are illustrated in the University Charter. These standards/principles include the following:

- 8.1. Maintaining just and courteous professional relationships with students, parents, staff members, and others.
- 8.2. Maintaining efficiency and keeping up with the developments in one's field(s) of work.
- 8.3. Placing the welfare of students as the first concern of the University.
- 8.4. Directing any criticism of other staff members or of any department of the University towards the improvement of the University. Such constructive criticism is to be made directly to the particular University administrator who has the administrative authority to improve the situation and then to the President, if necessary.
- 8.5. Using properly and protecting all University facilities, equipment, and materials.
- 8.6. Abiding with the Code of Conduct and Ethics (the 'Code').

# **CHARTER: ANNEX 11**

## **SENATE BYLAWS**

### **ARTICLE I. PURPOSES AND POWERS**

#### **Section 1**

The Senate of the 'University' is the supreme academic authority of the University and shall, subject to the powers of the Council as provided in the Charter, be responsible for the academic work of the University, both in teaching and in research, and for the regulation and superintendence of the education and discipline of the students of the University. The Senate, having been created by direction of the academic community of the University to act by and for that body, is endowed with all the legislative powers and authority of the University to adopt and to amend bylaws governing its composition, organization, and procedures, such bylaws approved by the Rector and the President, and ratified by the Council. The bylaws shall provide for such standing and special committees as may be needed.

#### **Section 2**

The Senate of the 'University' shall exercise legislative functions dealing with the general educational and research policy of the University and perform all of the functions set forth in the Law on Private Universities of 2005 (s. 26-(1)) and in the Charter.

#### **Section 3**

These Bylaws and all amendments shall constitute the rules and regulations governing the conduct and procedure of the Senate of the 'University' - in the performance of those duties authorized and empowered by the 'University' Council.

### **ARTICLE II. MEMBERSHIP**

#### **Section 1. Members**

The composition of the Senate shall be as follows:

- (1) The Rector;
- (2) the Vice-Rector(s);
- (3) the Deans of Schools;
- (4) the Head of Administration;
- (5) two faculty members from each academic School nominated and elected from among the full-time faculty not on probation of each School;

- (6) one representative of the special teaching personnel from each School nominated and elected from among the full-time special teaching personnel not on probation of each School;
- (7) one student representative from each School, elected by the students of the School in good academic standing.

The Rector shall be *ex officio* the presiding officer of the Senate.

The elections for faculty and special teaching personnel shall be held before the end of the spring semester and shall take place in each School, department or equivalent academic unit, by secret ballot, after open nominations.

Academic member vacancies, which occur during a term of service, shall be filled for the remainder of that term in the same manner as the original election. Any student vacancy occurring during an elected term of office shall be filled by the Student Union Association, with the concurrence of the Dean of the School concerned.

The student members participate in the discussion and voting of all matters before the Senate, except those matters that the Senate deems as highly confidential. Indicatively, these may be matters related to student, staff or academic member grievances, disciplinary actions, grading, and similar sensitive issues for the University or for individuals. The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non-teaching personnel of the University or the admission and academic assessment of individual students. The Chairman of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

Additionally, as the case may warrant, the Rector may invite administrative officers, academic members, staff, or outside experts to present topics of interest to the Senate and its standing committees. Such guests shall have the privilege of the floor but without vote.

## **Section 2. Duties and Functions**

The Senate shall be the supreme academic body of –the ‘University’ and shall, in keeping with the Charter the ‘University’ , be responsible for the totality of academic work, and in that regard exercise legislative functions dealing with the general educational policy of the University as well as student activities and affairs. These include all matters where the Rector determines there is a need for uniform policy throughout the University, as distinguished from those affecting a single School, Department or other academic unit, in order to promote the academic work of the

University both in teaching and research and for the regulation and supervision of the education and discipline of the students of the University.

The Senate shall review all changes in existing policies or the establishment of new policies relating to such matters. It shall consider and make decisions on any matters referred to it.

More specifically, among others, the Senate has responsibility and authority on the following matters:

- (a) All powers vested in it by the Law on Private Universities of 2005 (§26.-(1)).
- (b) All powers vested in it by the Charter of the University.
- (c) Reviews, makes decisions and approves new programs and academic proposals, as well as approves amendments to existing academic programs.
- (d) Approves admissions and degree requirements.
- (e) Approves the system of grading and student promotion.
- (f) Constitutes a second-level decision body, as well as second-level disciplinary body
- (g) Establishes and approves general and specific academic policies and procedures
- (h) Reviews the academic standing and other affairs pertaining to students
- (i) Determines the building, technological and teaching aids and facilities requirements necessary for the smooth functioning of the instructional and research needs of the University
- (j) Oversees and approves the development of relations between the University and other academic institutions, research institutes and centres, European and international organizations.
- (k) Reviews proposals and makes recommendations to the Council for the establishment of schools, departments, institutes and research centres.
- (l) Establishes committees (standing or ad-hoc) from among its members and may at its discretion transfer to them any of its duties and functions.
- (m) Exercises any powers necessary to carry out its duties and responsibilities, as well as regulates its own rules and procedures, according to the Law, the Internal Regulations and policies of the 'University'.

The decisions of the Senate are forwarded to the Council of the University for final decision and ratification.

### **Section 3. Term of Office**

The term of office of Senate members shall be two years, with eligibility for re-election. Normally, elected members shall not serve more than two consecutive terms.

Student members of the Senate shall hold office for one year.

#### **Section 4. Jurisdiction and Appeals**

The Senate may, at its discretion, prepare a statement to serve as a guide to those specific matters falling within its jurisdiction. In the event that any member of the Senate shall question the jurisdiction of the Senate in matters before it, it shall be the Senate to vote by simple majority on the issue.

### **ARTICLE III. OFFICERS**

The Senate shall have as its Chair and presiding officer the Rector of the University.

The Chair shall appoint a secretary (ordinarily this being the Assistant to the Rector), and may also appoint other officers to perform specific assignments deemed necessary by the members of the body.

### **ARTICLE IV. RULES AND PROCEDURES FOR MEETINGS**

#### **Section 1. Regular Meetings**

The Senate shall hold regular meetings, at least one during each academic semester.

The Rector may call meetings whenever he deems it necessary. The call to meeting, along with agenda, shall be distributed five (5) working days prior to the meeting, except where in the judgement of the Rector the matter is urgent.

With the Senate's decision, it shall be possible for matters not included in the agenda to be discussed, which by their nature were not possible to be foreseen at the time of preparing the agenda.

#### **Section 2. Special meetings**

Special meetings may be called by the Rector upon petition of one-third of the members of the Senate, provided that sufficient cause and minimum notice of two weeks is given to the Rector. Only business mentioned in the call of a special meeting can be transacted at such a meeting.

#### **Section 3. Quorum**

A simple majority of the members shall constitute a quorum. A motion, to become, effective, requires a simple majority.

#### **Section 4. Decisions**

Decisions of the Senate are taken by simple majority of the voting members present. The Chair of the Senate casts the winning vote in case of a tie.

**Section 5. Access to Non-members**

The Senate may decide to give access to non-members to sit in its meetings. However, only members shall have voting privileges, while non-members shall have the privilege of the floor only when specifically provided for by the Senate.

**Section 6. Minutes**

Minutes are kept for all meetings of the Senate. Following their approval, the minutes are communicated to its members. The decisions of the Senate shall be open to the University academic and administrative community.

**Section 7. Procedures**

The Rector shall determine the order of business in any meeting of the Senate, except where expressly stated otherwise in these bylaws.

**Section 8. Exclusions from Meetings**

Members of the Senate are excluded from the proceedings (deliberations and decisions) on matters directly relevant or affecting their person or family.

**ARTICLE V. SENATE ORGANIZATION**

The Senate shall have the power to establish appropriate committees as may be needed for the orderly and efficient handling of its business. Faculty members and special teaching personnel who are not members of the Senate may be included on Senate committees, except where otherwise specified.

All other matters of internal organization shall be as provided in the Bylaws.

**ARTICLE VI. COMMITTEE ORGANIZATION****Section 1—Committee Review Procedures**

In most cases, the regular operations of the Senate shall follow a committee review procedure, and the Senate shall submit all matters of substance for committee study, decisions, and/or action prior to definitive action. Standing committee business may be initiated by each committee, the Chair of the Senate, an individual member of the Senate, or by a vote of the academic community of the University. In certain cases, the Senate may decide to act as a committee of the whole, without prior committee review procedure.

## **Section 2—Committee Organization**

Until such time as the Senate amends this pattern, the committees listed in Article VII of these Bylaws shall constitute the standing committees of the Senate. These committees, through their chair, shall, at all regular meetings of the Senate, make a brief verbal report of business transacted.

The text of any motions or resolutions that are to be proposed by committees at a Senate meeting shall be provided to the Rector ten (10) working days before the meeting, and shall be forwarded to Senate members by the Rector five (5) working days prior to the meeting.

In addition, each committee shall present a written, annual report or committee minutes to the Rector in the spring semester of each academic year. This report, which shall be submitted to the Rector by the end of the second full week of classes, shall include a summary of the major items considered by the committee during the full year and the disposition of each.

## **Section 3—Committee Elections**

The Senate at the first Senate meeting of the academic year shall elect all standing committees. All members of standing committees shall serve for a two-year term, or until their successors assume office, and shall be eligible for re-election. Within ten (10) working days after the election of a new committee, the chair of the outgoing committee shall call a meeting of the new committee and transfer current committee records to it.

## **Section 4—Committee Service**

All elected members of the Senate shall have at least one Senate committee assignment.

Faculty members, special teaching personnel and students, who are not members of the Senate may be nominated to Senate committees. Committee members who are not members of the Senate shall be afforded all rights of committee membership, including voting, but shall have none of these rights in the Senate.

## **Section 5—Committee Vacancies**

The Rector shall fill vacancies on committees that occur between regular elections, other than those resulting from a vacancy in the Senate term of service.

## **Section 6—Committee Procedures**

Each committee functions according to the procedures approved by the Senate and as detailed in article VII, Section 2 of these Bylaws. Each committee shall decide on its meeting dates, but shall meet at least once a semester. A majority of committee



members shall constitute a quorum. Prior public notice of all committee meetings shall be provided whenever practicable.

### **Section 7—Committee Minutes**

All committees shall keep minutes of all meetings, including a list of members present and members absent. The minutes of the committee meetings shall be submitted to the Secretary of the Senate within fourteen (14) days following the date of their approval by the particular committees. The minutes of standing committees shall be in addition to reports as required by Article VI, Section 2 of these Bylaws.

The minutes of all standing committees shall be open to inspection by the academic community of the 'University'.

## **ARTICLE VII. COMMITTEES**

### **Section 1. Senate Standing Committees**

There shall be such standing (permanent) and/or other special committees as the Senate may determine. The objectives and membership of such committees may include but not be limited to the following:

#### **1. COMMITTEE ON RESEARCH**

- To review and make decisions for research programs
- To facilitate the promotion of research among faculty members (including evaluation procedures and evaluation criteria), and the conduct of research in general at the 'University' (including research by students at the undergraduate and graduate level)

#### **Composition:**

Vice-Rector of Research (Chair);

Deans of Schools;

Department Chairpersons (one from each School);

Faculty members (one from each School);

1 Special Teaching Personnel Member (Senate Member);

Representative of the Research Centre;

Representative of Administration.

## **2. COMMITTEE ON ACADEMIC PROGRAMS**

- To review new programs and amendments on existing programs of study.
- To review admissions and degree requirements.
- To review the system of grading and student promotion.
- To review the academic standing and other affairs pertaining to students.

### **Composition:**

Vice-Rector of Academic Affairs (Chair);

Deans of Schools;

Director of Admissions;

Director of Enrollment;

Department Chairpersons (one from each School);

Faculty members (one from each School);

1 Special Teaching Personnel Member (Senate Member);

President, Student Union.

## **3. COMMITTEE ON FACULTY AFFAIRS**

- Constitutes a second-level disciplinary body to examine professional misconduct by faculty members.
- Constitutes a second-level body to examine grievances by faculty members and staff.
- To review matters pertaining to the general welfare and professional development of faculty members and staff.

### **Composition:**

The Senate will have the authority to appoint the members of the Committee, accordingly.

## **4. COMMITTEE ON STUDENT AFFAIRS**

- The review and publication of Student Guide for Programs of Study, University Policies and Student Life at the 'University'.
- Constitutes a second-level disciplinary body to examine academic misconduct by students.
- Student affairs such as career counselling, student exchanges, student transfers, etc.
- Personal matters of students, financial assistance, counselling, medical issues, special needs of students, etc.

- To oversee general student life at the 'University' and adequacy of various facilities (bookstore, cafeteria, clubs, cultural life, sports, etc.).
- To prepare and implement a Code of Conduct of students within the University and in the Community.

**Composition:**

The Senate will have the authority to appoint the members of the Committee, accordingly.

## **5. SPECIAL AND AD HOC COMMITTEES (INCLUDING MATTERS OF DISCIPLINE)**

Function and composition decided by the Senate according to needs.

Note: Membership on any of the above committees is not limited to members of the Senate.

### **Section 2. General Standing Committee Procedures**

The committees shall follow the general procedures as outlined below:

#### **1. Committee Chairs:**

(a) Committee Chairs shall normally serve a two-year term, and are to:

- establish committee agendas;
- organize and lead committee meetings;
- assure that committee minutes are promptly sent to the Secretary of the Senate;
- report committee decisions to the Senate; and
- file a written report annually with the Senate and report otherwise as directed by the Senate.

(b) Committees may establish subcommittees that facilitate the committees' work. Subcommittee members do not need to be approved by the Senate. However, only Senate approved members may cast votes that represent decisions of the standing committees.

#### **2. Jurisdiction**

(a) A committee addresses issues relevant to its objectives statement that is decided and/or approved by the Senate. The committee decisions are subject to approval by the Senate.

## **ARTICLE VIII. AMENDMENTS**

The Senate shall have the power to consider and adopt by a two-thirds majority vote any amendments to or modifications of these Bylaws, provided a quorum exists. Amendments to these Bylaws may be proposed at any time by one-third of the members of the Senate. Amendments decided by the Senate shall become effectual after approval by the Council and subject to the Charter and the Law on Private Universities of 2005 (s. 43).

## **CHARTER: ANNEX 12**

### **SCHOOL BYLAWS**

#### **PREAMBLE**

The School shall consist of the Rector of the University, the Vice-Rector(s), the Dean of School, all full-time Faculty members and Special Teaching Personnel of the School, University Administrators who teach courses at the School and/or have direct involvement in the admissions, registration and other affairs that affect the programs and the conduct of business of the School, as well as those students, both Undergraduate and Post-Graduate, who are registered in one of the academic programs of the School and receive their academic advising from academic members of the School.

The School serves the educational/instructional needs of Undergraduate and Post-Graduate students, facilitates, supports and promotes the research and teaching efforts of the academic members, and strives to promote intellectual collegiality and community within the School and the 'University' at large, as well as beyond the academic boundaries of the University.

The following Bylaws, so prepared and approved by the School, comply fully with and support the Purpose, Mission and Objectives of the 'University', as stated in the Charter.

#### **ARTICLE I. MEMBERSHIP**

##### **Section 1. Membership**

Members of the School shall be all full-time Faculty of all ranks, plus all full time Special Teaching Personnel.

The Rector, the Vice-Rector(s), the Dean of School, the Chief Executive Officer/Director, the Registrar, the Director of Admissions, the Director of Human Resource Management, the Head Librarian, and Faculty Emeriti shall be *ex officio* members of the School. Students who are registered in one of the academic programs of the School and receive their academic advising from academic members of the School are also considered members of the School. Academic personnel from other Schools of the 'University', who teach two or more courses on a regular basis at the School may attend meetings as observers.

## **Section 2. Voting Rights**

All members eligible to serve on committees have voting rights for all business and elections of the pertinent committees they serve on. Each eligible member shall have one vote in Committee meetings and in School business and elections.

## **Section 3. Responsibilities**

The responsibilities of the academic members of the School are primarily in the areas of planning, designing and conducting academic programs of instruction, engaging in scholarly activity and research in their field of expertise, and providing service to the School /University and the community. These are consistent with the relevant Internal Regulations and the Charter.

# **ARTICLE II. OFFICERS OF THE SCHOOL**

## **Section 1. The Dean of School**

- a. The Dean of School shall be the chief academic and administrative officer of the School, and shall be elected according to the provisions of the Law on Private Universities of 2005 (s. 29.(1) – (2)). He/she shall moderate all regular and special meetings of the School. The School Dean is accountable/reports to the Rector. He/she provides leadership in the School in formulating educational policy, and is responsible for the management of the School's resources and staff management. He/she acts as agent of the School in executing School policy, and serves as the medium of communication for all official business of the School with other University authorities and bodies, the students and the public.

The Dean of School has ultimate responsibility for the general welfare and development of the School. More specifically, he/she serves as both leader and resource manager in matters concerning recruitment, development and welfare of current members, program development and quality assurance, long range planning, School organizational patterns, and policy formulation.

- b. The Deputy Dean of School has all functions of the Dean of School in his absence or temporary incompetence, and shall be elected according to the provisions of the Law on Private Universities of 2005 (s. 29.(1) – (2)). In the absence of the Deputy Dean, the Dean designates one of the Chairpersons of Department to chair a meeting.
- c. The Dean of School and the Deputy Dean of School shall be *ex officio* member of all standing committees.

## **Section 2. Duties and Responsibilities of the Dean of School**

(See Appendix A)

# **ARTICLE III. COUNCIL OF SCHOOL**

## **Section 1. Purpose**

The Council of School shall be a policy formulating body of the School on matters specified below in Section 3: Powers and Responsibilities. In general, it shall coordinate the work of the Committees and shall advise the Dean of School on any matters concerning the planning, development, and general welfare of the School.

The Dean of School shall chair the Council of School.

## **Section 2. Membership**

The Dean of School, the Deputy Dean of School and the Chairpersons of the pertinent Department(s) shall constitute *ex officio* members of the Council of School. In addition, there shall be elected members as follows:

- Two representatives from each Department elected by the Council of the respective Department as stipulated by the law on private universities of 2005 (s-30.-(1)(γ);
- One member representing the Special Teaching Personnel of each Department who is elected by simple majority from their own number;
- One student representative from each department who is elected by simple majority from their own number. The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non - teaching personnel of the School or the admission and academic assessment of individual students. The Chair of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

Each elected member of the Council (except the student representatives) shall serve a two-year term and may be re-elected/re-nominated. The student representatives shall serve one-year term.

## **Section 3. Powers and Responsibilities**

The Council of School shall deal with matters as follows:

- School planning and development;
- School policy issues;
- School annual budgets and support/facility requirements;

- School Faculty development;
- School Organizational/Structural changes/requirements;
- The nominating and setting of the terms of reference for the formation of task forces outside the domain of existing standing committees to research issues/matters pertinent to the conduct of the School's business;
- Issues to be discussed at standing committees, such as design/revision of academic/curricular programs;
- Issues/Proposals forwarded by other members of the School for general discussion;
- The establishment of policies and procedures for hearing student grievances, which are consistent with the policies of the University.

The decisions/recommendations of the Council of School are subject to approval by the Senate.

#### **Section 4. Meetings**

The Council of School shall be called for regular meeting at least once every semester and at such other times as designated by the Chair of the Council. Ordinarily, at least one-week notice shall be given of a forthcoming meeting and the agenda shall be circulated. Minutes of the proceedings of the meetings shall be kept and circulated to the members.

Meetings may be requested by the Dean or by a majority of the Council members.

All members are required to attend the meetings of the Council of School. In the event of justified absences, a quorum shall be constituted by the presence of two-thirds of the members.

## **ARTICLE IV. ORGANIZATION OF THE SCHOOL**

### **Section 1. Departments**

a. The School is organized into Departments.

The Council of each Department is comprised of the following:

- (i) all full-time faculty members;
- (ii) one representative of the special teaching personnel who is elected by simple majority from their own number;
- (iii) student representatives who are elected from their own number and in number that equals 20% of the other members of the Council of Department. The student representatives are elected by simple majority by the students who are registered in one of the academic programs of the



pertinent department and receive their academic advising from academic members of the department. The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non-teaching personnel of the School or the admission and academic assessment of individual students. The Chair of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

The Chairperson of Department is the chief academic and administrative officer of an academic department and is responsible for its academic affairs and the general welfare and development of the department. He/she provides leadership to the members of the Department and the students within the department's discipline(s), as well as represents the department in School and University matters. The Chairperson of Department shall meet and consult regularly with the faculty in his/her respective Department.

The Council of Department elects one faculty member to serve as the Chairperson of Department. The Chairperson of Department shall be elected for a two-year term.

### **Section 1.2. Duties and Responsibilities of the Chairperson of Department**

(See Annex 13, Appendix A)

### **Section 1.3. Program Coordinator (See Annex 13, Appendix B)**

## **ARTICLE V. MEETINGS OF THE SCHOOL**

### **Section 1. Regularly Scheduled Meetings**

- a. Regularly scheduled meetings of the School shall be held at least once during each of the Fall and Spring semesters for the purpose of transacting pertinent business.
- b. The schedule and agenda for regular meetings are prepared and distributed by the Dean of School.
- c. Other items to be included on the agenda requiring School action may be submitted by any voting member of the School. Ordinarily, matters requiring action should be in writing and in the hands of the Dean at least seven days prior to the meeting, and shall be circulated with the agenda to each member in the call to the meeting, which should be distributed to the members at least three days prior to the meeting.

## **Section 2. Special / Extra-Ordinary Meetings**

Special (extra-ordinary) meetings may be called by the Dean, or at the written request of one-third of the voting members, stating the purpose for which the meeting is called. Unless the subject is declared as urgent by the Dean, the call to the special meeting shall be distributed not less than three days in advance, and shall state the purpose of the special meeting. The agenda of a special meeting (or extra-ordinary meeting) shall be limited to the specific purpose as stated in the call to the special meeting.

## **Section 3. Access to the Floor**

All members of the School, voting and nonvoting, shall have access to the floor at meetings of the School.

## **Section 4. Invited Persons**

Members of –the University (other than those specified in Article 1, Section 1) may attend meetings at the invitation of a full-time School member. The Dean must be notified in writing of the invitation of guests at least three days prior to the meeting, and approve the invitation.

## **Section 5. “Important Business” Rule**

Any piece of business designated as “important business” by the Dean of School or by a majority vote of the School members cannot be both introduced and voted on at the same meeting. Important business can be voted on only at or after a second regular or special meeting of the School.

## **Section 6. Voting**

A motion, to become effective, requires a simple majority of the voting members present. The Dean shall cast the winning vote in the event of a tie. Proxy voting is not recognized.

# **ARTICLE VI. COMMITTEES OF THE SCHOOL: GENERAL PRINCIPLES**

## **Section 1. Standing Committees**

Standing Committees are: the Committee on Academic Programs the Committee on Research; and the Grievance Committee.

## **Section 2. Membership of Standing Committees**

### **a. Members of Committees**

The Council of School designates, following nominations, members of standing committees. All full-time Faculty (excluding *ex officio* members) are eligible for

service on a Standing Committee. In addition, one representative from the Special Teaching Personnel will be designated to serve on a standing committee.

A term of service on a Standing Committee is two years.

If a member resigns or otherwise becomes unavailable for service on a Standing Committee, a special election to fill the remainder of the vacancy shall be held, unless the remainder of the term of service on the committee is less than one semester, in which case, the Dean of School shall appoint a replacement member.

**b. Student Members of Standing Committees**

Student members of Standing Committees shall be nominated by the Student Council according to procedures established by the Students' Council of –the 'University'. They shall be students majoring in one of the programs of the School, and shall be students in good academic standing that completed at least 21 credit hours of instruction in the School.

**Section 3. Procedures for Committee Elections**

School Standing Committees are comprised by an equal number of representatives from the Departments of the School. A member of the School wishing to place in nomination another member must obtain the consent of the nominee before such a nomination is certified. Eligible members may nominate themselves in writing to the Dean of School, who leads and controls the procedure.

Departmental representatives to Standing Committees shall be members of the Department they represent and shall be nominated and elected by each Department by the end of the Spring semester of each year for service beginning the following academic year. Departmental representatives to Committees shall be nominated and elected by the voting members within each Department.

**Section 4. Election of Standing Committee Chairs**

Each Standing Committee shall elect its own Chair from among its voting members.

**Section 5. Meetings of Standing Committees**

Adequate notice of meetings of any Committee shall be given to all its members. Committee meetings may be called by the Chair or at the request of at least two Committee members. Committees shall circulate minutes in a timely fashion to members of each Standing Committee and to the Dean of School.

### **Section 6. Quorum (for Standing Committees)**

A quorum in a standing committee shall consist of 50 percent plus one of the voting members (except where expressly stated differently). Members on official leave or excused from a particular meeting by the Dean of School are not counted in determining the quorum.

### **Section 7. Decisions of Standing Committees**

All decisions/recommendations reached by Committees are subject to final approval by the Council of School.

## **ARTICLE VII. PURPOSE AND MEMBERSHIP OF INDIVIDUAL COMMITTEES OF THE SCHOOL**

### **Section 1. Committee on Academic Programs**

#### **a. Purpose**

The Committee on Academic Programs shall have primary responsibility for the curricular programs of the School. In this regard, the Committee shall review all aspects of the educational programs of the School; review and approve proposals for the establishment of departmental, interdisciplinary, and general education programs in the School; review and approve all departmental, general educational, and interdisciplinary courses offered by the School; and formulate and review other academic policies and procedures.

Recommendations of the Committee on Academic Programs shall be submitted to the Council of School for review and recommendations. The Council of School then, through the Dean of School, forwards such proposals to the University Senate for review and approval.

#### **b. Membership**

The Committee on Academic Programs shall consist of two members of the voting Faculty, one member of the Special Teaching Personnel (STP) and one student representative from each department. The Dean of School, the Deputy Dean of School, the Chairperson(s) of the Department(s) and the Program Coordinators are *ex officio* members.

#### **c. Voting**

All members of the Committee have voting rights for all Committee business and elections. Each eligible member shall have one vote in Committee meetings and in Committee elections and other relevant business.

**d. Quorum**

A quorum shall consist of two-thirds of the voting members. Members on official leave or excused from a particular meeting by the Dean of School are not counted in determining the quorum.

**Section 2. Committee on Research**

**a. Purpose**

To organize the discussion of research needs within the School and to facilitate the development of research proposals for grants and other funding sources.

**b. Membership**

The Committee on Research shall be composed of the Dean of School, the Deputy Dean of School, the Chairpersons of the Department(s), and two representatives from the faculty of each Department. The Coordinators of Departmental Research Units / Groups are also members.

**c. Voting**

All members of the Committee have voting rights for all Committee business and elections. Each eligible member shall have one vote in Committee meetings and in Committee elections and other relevant business.

**d. Quorum**

A quorum shall consist of 50 percent plus one of the voting members. Members on official leave or excused from a particular meeting by the Dean of School are not counted in determining the quorum.

**Section 3. Grievance Committee**

**a. Purpose**

The Grievance Committee shall promote non-discrimination and objective and proper administrative action and decision making at the School. The Committee acts as a forum for hearing and examining relevant grievances by School members, staff and students majoring in a program of the School.

**b. Membership**

The Grievance Committee shall consist of five members: two full-time School members not on probation appointed by the Dean of School; two administrators appointed by the Rector; and one student representative nominated by the Students' Council and approved by the Rector. Student representatives shall participate only when the Committee examines students' grievances.

**c. Voting**

All members of the Committee have voting rights for all Committee business and elections. Each eligible member shall have one vote in Committee meetings and in Committee elections and other relevant business.

**d. Quorum**

A quorum shall consist of two-thirds of the voting members. Members on official leave or excused from a particular meeting by the Dean of School are not counted in determining the quorum.

Notes: In the case that the Grievance Committee or any of the involved parties (after the decision reached by the pertinent School Grievance Committee) wish to proceed with the matter further, they can do so by sending the matter into a second – level disciplinary body, accordingly:

- (a) For matters concerning/involving a professional misconduct by a faculty member, the matter is forwarded to the Senate Committee on Faculty Affairs, whereas;
- (b) For matters concerning/involving misconduct by a student, the matter is forwarded to the Senate Committee on Student Affairs.

**Section 7. Other Special Committees**

Other committees (ad hoc or task forces) may be established for the purpose of facilitating business within the School.

The pertinent Dean of School, following a decision of the pertinent School Council, establishes these committees as the need arises; whereas the final composition of the Committee(s) is subject to final approval of the School Council. Academic personnel from other Schools of the University, and/or experts from outside the University, may be members of these special committees. They are appointed for a specified time period and are terminated at the end of the specified time.

**Section 8. Sub-Committees**

The purpose, jurisdiction, and membership of sub-committees of Standing Committees are determined annually by the Dean of School in consultation with the Council of School and the Chairs of the Standing Committees. At least one member of such a Committee, usually the Chair, must be an elected member of the pertinent Standing Committee. These committees shall continue to function until terminated or until superseded by new committees as established above.

## **ARTICLE IX. AMENDMENTS**

Amendments to these By-Laws of the School may be proposed by the Dean of School, by the Council of School, or by a signed petition by at least one third of the voting School members.

Proposed amendments to these By-laws shall be submitted in writing to the Chair of the Council of School. The issue shall be put on the agenda for discussion at the next regular meeting of the School or at a special meeting called for that purpose, not later than six weeks from the date of submission of the amendments. In the latter case, notice of the meeting shall be sent in writing to all members of the School at least five days in advance.

Amendments must be approved by a majority vote at a School meeting. They are considered as recommendations, and only become effective upon the approval by the Senate and the Council and subject to the Charter and the Law on Private Universities of 2005 (s. 43).

# **APPENDIX A**

## **DEAN OF SCHOOL**

### **1. JOB DESCRIPTION**

The Dean of School is the chief academic and administrative officer of the School, and is accountable/reports to the Rector. He/she provides leadership in the School in formulating educational policy, and is responsible for the management of the School's financial resources and staff management. He/she acts as agent of the School faculty in executing School policy, and serves as the medium of communication for all official business of the School with other University authorities and bodies, the students and the public.

The Dean of School has ultimate responsibility for the general welfare and development of the School. More specifically, he/she serves as both leader and resource manager in matters concerning new faculty recruitment, as well as the development and welfare of current faculty and staff; program development and quality assurance, and long range planning; School organizational patterns; and policy formulation.

### **2. DUTIES AND RESPONSIBILITIES**

In more detail, the duties of the Dean of School shall include those set out below:

#### **a. School Planning and Development**

- Provides leadership in designing, developing and implementing long-range plans and educational programs in the School.
- Articulates the budgetary needs of the School, prepares the School's annual budget, and oversees the allocation and expenditure of resources, in cooperation with the Chairperson(s) of Department(s), to satisfy the needs of the School (for instruction / conferences / subscriptions, supplies, equipment, etc.).
- Ensures that the School's policies and practices are consistent with those of the University.



- Ensures that appropriate publicity is given to School activities and assists the pertinent University administrators in promoting a positive image for the University, and particularly of the programs and quality of service of the School.
- Enhances faculty, staff, and student morale.
- Insures that the interests of School faculty and programs are clearly understood by the Rector, the other Deans, and other officers of the University.
- Evaluates and co-ordinates requests by faculty members for office accommodation and other facility needs, and/or facilities pertaining to the conduct of instruction, with the appropriate University authorities.
- Enhances student recruitment and diversity, in collaboration with the Office of Admission.
- Leads and directs School's fund raising programs, and initiates and/or facilitates the development of external relationships that are beneficial to the School.
- Facilitates the faculty members of the School to organize the various standing and ad hoc committees and to adopt appropriate Bylaws for the School's effective and efficient governance, according to the University's policies, constitution and Bylaws.
- Conducts and coordinates the assessment, design and development of educational programs/curricula within the School in collaboration with the Chairperson(s) of Department(s).
- Ensures that the School's educational programs support, promote and enhance the mission, purpose and philosophy of the University.
- Prepares the School's new educational programs.

- Prepares the School's educational programs in the appropriate format to be submitted for internal and external quality assurance.

**b. Research/Scholarly Activity**

- Ensures that faculty members enjoy academic freedom and exercise academic responsibility.
- Promotes and assesses scholarly activity, professional service, and excellent teaching among the faculty.
- Provides encouragement and support for intra-School and inter-School research and teaching initiatives.
- Works closely with the Chairperson(s) of Department(s) to encourage faculty members to prepare research and/or other proposals and to submit grant applications for outside funding.

**c. Faculty and Staff**

- Conducts faculty needs analysis that is consistent with and supports the implementation of program development plans.
- Evaluates the performance of the Chairperson(s) of the Department(s) in the School. Reviews the annual evaluations of faculty members within the School.
- Assesses and ensures the effectiveness of all faculty members in the continuous quality and content improvement and development of the School's educational programs that respond to community needs, prepare students for success, and meet the requirements of the accrediting bodies.
- Oversees the preparation of class schedules and the allocation of faculty teaching load.
- Makes comments and recommendations on recommendations for appointment of Chairperson(s) of Department(s), for granting faculty permanent status, and for promotion of faculty members.
- Participates, when appropriate, in recruitment and staff selection in his/her School, within the 'University' hiring guidelines.

- Serves as liaison with the Director of Human Resources and oversees the development of staff in the School.
- Articulates the University policies and procedures to faculty members of the School.
- Organizes elections and makes recommendations on appointments of Chairperson(s) of Department(s) and of Program Coordinator(s), in accordance with policies and procedures of the University.
- Sends letters of renewal or non-renewal of contract to probationary faculty, and if/when necessary warning letters to faculty members who violate contractual obligations.
- Hears/processes faculty grievances and disciplinary cases, which are pursued beyond the level of Departmental Chairperson(s), and cooperates in grievance procedures/resolution.
- Approves recommendations for leaves of absence for attending conferences, sabbatical (when applicable), and other research/instruction-related requests
- pertinent to the School's program/course/image development, according to the University's policies, constitution and Bylaws.
- Maintains good working relationships with all faculty and administration in all academic and non-academic areas, as well as with students.

**d. Relations with other Academic Entities**

- Encourages collaborative links (in research, joint-programs, etc.) with other Universities, as well as inter-school, inter-disciplinary links within the University.
- Serves on various councils and committees as set forth in the 'University's' policy, constitution and Bylaws.
- Represents the School in its working relationship with other Schools/departments/academic units within the University.
- Represents the School in professional matters external to the University

setting, i.e, in the relevant to the School University's relations with professional bodies and other external constituencies.

- Serves as the School's liaison with relevant governmental regulatory and accrediting agencies.

**e. Relations with Students**

- Oversees the work of the students of the School and establishes adequate procedures to advise students in the selection of courses and programs of study and on other academic issues.
- Maintains good working relationships with students.
- Ensures that a system of student records is maintained
- Hears/processes student grievances, which are pursued beyond the level of Departmental Chairperson(s), according to the University's policies, procedures, constitution and Bylaws.

**f. Administrative Issues**

- Holds regular meetings with the School's Department(s) Chairpersons, as well as convenes and presides over regular Faculty meetings, to review, inform and consult with faculty and staff about School and University matters (administrative, academic policy, and strategic development issues pertinent to the School), according to the School's Bylaws.
- Oversees the smooth operation of the School's standing and other committees, and establishes ad hoc committees of the School faculty as necessary.

**3. ELECTION/REPORTING/ACCOUNTABILITY**

- The Dean of School is elected according to the provisions of the Law on Private Universities of 2005 (s. 29.(1) – (2)) and the Internal Regulations and Guidelines on Election Procedures (Annex 15).
- The term of service of the Dean of School shall be of three years. The Dean of School may serve for a maximum of three terms, of which no more than two can be consecutive.

- When a School consists of only one Department, the Dean of School may assume also the functions, duties and responsibilities of the Chairperson of the Department.
- The Dean of School is delegated with such authority necessary for the fulfilment of his/her duties and responsibilities.
- In what he/she does, it is expected that the Dean of School shall consult with the Chairperson(s) of Department(s), the Faculty and the Rector of the University. The Dean of School is responsible/accountable to the Rector and the President for the proper functioning of his/her School and the establishment of goals and plans, and generally for the performance of each and all of his/her duties.

#### **4. QUALIFICATIONS**

A candidate for the position of the Dean of School shall possess the following qualifications:

- A holder of a doctoral degree at the rank of at least Associate Professor
- Demonstrable experience in teaching and research/scholarly activity
- Excellent interpersonal and communicative skills.
- Collegiality and effectiveness in working with faculty, administrators and students.
- Commitment to learning, research and community service.

#### **5. WORK LOAD AND TIME SCHEDULE**

The Dean of School is expected to maintain the following time schedule:

1 <sup>st</sup> September (beginning of academic year) – 31 <sup>st</sup> May	Monday to Friday: 8:00 a.m. – 1:30 p.m. plus three afternoons 3:00 p.m. – 6:30 p.m. (to be approved by the Rector)
1 <sup>st</sup> June – 31 August (end of academic year)	Monday to Friday: 8:00 a.m. – 1:30 p.m. plus three afternoons 4:00 p.m. – 7:00 p.m. (to be approved by the Rector)

## **6. TEACHING LOAD**

To fulfill his/her duties and responsibilities, the Dean of School shall have a teaching workload of 3 credit hours per semester (Fall and Spring semesters).

## **7. COMPENSATION**

### **Annual Stipend**

The Dean of School shall receive an annual stipend on top of the regular faculty salary, decided by the Council

## **8. DEPUTY DEAN**

The Deputy Dean should hold the same qualification as the Dean of the School. In the Dean's absence or temporary incompetence, the Deputy Dean assumes all the powers, duties and responsibilities of the Dean. The Charter's provisions on qualifications and procedures for the election and appointment of the Dean apply accordingly to the Deputy Dean. The Deputy Dean is elected at the same time the Dean is elected.

## **CHARTER: ANNEX 13**

### **DEPARTMENTS BYLAWS**

#### **ARTICLE I: DEFINITION OF DEPARTMENT MEMBERS**

##### **Section 1. Membership**

The department consists of all full-time faculty who have been appointed under the Charter and the Internal Regulations of the 'University' and who hold the rank of professor, associate professor, assistant professor, or lecturer, as well as all full-time special teaching personnel who likewise have been appointed under the rules of the 'University' (and who hold the rank of full-time Instructor or Senior Instructor). The student constituency of the Department shall be all students who have declared a major or major preference in an academic program of the Department.

##### **Section 2. Voting Rights**

All members eligible to serve on departmental committees have voting rights for all business and elections of the pertinent committees they serve on. Each eligible member shall have one vote in Committee meetings and in Departmental business and elections.

##### **Section 3. Responsibilities**

Department members are responsible to the Chairperson of Department for the exercise of their duties. The responsibilities of the academic members of the Department are primarily in the areas of teaching, engaging in scholarly activity and research in their field of expertise, and providing service specifically to the Department and generally to the School/University as well as to the community.

More specifically department members are responsible among others for the following:

- i. Conduct of the educational program of the Department
- ii. Evaluation and implementation of modifications to existing programs
- iii. Design and development of new programs
- iv. Academic support for the student body
- v. Full participation in Departmental affairs
- vi. Action according to the Internal Regulations

## **ARTICLE II: OFFICERS OF THE DEPARTMENT**

### **Section 1. Chairperson of Department**

The Chairperson of Department is the chief academic and administrative officer of the Department, and is responsible for the academic operations, the general welfare and the development of the Department. He/she is the Chair of all Department and Department Council meetings (unless he/she designates a faculty member to preside).

The Chairperson of Department shall be a faculty member at the rank of Assistant Professor, with demonstrable experience in teaching and research/scholarly activity, with appropriate management and communicative skills and with a commitment to learning, research, and community service.

The Chairperson of Department provides leadership to the departmental members and support to the students within the Department's programs/discipline(s), and also represents the Department in School and University affairs. (The description of the duties and responsibilities of the Chairperson of Department can be found in Appendix A).

The Chairperson of Department is an elective post with a two-year term of office. The Chairperson of Department may serve for a maximum of three terms.

### **Section 2. Program Coordinator**

The term of service of a Program Coordinator shall be for two years with the possibility of re-appointment. The selection, appointment and duties of the Program Coordinator (Appendix B) are in accordance with the policies of the 'University'.

The Program Coordinator assists the Chairperson of Department on matters pertaining to the academic program(s) that he/she coordinates.

The duties and responsibilities of the program Coordinator are as follows:

- To manage the process of his/her program evaluation by coordinating the preparation of SAR reports over the three-year rotating SAR cycle;
- To ensure that the faculty teaching on the program is well aware of all aspects pertaining to updating and further development of the program;
- To organize the timing and agenda of the annual meeting of the Program Advisory Board;
- To take into consideration the suggestions of the SAR Report and Advisory Board, student feedback, expert opinion and administration input and initiates action plans for revision, update and further development of the program;



- To promote and monitor internationalization of program through the Erasmus mobility of faculty and students within the program;
- To ensure that the quality of his/her respective educational program(s) is maintained, by primarily reviewing the course outlines and the examination papers;
- To review, revise and update course syllabi as necessary, in co-operation with the pertinent faculty members;
- To ensure that any revisions or program changes enhance academic and professional recognition of the program;
- To identify needs and make appropriate recommendations on course offerings and teaching allocations to the Chairperson of the Department;
- To advise students and obtain their feedback on matters pertaining to the program;
- To carry out other tasks assigned to him/her by the Dean and/or Chairperson of the Department according to needs arising from the implementation of the university's quality assurance program;
- To participate at the School Council, by invitation of the Dean;
- To attend meetings with other coordinators as hold by the Chairperson of the Department and/or Dean of the School;
- To ensure communication of program's profile and competitive advantage to all relevant internal and external stakeholders.

In fulfillment of the above duties and responsibilities the program coordinator will be assisted by faculty members teaching in the program and the Chairperson of the pertinent department.

### **ARTICLE III: THE COUNCIL OF DEPARTMENT**

The Council shall be the primary decision-formulating body of the Department, exercising governance authority over academic programs and policies allowed by the rules of the 'University'.

The Council of Department shall deal with matters as follows:

- Department planning and development;
- Department policy issues;
- Department annual budgets and support/facility requirements;
- Department Faculty development;
- Department Organizational/Structural changes/requirements;

- The nominating and setting of the terms of reference for the formation of task forces outside the domain of existing standing committees to research issues/matters pertinent to the conduct of the Department's business;
- Issues to be discussed at standing committees, such as design/revision of academic/curricular programs;
- Issues/Proposals forwarded by other members of the Department for general discussion;
- The establishment of policies and procedures for hearing student grievances, which are consistent with the policies of the University.

The decisions/recommendations of the Council of Department are subject to approval by the Council of School.

### **Section 1. Membership**

The Council of the Department shall consist of the following:

- all full time faculty members;
- one elected representative of the Special Teaching Personnel who is elected by simple majority from their own number;
- student representatives who are elected from their own number and in number that equals 20% of the other members of the Council of Department. The student representatives are elected by simple majority by the students who are registered in one of the academic programs of the pertinent department and receive their academic advising from academic members of the department. The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non-teaching personnel of the Department or the admission and academic assessment of individual students. The Chair of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

Each elected member of the Council (except the student representatives) shall serve a two-year term and may be re-elected/re-nominated. The student representatives shall serve an one-year term.

### **Section 2. Council Meetings**

The Department Council shall hold a meeting at least once per semester. Ordinarily at least one week's notice shall be given of a forthcoming meeting and an agenda shall be circulated.

Meetings may be requested by the Chairperson of Department or by a majority of Council members. It is expected that meetings shall be arranged so as to accommodate the attendance of all Council members. A quorum shall consist of two thirds of the membership. The Chairperson (or other presiding officer designated by the Chairperson) shall vote on matters only in case his/her vote can affect the result, i.e., the presiding officer shall cast the winning vote in case of a tie.

The Chairperson of Department may invite others (whether within or outside of the College) to attend any scheduled meeting. The exact role of the guest is left to the Chairperson – but the guest shall not have voting power.

Minutes of the proceedings of the meetings shall be kept and circulated to all members. At the next meeting the minutes shall be submitted for approval or amendment. A copy shall also be filed in the Department files.

Decisions reached in Department Council meetings shall be communicated to the Dean for final approval.

#### **ARTICLE IV: DEPARTMENT MEETINGS**

The Department shall meet at least once during each semester. Special meetings may be called by the Chairperson of Department or upon request of three (3) voting members of the Department with one week's advance notice.

An agenda and supporting documents for each meeting shall be prepared by the Chairperson of Department and distributed prior to each meeting. The Chairperson shall preside over the meeting or, in his/her absence, the Chairperson shall designate a faculty member to preside.

Meetings of the Department shall be open only to members of the Department unless for particular meetings guests are invited. At the invitation of any member, people from other Schools within the College, students, administrators, staff or invited external experts on issues on the agenda may attend meetings. The Chairperson must be notified in writing of the invitation of guests at least three days prior to the meeting, and approve the invitation.

A quorum shall consist of 50% of the voting members of the department.

A motion, to become effective, shall require a simple majority vote of the (voting) members. (The Chairperson shall vote on matters only in case his/her vote can affect the result, i.e., he or she shall cast the winning vote in case of a tie).

Proposals raised at any meeting shall be referred to the agenda of the next meeting unless a two-thirds majority of those present and voting shall determine that the proposal is of such immediate importance as to suspend the rules or that it is a continuation of a matter already before the body and not a new topic.

A secretary shall be appointed by the Chairperson of the meeting to provide an accurate record of the proceedings of each meeting. This record shall be distributed to the members of the Department after the meeting; and at the next meeting they shall be submitted for approval or amendment. A copy shall also be filed in the Department files.

## **ARTICLE V: DEPARTMENT COMMITTEES**

Ad hoc Departmental committees, as advisory committees, report to the Department (through the Chairperson of the Department). The Chairperson of the Department shall designate membership of committees to appropriate academic members (based on nominations received), whereas the final composition of the Committees is subject to final approval of the Department Council. A quorum of the standing or ad hoc committee consists of two thirds of its members. All decisions reached in standing committees are subject to approval during Department Council meetings.

The Department, from time to time, may establish various standing or ad hoc committees, as well as sub committees, which are deemed necessary, aiming to the smooth operation of the Department.

## **ARTICLE VII: DEPARTMENT RESEARCH UNITS/GROUPS**

The Department may form research groups aimed at creating opportunities for organizing linkages between research interests and at promoting effectiveness of academic performance. In such cases the chairperson appoints coordinators (on an annual basis) for the smooth operation of the group(s).

## **ARTICLE VIII: PROMULGATION OF THESE BYLAWS**

The Chairperson of Department shall make available these Bylaws to all Program Coordinators and department members at the beginning of each academic year and make them available to all other parties upon request.

## **ARTICLE IX: AMENDMENTS**

Amendments to these Bylaws may be requested by the Chairperson or proposed in writing by one third of the members of the Council of Department and shall be voted upon at a meeting. Amendments shall be approved by a two-thirds majority of those present and voting. Amendments must also be approved by the Council of School, by the Senate and by the Council and subject to the Charter and the Law on Private Universities of 2005 (s. 43) before they become effective.

# APPENDIX A

## CHAIRPERSON OF DEPARTMENT

### 1. JOB SUMMARY

The Chairperson of Department reports to the Dean of School. He/she is the chief academic and administrative officer of an academic Department, and is responsible for the academic operations, the general welfare and the development of the Department. He/she provides leadership to the faculty and support to the students within the Department's programs/discipline(s), and also represents the Department in School and University affairs.

### 2. DUTIES AND RESPONSIBILITIES

**In more detail, the key areas of duties and responsibilities of the Chairperson of Department are as follows:**

#### a. Curricular/Program Development

- Plans the curricula of the programs in his/her Department. This includes, but is not limited to: (1) Designing and developing, in collaboration with program coordinators and the pertinent faculty members, academic and professional courses / programs / curricula; (2) Reviewing the curricula of the Department and recommending / proposing necessary updates/revisions; (3) Promoting, encouraging and supporting academic excellence in the programs;
- Assists in the preparation, upon approval by the appropriate School and University bodies/officers, of new or revised programs / courses of his/her Department;
- During internal and external QA procedures reviews the programs of his/her Department and implements required changes;
- Prepares the schedule of courses and ensures that a balanced and appropriate offering of courses at all levels and in the proper sequence is made each semester so as to safeguard the uninterrupted progress of each program of study to meet student needs. He/she cooperates with the Dean of School, the Program Coordinators, with other Chairpersons in the School, and the Registrar in making teaching assignments / allocations of faculty to each course;
- Evaluates transfer record, and evaluates and monitors course prerequisites in cooperation with Program Coordinators and pertinent faculty members.

#### b. Faculty Governance/Organization/Development

- Implements (in cooperation with the Dean of School) the policies, guidelines and standards of the School and the University. He/she ensures that new faculty members are made aware of these policies, and facilitates for their smooth adaptation to the environment;

- Participates in the recruitment and selection of faculty members whose disciplines are essential to the programs of the Department;
  - Encourages and facilitates faculty development;
  - Conducts the first-level annual evaluation of the Department's faculty and submits recommendations to the Dean of School;
  - Recommends to the Dean of School faculty appointments, permanency status, as well as disciplinary actions, according to the University's policies and the School's By-laws;
  - Hears informal faculty grievances at the Department level and cooperates in formal grievance procedures.
- c. Planning and Development:**
- Identifies resource needs (faculty, staff, facilities, other) for his/her Department.
  - Assists the Dean of School in designing and implementing integrated long-range plans and programs of the School;
  - Develops annual Departmental budgets for allocating funds for instruction, research, and faculty development;
- d. Research/Scholarly Activities**
- Ensures the quality of teaching and research, while continuing to engage in his/her own teaching/scholarship activities;
  - Works closely with faculty to develop proposals for grants, professional leave, etc.;
  - Reviews faculty applications for faculty leave for conference participation, etc. and appropriately allocates budgeted funds;
  - Seeks to enrich the book, journal and other scholarly collections at the Library to support planned research, program development, and future growth of the Department;
- e. Service to the Community**
- Develops linkages with society in general, and local and academic community in particular.
- f. Student Affairs**
- Seeks to create/foster positive student-faculty relationships in the Department. He/she deals with student concerns and complaints and takes appropriate action in accordance with the University's policies/guidelines;
  - Supervises academic advising in the Department, and assigns students to faculty academic advisors;
  - Counsels students on career planning, continuing education and job placement.

- Provides orientation for all new students entering the programs of the Department;
- Ensures that students' rights are preserved, and is the first contact in the resolution of disputes between faculty and students according to University's policies/rules/regulations.

**g. Administrative Duties**

The Chairperson's administrative duties include the following:

- Calls and presides over Departmental faculty meetings that take place according to the Department's By-laws;
- Maintains records and prepares reports in accordance with the University's procedures;
- Ensures the observance of timetables, schedules, calendars of activities / events / projects of the Department;
- Represents the Department in its relations with other University academic and administrative units;
- Establishes ad hoc committees/task-forces as necessary;
- Ensures that course outlines comply with course syllabi.

**h. Other Duties**

- Carries out such additional duties as may be assigned by the Dean of School or as set down by the University's policies, the University's Charter and By-laws, and the School's and Department's Bylaws.

**3. TERM OF SERVICE/APPOINTMENT/REPORTING/ACCOUNTABILITY**

- The Rector, following relevant elections in the Department, appoints the Chairperson of the Department (See the procedures outlined below at Annex 15).
- The term of service of the Chairperson of Department shall be of two years. The Chairperson of Department may serve for a maximum of three terms.
- The Chairperson is delegated with such authority necessary for the fulfilment of his/her duties and responsibilities. In what he/she does, it is expected that the Chairperson shall consult with the members of his/her Department (program coordinators, faculty, staff) according to the By-laws of the Department.
- The chairperson is responsible/accountable to the Dean of School for the proper functioning of the department and the establishment of goals and plans, and generally for the performance of each and all of his/her duties.



#### **4. QUALIFICATIONS**

The successful candidate for the position of the Chairperson of Department shall possess the following qualifications:

- A holder of a doctoral degree at the rank of at least Assistant Professor;
- Appropriate management and communicative skills;
- Collegiality and effectiveness in working with faculty and students;
- Commitment to learning, research and community service.

#### **5. WORK LOAD AND TIME SCHEDULE**

The Department Chairperson is expected to maintain the following time schedule:

1 <sup>st</sup> September (beginning of academic year) – 31 <sup>st</sup> May	Monday to Friday: 8:00 a.m. – 1:30 p.m. plus two afternoons 3:00 p.m. – 6:30 p.m. (to be approved by the Dean of School)
1 <sup>st</sup> June – 31 July	Monday to Friday: 8:00 a.m. – 1:30 p.m. plus two afternoons 4:00 p.m. – 7:00 p.m. (to be approved by the Dean of School)
1 <sup>st</sup> August – 31 August (end of academic year)	Summer Vacation

#### **6. TEACHING LOAD**

To fulfil his/her duties and responsibilities, the Departmental Chairperson shall have a teaching workload of 6 credit hours per semester (Fall and Spring semesters).

#### **7. COMPENSATION**

##### **Annual Stipend**

The Chairperson shall receive an annual stipend on top of the regular faculty salary, decided by the Council.

#### **8. VICE-CHAIRPERSON**

The Vice-Chairperson should hold the same qualification as the Chairperson of the Department. In the Chairperson's of Department absence or temporary incompetence, the Vice-Chairperson assumes all the powers, duties and responsibilities of the Chairperson. The Charter's provisions on qualifications and

procedures for the election and appointment of the Chairperson of Department apply accordingly to the Vice-Chairperson. The Vice-Chairperson is elected at the same time the Chairperson is elected.

## **APPENDIX B**

### **DUTIES AND RESPONSIBILITIES OF THE PROGRAM**

#### **COORDINATOR (or CO-COORDINATOR)**

##### **I. PROFILE**

The Program Coordinator assists the Chairperson of Department on matters pertaining to the academic program(s) that he/she coordinates. The program coordinator has a key role in the program design, performance and development. The coordinators and co-coordinators are appointed by the Rector after suggestions of the Deans of the Schools.

The basic characteristics of the program coordinator profile are summarized as follows:

- The Program Coordinator must hold a doctoral degree;
- He/she shall hold the rank of at least Associate Professor (for coordinators only) and the rank of at least Assistant Professor (for co-coordinators only);
- He/she shall serve a two-year term starting from the 1<sup>st</sup> of September, with the possibility of re-appointment.

##### **II. DUTIES AND RESPONSIBILITIES**

Duties and responsibilities of the program coordinator include the following:

- To manage the process of his/her program evaluation by coordinating the preparation of SAR reports over the three-year rotating SAR cycle;
- To ensure that the faculty teaching on the program is well aware of all aspects pertaining to updating and further development of the program;
- To organize the timing and agenda of the annual meeting of the Program Advisory Board;
- To take into consideration the suggestions of the SAR Report and Advisory Board, student feedback, expert opinion and administration input and initiates action plans for revision, update and further development of the program;

- To promote and monitor internationalization of program through the Erasmus mobility of faculty and students within the program;
- To ensure that the quality of his/her respective educational program(s) is maintained, by primarily reviewing the course outlines and the examination papers;
- To review, revise and update course syllabi as necessary, in co-operation with the pertinent faculty members;
- To ensure that any revisions or program changes enhance academic and professional recognition of the program;
- To identify needs and make appropriate recommendations on course offerings and teaching allocations to the Chairperson of the Department;
- To advise students and obtain their feedback on matters pertaining to the program;
- To carry out other tasks assigned to him/her by the Dean and/or Chairperson of the Department according to needs arising from the implementation of the university's quality assurance program.
- To participate at the School Council, by invitation of the Dean;
- To attend meetings with other coordinators as hold by the Chairperson of the Department and/or Dean of the School;
- To ensure communication of program's profile and competitive advantage to all relevant internal and external stakeholders.

In fulfillment of the above duties and responsibilities the program coordinator will be assisted by faculty members teaching in the program and the Chairperson of the pertinent department.

## CHARTER: ANNEX 14

### INTERNAL REGULATIONS AND GUIDELINES ON STUDENT REGISTRY

#### 1. STUDENT REGISTRY

- 1.1. The University shall keep a Student Registry according to the Law on Private Universities of 2005.
- 1.2. The Student Registry shall comply fully with the Processing of personal data (protection of individuals) Law 138 (1) 2001 of the Republic of Cyprus.
- 1.3. The maintenance of Student Registry shall conform to international practices and regulations.

#### 2. DEFINITION OF TERMS

The various terms as used in these guidelines and regulations are defined below:

- 2.1. **Access** shall mean inspection or copying of a student record, in whole or in part.
- 2.2. **Authorized University Personnel** shall consist of two groups:
  - 2.2.1. University administrators, faculty members, counsellors and other professionals who are employed by the University or who are providing services to the student under an agreement and who are working directly with the student in an administrative, teaching counselling, and/or diagnostic capacity.
  - 2.2.2. Administrative personnel and clerical personnel, including operators of data processing equipment, and whose duties require them to have access to student records for purposes of processing information for the student record. Such personnel shall have access only to the student record information that is required for them to perform their duties.
- 2.3. **Eligible Student** shall mean any student who is or has been officially registered for any period at the university, and for whom the university maintains education records or personally identifiable information.

- 2.4. **Parent** shall mean a student's father or mother, or guardian, or person or agency legally authorized to act on behalf of the student in place of or in conjunction with the father, mother, or guardian.
- 2.5. **Release** shall mean the oral or written disclosure, in whole or in part, of information in a student record.
- 2.6. **University Committee** shall include a University committee, the University Council, or any other official body of the University.
- 2.7. **The Student Record** shall consist of the transcript, the admission record, and other materials that contain information directly related to the student including all information recording and computer file or any other materials regardless of physical form or characteristics concerning a student that is organized on the basis of the student's name or in a way that such student may be individually identified, and that is kept by the University.
- 2.8. **The Admission Record** shall consist of all the information in the student record, which is not contained in the transcript. This information clearly shall be of importance to the educational process.
- 2.9. **The Transcript** shall contain administrative records that constitute the minimum data necessary to reflect the student's educational progress to operate the educational system and to abide by international standards and/or the Bologna processes.
- 2.10. **Third Party** shall mean any person or private or public agency, authority, or organization other than the eligible student, his/her parent, or authorized University personnel.

### **3. COLLECTION OF DATA AND CLASSIFICATION OF INFORMATION**

- 3.1. All information and data contained in or added to the student record shall be limited to information relevant to the educational needs of the student.
- 3.2. Student Registry shall include the following classifications and information:
  - 3.2.1. Application and admission data (temporary record) shall include but not limited to: High school certificate; class rank and test scores; transfer courses and

grades; solicited and unsolicited correspondence; summary of interviews and/or recommendation letters.

- 3.2.2. Transcript and Academic Record data shall include but not limited to: New student test results; cumulative record of courses; grades and other evaluations; proficiency, probation, and other related information; fellowship and assistantship appointment records; irregular attendance reports; honors received; disciplinary records including sanctions, if any.

## **4. PRIVACY AND SECURITY OF STUDENT RECORDS**

- 4.1. The University Registrar or his/her designee shall be responsible for the privacy and security of all student records maintained by the University.
- 4.2. The University Registrar shall insure that student records are kept physically secured, that authorized University personnel are informed of the provisions of these regulations and are educated as to the importance of information privacy and confidentiality; and that any computerized systems employed are electronically secure.

## **5. ACCESS TO STUDENT RECORDS**

- 5.1. **Access of Eligible Students and Parents.** The eligible student or the parent, shall have access to the student record. Upon request for access, the entire student record regardless of the physical location of its parts shall be made available.
- 5.1.1. Upon request, copies of any information contained in the student record shall be furnished to the eligible student or the parent.
- 5.1.2. The eligible student or the parent shall have the right upon request to meet with professionally qualified University personnel and to have any of the contents of the student record interpreted.
- 5.1.3. The eligible student or the parent may have the student record inspected or interpreted by a third party of their choice. Such third party shall present specific written consent of the eligible student or parent, prior to gaining access to the student record.

5.2. **Access of Authorized University Personnel.** Authorized University personnel shall have access to the student records of students to whom they are providing services, when such access is required in the performance of their official duties. The consent of the eligible student or parent shall not be necessary.

5.3. **Access of Third Parties.** Except for the provisions of these regulations, no third party shall have access to information in or from a student record without the specific, informed written consent of the eligible student or the parent. When granting consent, the eligible student or parent shall have the right to designate which parts of the student record shall be released to the third party. A copy of such consent shall be retained by the eligible student or parent and a duplicate placed in the temporary record. Personally identifiable information from a student record shall only be released to a third party on the condition that he/she will not permit any other third party to have access to such information without the written consent of the eligible student or parent.

5.4 **Access of Third Parties without Student's or Parent's Consent**

Personally identifiable records of students may be released without student's or parent's consent in the following cases:

5.4.1 Upon receipt of a court order or lawfully issued subpoena the University shall comply, provided that the University makes a reasonable effort to notify the parent or eligible student of the order or subpoena in advance of compliance.

5.4.2. Upon receipt of a request from government authorities, ministries such as the Department of Education and Culture, Department of Statistics, the Department of Immigration and Migration, Accrediting bodies, government officials, and their authorized agents in connection with the audit, evaluation or enforcement of European and state education laws, or programs; provided that except when collection of personally identifiable data is specifically authorized by law, any data collected by such officials shall be protected so that parties other than such officials and their authorized agents cannot personally identify such students and their parents; and such personally identifiable data shall be destroyed when no longer needed for the audit, evaluation or enforcement of European and state education laws.

5.4.3. The University may disclose information regarding a student to appropriate parties in connection with a health or safety emergency if knowledge of the information is necessary to protect the health or safety of the student or other individuals. This includes, but is not limited to, disclosures to the local police authorities.



## **6. DESTRUCTION OF STUDENT RECORDS**

- 6.1. The Academic Record shall be maintained by the University indefinitely.
- 6.2. The Admission file (temporary record) shall be destroyed not earlier than fifteen years after the student transfers, graduates, or withdraws from the university system. Written notice to the eligible student and his/her parent of the approximate date of destruction of the record and their right to receive the information in whole or in part, shall be made at the time of such transfer, graduation, or withdrawal.

## **CHARTER: ANNEX 15**

### **INTERNAL REGULATIONS AND GUIDELINES ON ELECTION PROCEDURES**

#### **1. ELECTION OF THE RECTOR AND THE VICE-RECTOR(S)**

- 1.1. The Rector, following a decision of the Senate, calls all members of the Councils of Departments for a special meeting, at least four weeks before the meeting, in which the Rector and the Vice-Rector(s) are elected. If the Rector is candidate, the most senior (the longest serving) Faculty Member holding the rank of Professor is responsible for taking the initiative and conducting the election procedure. The convocation determines the day and time frame within which candidacies may be submitted, as well as the duration of the special meeting.
- 1.2. The candidates, who should hold the rank of Professor, submit their candidacies at the Rector's Office.
- 1.3. The Rector or the longest serving Faculty Member holding the rank of Professor, after consultation with the Vice-Rector of Academic Affairs, registers and makes public the list of Faculty Members who have the right to vote according to the relevant provisions of the Internal Regulations and Guidelines.
- 1.4. Department Council members who are unable to attend the special election meeting have a right to vote by proxy. Proxies may only validly be appointed in writing at least 5 working days before the day of the election, in the approved form which has to be fully completed and signed by the Faculty member who is indisposed and stamped by the School Administrator. Any Department Council member, eligible and registered to vote, may act as a proxy for a maximum of two persons.
- 1.5. The Rector, one of the Vice-Rectors or the longest serving Faculty Member holding the rank of Professor, takes care of the election of a chair and two members of the Elections' Committee that oversees the elections, counts the votes, reaches decisions on possible objections, and announces the results.
- 1.6. The Rector and the Vice-Rector(s) are elected by secret ballot and by simple majority. In the case of a tie, the Rector and/or the Vice-Rector(s) are/is elected by lot.

## **2. ELECTION OF THE DEANS AND THE DEPUTY DEANS OF SCHOOLS**

2.1. The Rector, following a decision of the Senate, calls all members of the Councils of Departments of each School for a special meeting, at least four weeks before the meeting, in which the Dean and the Deputy Dean are elected. The convocation determines the day and time frame in which candidacies may be submitted as well as the duration of the special meeting.

2.1.1 In the case of a newly established School, an acting Dean may be appointed by the 'University Council'. The commencement and end of service will be decided upon the 'University Council' and in any case it cannot exceed a three-year term.

2.2. The candidates, who should hold the rank of Professor or Associate Professor in the pertinent School, submit their candidacies to the School Administrator.

2.3. The Rector registers and makes public the list of Faculty Members who have the right to vote according to the relevant provisions of the Internal Regulations and Guidelines.

2.4. Members of the Councils of Departments of each School who are unable to attend the special election meeting have a right to vote by proxy. Proxies may only validly be appointed in writing, at least 5 working days before the Election Day, in the approved form which has to be fully completed and signed by the member of the Council of Department who is indisposed and stamped by the School Administrator. Any member of the Council of Department of each School eligible and registered to vote may act as a proxy for a maximum of two persons.

2.5. The Rector takes care of the election of a chair and two members of the Elections' Committee that oversees the elections, counts the votes, reaches decisions on possible objections, and announces the results.

2.6. The Dean and the Deputy Dean are elected by secret ballot and by simple majority. In the case of a tie, the Dean and/or the Deputy Dean is elected by lot.

2.7. If within two months before the expiration of a term, the School is unable to select a Dean and/or Deputy Dean, a three-member Committee, constituting of the Rector, the Vice-Rector of Academic Affairs and the Director of Planning and Development, shall appoint an acting Dean and/or Deputy Dean, for a term not to exceed three years.

## **3. ELECTION OF THE CHAIRPERSONS AND THE VICE-CHAIRPERSONS OF DEPARTMENTS**

3.1. The Dean calls all members of the Council of the Department for a special meeting, at least four weeks before the meeting, in which the Chairperson

and the Vice-Chairperson of the Department are elected by secret ballot. During the meeting, a nominating committee must be established, consisting of two or three full-time members, at the rank of at least Assistant Professor. The incumbent Chairperson (if any) is not eligible to serve on this committee. If the Dean is candidate, the most senior (the longest serving) member of the School at the highest rank is responsible for taking the initiative and conducting the election procedure. The convocation determines the day and time frame in which candidacies may be submitted and the duration of the special meeting.

- 3.2. The Dean or the most senior (the longest serving) member of the School at the highest rank, after consultation with the Vice-Rector of Academic Affairs, registers and makes public the list of Members of the Council of the Department who have the right to vote according to the relevant provisions of the Internal Regulations and Guidelines.
- 3.3. The Committee shall consult with the Dean of School or the most senior (the longest serving) member of the School at the highest rank, if the Dean is candidate, concerning the criteria for the selection of candidates, which should hold the rank of at least Assistant Professor.
- 3.4. Eligible candidates submit their candidacies to the Election Committee, who later submits all candidacies to the Department Council members for their vote.
- 3.5. At a specially convened meeting, the Department Council members shall elect the Chairperson nominee by secret ballot.
- 3.6. Members of the Council of the Department who are unable to attend the special election meeting have a right to vote by proxy. Proxies may only validly be appointed in writing at least 5 working days before the Election Day, in the approved form which has to be dully completed and signed by the member of the Council of Department who is indisposed and stamped by the School Administrator. Any member of the Council of the Department eligible and registered to vote may act as a proxy for a maximum of two persons.
- 3.7. The nominee must receive a majority of the votes cast. In the case of a tie, the Chairperson is elected by lot. The results of the voting shall be forwarded to the Dean of School or to the person who is responsible for conducting the election procedure. The report to the Dean or to the person who is responsible for conducting the election procedure, accompanied by the ballots and signed by the members of the nominating committee shall indicate the member nominee and the votes cast for all eligible candidates.
- 3.8. The Dean of School or the person who is responsible for conducting the election procedure shall forward the departmental election results to the Rector, who has the authority to make the appointment.

- 3.9. If within two months before the expiration of a term, the Department is unable to select a Chairperson and/or Vice-Chairperson, a three-member Committee, constituting of the Rector, the Vice-Rector of Academic Affairs and the Chief Executive Officer/Director, shall appoint an acting Chairperson and/or Vice-Chairperson, for a term not to exceed two years.

#### **4. ELECTION TIME PERIOD – BEGINNING OF TERMS – DURATION OF TERMS**

##### **4.1. Election Time Period and Beginning of Terms**

Elections to the positions of Rector/Vice-Rector(s), Deans/Deputy Deans and Chairpersons/Vice-Chairpersons of the Departments take place by the end of June and the respective four, three or two year terms begin on September 1<sup>st</sup> of the year in which the elections took place.

##### **4.2. Transitional Provisions**

4.2.1. All new provisions will be put into effect as of September 1<sup>st</sup>, 2015.

4.2.2. The current term of office for the posts of: Rector, Vice-Rector(s) will have duration, as per stated/defined in the advertisement/announcement of each post.

4.2.3. The number of terms of office for the posts of: Rector, Vice-Rector(s), Dean of School, Deputy Dean of School, Chairperson and Vice-Chairperson will begin to count towards the total number of terms that can be served, from the following announcement of elections on each position.

#### **5. ELECTION OF A FACULTY MEMBER AS MEMBER OF THE COUNCIL**

5.1. The Rector, following a decision of the Senate, calls all Faculty members for a special meeting, at least four weeks before the meeting, in which a Faculty member is elected as member of the Council.

5.2. The candidates submit their candidacies to the Rector at least two weeks before the elections. The Rector takes care of the election of a chair and two members of the Elections' Committee that oversees the elections, counts the votes, reaches decisions on possible objections, and announces the results.

5.3. A faculty member is elected as member of the Council by simple majority. In the case of a tie, the faculty member is elected by lot.

## **6. ELECTION OF MEMBERS OF THE NON-TEACHING (ADMINISTRATIVE) STAFF AS MEMBERS OF THE COUNCIL**

- 6.1. The Director of Human Resources calls all non-teaching (administrative) staff members for a special meeting, at least four weeks before the meeting, in which a non-teaching (administrative) staff member is elected as member of the Council.
- 6.2. The candidates submit their candidacies to the Director of Human Resources, at least two weeks before the elections.
- 6.3. The Director of Human Resources takes care of the election of a chair and two members of the Elections' Committee that oversees the elections, counts the votes, reaches decisions on possible objections, and announces the results.
- 6.4. A non-teaching (administrative) staff member is elected as member of the Council by simple majority. In the case of a tie, the non-teaching (administrative) staff member is elected by lot.

## **7. ELECTION OF FACULTY MEMBERS, OF SPECIAL TEACHING PERSONNEL MEMBERS, AND OF STUDENTS AS MEMBERS OF THE SENATE**

- 7.1. The Dean of School calls all School faculty members, all school Special Teaching Personnel members, and all School students in good standing for three separate special meetings, at least four weeks before the meetings, in which the School's two Faculty members and one Special Teaching Personnel member are elected as members of the Senate for a period of two years, and a School's Student is elected as member of the Senate for a period of one year.
- 7.2. The candidates submit their candidacies to the Dean at least two weeks before the elections.
- 7.3. The Dean takes care of the election of a chair and two members of the Elections' Committee that oversees the elections, counts the votes, reaches decisions on possible objections, and announces the results.
- 7.4. The Faculty members, the Special Teaching Personnel member and the Student are elected as members of the Senate by simple majority. In the case of a tie, they are elected by lot.

## **8. ELECTION OF FACULTY MEMBERS, OF SPECIAL TEACHING PERSONNEL MEMBERS, AND OF STUDENTS AS MEMBERS OF THE SCHOOL COUNCIL AND OF THE DEPARTMENT COUNCIL**

- 8.1. Special Teaching Personnel Members and Students are elected as members of the School Council and of the Department Council according to the provisions of the Schools Bylaws (Annex 12) and the Department Bylaws (Annex 13), respectively.

## **CHARTER: ANNEX 16**

### **DISTANCE EDUCATION UNIT BYLAWS**

#### **PREAMBLE**

The Distance Education Unit (in this Charter called 'DEU') shall consist of the Rector of the University, the Vice-Rector(s), the Director of the Unit, all full-time Faculty members, external associates and specialists, in their respective fields, with experience in Distance Education, who teach courses in the 'DEU'; as well as University Administrators who have direct involvement in the admissions, registration and other affairs that affect the programs and the conduct of business of the 'DEU'; and those students, who are registered in one of the academic programs of the 'DEU' and receive their academic advising from academic members of the 'DEU'.

The 'DEU' has been established for the purpose of offering access to higher education, provided by the 'University', to a broad spectrum of people who are not allowed/able to attend a conventional (face-to-face) program of study. In this way, the 'DEU' responds to the current and growing needs of society for learning, through alternative education programs and it promotes equal opportunity in education. Moreover, the 'DEU' facilitates supports and promotes research and innovation and strives to promote intellectual collegiality and community within the 'DEU' and the 'University' at large, as well as beyond the academic boundaries of the University.

The following Bylaws, so prepared and approved by the 'DEU', comply fully with and support the Purpose, Mission and Objectives of the 'University', as stated in the Charter.



# **APPENDIX A**

## **JOB DESCRIPTION FOR THE DIRECTOR OF THE DISTANCE EDUCATION UNIT**

### **The Director of the Distance Education Unit**

- a. The Director of the Unit shall be the chief academic and administrative officer of the Unit. He/she shall moderate all regular and special meetings of the Unit.
- b. The Director of the Unit shall be *ex officio* member of all standing committees that concern the distance education programs.

The Director of the Distance Education Unit is the chief academic and administrative officer of the Unit, and is accountable/reports to the Rector. He/she provides leadership in the Unit in formulating educational policy, and is responsible for the management of the Unit's resources and staff management. He/she acts as agent of the Unit in executing Unit's policy, and serves as the medium of communication for all official business of the Unit with other University authorities and bodies, the students and the public. The Director of the Unit has ultimate responsibility for the general welfare and development of the Unit. More specifically, he/she serves as both leader and resource manager in matters concerning recruitment, development and welfare of distance learning instructors, program development and quality assurance, long range planning, Unit's organizational patterns, and policy formulation.

### **Duties and Responsibilities of the Director of the Distance Education Unit**

#### **1. JOB SUMMARY**

The Director of Distance Education Unit reports to the Rector. He/she has the overall responsibility for the Distance Learning Programs, and is responsible for the operations and coordination, the general welfare and the development of the Programs.

## **2. DUTIES AND RESPONSIBILITIES**

In more detail, the key areas of duties and responsibilities of the Director of the Distance Education Unit are as follows:

### **a. Curricular/Program Development**

- Plans the curricula of the Distance Learning Programs. This includes, but is not limited to:
  - (1) Oversees the designing and developing of courses in the Distance Learning Programs, in collaboration with the Faculty representatives of each program and the pertinent (face-to-face) program coordinators;
  - (2) Reviewing the curriculum of the Distance Learning Programs and recommending / proposing necessary updates/revisions;
  - (3) Promoting, encouraging and supporting academic excellence in the distance learning programs.
  - (4) Organizing the training of the academic staff on teaching and learning in Distance Education.
- Handles the Quality Assurance process and policies for the Distance Learning Programs.
- Ensures that the schedule of courses is prepared and that a balanced and appropriate offering of courses at all levels and in the proper sequence is made each semester so as to safeguard the uninterrupted progress of the programs to meet student needs. He/she cooperates with the pertinent Faculty representatives of each distance learning program, the (face-to-face) program coordinators and the Registrar in making teaching assignments / allocations of faculty to each course.
- Evaluates/monitors transfer of student records.
- Ensures that the Distance Education Programs' admission and other academic criteria, policies and standards including graduation requirements are observed and met with every student in the Programs.

### **b. Faculty and Administrative Staff Governance**

- Implements (in cooperation with the Rector) the policies, guidelines and standards of the University concerning the distance learning programs. He/she ensures that new academic staff who teach in Distance Learning Programs are made aware of these policies, and facilitates for their

smooth adaptation to the environment.

- Participates in the recruitment and as President of the committees for the selection of instructors whose disciplines are essential to the Distance Learning Programs.
- Provides input in online instructors' evaluation. Conducts instructional and administrative needs analysis that is consistent with and supports the implementation of program development plans.
- Evaluates the performance of the Administrative Staff of the Unit.
- Assesses and ensures the effectiveness of all Unit members in the continuous quality and content improvement and development of the Unit's educational programs that respond to community needs, prepare students for success, and meet the requirements of the accrediting bodies.
- Oversees the preparation of class schedules and the allocation of members' teaching load.
- Serves as liaison with the Director of Human Resources and oversees the development of staff in the Unit.
- Articulates the University policies and procedures to members of the Unit.
- Approves recommendations for leaves of absence of the Administrative members of the Unit.
- Maintains good working relationships with all Unit members (online instructors and administrative staff), as well as with the distance learning students.

### **c. Planning**

- Identifies resource needs (faculty, staff, infrastructure, other) for the Distance Learning Programs in cooperation with the Vice Rector of Academic Affairs.

### **d. Research/Scholarly Activities**

- Ensures that Unit members enjoy academic freedom and exercise academic responsibility.
- Promotes and assesses scholarly activity, professional service, and excellent teaching among the instructors.

- Provides encouragement and support for intra-Unit and inter-Unit research and teaching initiatives.

#### **e. Service to the Community**

- Develops linkages with society in general and business community in particular.
- Promotes the Distance Learning Programs among and initiates cooperation agreements pertaining to the Programs with industry and business community.

#### **f. Relations with other Academic Entities**

- Encourages collaborative links (in research, joint-programs, etc.) with other Universities, as well as inter-disciplinary links within the University.
- Serves on various councils and committees as set forth in the University Charter, Internal Regulations and By-laws.
- Represents the Unit in its working relationship with other Schools/departments/academic units within the University.
- Represents the Unit in professional matters external to the University setting, i.e., in the relevant to the School University's relations with professional bodies and other external constituencies.
- All the decisions about the Distance Learning Programs will be taken in specific committees with the participation of the Director of the Unit (President) and the Faculty Members related to each distance learning program (related through their specialization). The above-mentioned Faculty members will inform each Departmental Council about these decisions.

#### **g. Student Affairs**

- Seeks to create/foster positive student-faculty relationships in the Distance Learning Programs. He/she deals with student concerns and complaints and takes appropriate action in accordance with the University's policies/guidelines.
- Undertakes and supervises academic advising in the Distance Learning Programs, and assigns students to faculty academic advisors.
- Counsels students on their studies planning, continuing education and job placement.
- Provides orientation for all new students entering the Program.

#### **h. Administrative Issues**

- Holds regular meetings with the academic and administrative members of the Unit, as well as convenes and presides over regular Unit meetings to review, inform and consult with academic members and staff about Unit and University matters (administrative, academic policy, and strategic development issues pertinent to the Unit), according to the Unit's By-laws.
- Oversees the smooth operation of the Unit's standing and other committees, and establishes ad hoc committees of the Unit as necessary.
- Maintains good working relationships with administrative officers and entities within the University.

#### **i. General Issues**

- Accepts/undertakes additional responsibilities/functions/duties as may be assigned by the Rector and the University in general.
- To fulfill the above duties, the Director of the Distance Education Unit shall have a reduced teaching load (two courses per semester).
- In all the above areas it is expected that the Director of the Unit shall consult with the online instructors and, when appropriate, with the (face-to-face) Program Coordinators.
- The Director of the Unit is responsible/accountable/reports to the Rector for the performance of his/her duties and responsibilities.
- All personnel in the Unit are responsible to the Director for the performance of their duties and responsibilities.



## **INTERNAL REGULATION ON RESEARCH POLICY**

**54<sup>th</sup> Senate Decision: 21 December 2017**

**60<sup>th</sup> Senate Decision: 2 October 2018**

**70<sup>th</sup> Senate Decision: 13 December 2019**

**80<sup>th</sup> Senate Decision: 28 January 2021**

**86<sup>th</sup> Senate Decision: 14 October 2021**

**87<sup>th</sup> Senate Decision: 9 December 2021**

---

## Table of Contents

<b>INTRODUCTION</b> .....	5
<b>1. EUC RESEARCH ETHICS POLICY</b> .....	6
1.1 SCOPE AND PURPOSE.....	6
1.2 GENERAL PRINCIPLES.....	7
1.3 THE DEFINITION OF HUMAN-RELATED RESEARCH.....	7
1.4 VULNERABLE PARTICIPANTS.....	7
1.5 THE LEGAL FRAMEWORK, THE ROLE OF PROFESSIONAL ASSOCIATIONS AND RESEARCH COUNCILS.....	8
<b>2. GOOD RESEARCH PRACTICES / CODE OF ETHICAL CONDUCT IN RESEARCH</b> .....	8
2.1 CODE OF ETHICAL CONDUCT IN RESEARCH.....	8
2.2 OPENNESS IN RESEARCH.....	9
2.3 INTEGRITY.....	9
2.4 MISCONDUCT IN RESEARCH.....	9
2.5 WIDE DISSEMINATION OF RESEARCH RESULTS.....	10
<b>3. INTELLECTUAL PROPERTY POLICY</b> .....	10
3.1 INTRODUCTION.....	10
3.2 DEFINITIONS.....	10
3.3 INTELLECTUAL PROPERTY REGULATIONS.....	11
3.3.1 RESPONSIBILITY.....	11
3.3.2 IDENTIFICATION OF IP (INCLUDING DUTY OF CONFIDENTIALITY).....	12
3.3.3 A SUMMARY OF THE MAIN CLASSES OF IPR IS LISTED BELOW:.....	12
3.3.4 COVERAGE OF THE REGULATIONS.....	14
3.3.5 EXCEPTIONS TO THE REGULATIONS.....	15
3.3.6 DISCLOSURE OF IP.....	16
3.3.7 OWNERSHIP OF IP.....	16
3.3.8 MODUS OPERANDI FOR COMMERCIAL EXPLOITATION OF THE IPR.....	17
3.3.9 IPR PROTECTION.....	18
3.3.10 REVENUE SHARING MECHANISM.....	19
3.3.11 LEAVING THE EUC.....	19
3.3.12 APPLICATIONS TO USE THE EUC'S IP.....	19
3.3.13 BREACH OF THE REGULATIONS.....	19
3.3.14 DISCRETION TO ASSIGN/LICENSE BACK.....	20

3.3.15	AMENDMENTS TO THE REGULATIONS .....	20
3.3.16	DEATH .....	20
3.3.17	DISPUTES.....	20
<b>4.</b>	<b>OFFICES, COMMITTEES AND CENTRES FOR RESEARCH.....</b>	<b>21</b>
4.1	VICE RECTOR FOR RESEARCH AND EXTERNAL AFFAIRS.....	21
4.2	SENATE RESEARCH COMMITTEE .....	21
4.3	RESEARCH FOUNDATIONS AND CENTRES .....	21
4.4	RESEARCH OFFICE .....	22
4.5	EUC RESEARCH & INNOVATION MANAGEMENT BOARD.....	22
<b>5.</b>	<b>RULES GOVERNING EXTERNAL RESEARCH PROGRAMMES.....</b>	<b>22</b>
5.1	SUGGESTED PROCEDURE FOR SUBMITTING AND IMPLEMENTING A FUNDED RESEARCH PROJECT.....	22
5.1.1	SUBMISSION OF RESEARCH PROPOSALS:.....	22
5.1.2	PROJECT IMPLEMENTATION .....	23
5.1.3	FINANCIAL ISSUES CONCERNING EXTERNALLY FUNDED RESEARCH PROJECTS.....	23
5.1.4	UNIVERSITY RESEARCH FUND .....	24
<b>6.</b>	<b>RULES GOVERNING INTERNAL RESEARCH AWARDS .....</b>	<b>25</b>
6.1	PURPOSE.....	25
6.2	ELIGIBILITY FOR THE AWARDS .....	25
6.3	APPLICATION PROCEDURE .....	25
6.4	SELECTION AND EVALUATION PROCEDURE.....	26
<b>7.</b>	<b>TEACHING HOURS REDUCTION FOR RESEARCH PURPOSES .....</b>	<b>26</b>
7.1	AWARD OF A THR FOR PARTICIPATION IN RESEARCH PROJECTS .....	27
7.2	AWARD OF A THR FOR WRITING A BOOK .....	27
7.3	AWARD OF A THR BY ACCUMULATION OF POINTS .....	28
<b>8.</b>	<b>EQUIPMENT ACQUIRED THROUGH INTERNAL AND EXTERNAL FUNDING</b>	<b>28</b>
8.1	EQUIPMENT ACQUIRED THROUGH UNIVERSITY FUNDS .....	28
8.2	EQUIPMENT PURCHASED THROUGH EXTERNAL FUNDING .....	28
8.3	PROVISION OF COMPUTING EQUIPMENT BY MIS .....	29
<b>9.</b>	<b>POLICY ON RESEARCH STAFF .....</b>	<b>29</b>
9.1	INTRODUCTION.....	29
9.2	DEFINITIONS OF ROLES.....	29
9.2.1	JOB DESCRIPTION FOR THE POSITION OF RESEARCH ASSOCIATE .....	29
9.2.2	JOB DESCRIPTION FOR THE POSITION OF RESEARCH FELLOW .....	32



9.2.3. JOB DESCRIPTION FOR THE POSITION OF SENIOR RESEARCH FELLOW	33
9.3 PROCEDURES FOR APPOINTMENT .....	35
9.3.1 SELECTION AND SEARCH PROCEDURES .....	35
9.3.2 CRITERIA FOR THE APPOINTMENT TO RANK OF RESEARCH ASSOCIATE	35
9.3.3 CRITERIA AND PROCEDURES FOR THE PROMOTION TO THE RANK OF RESEARCH FELLOW .....	36
9.4 HONORARY RESEARCH STAFF .....	36
9.4.1 HONORARY PRINCIPAL RESEARCH FELLOW .....	36
9.4.2 HONORARY SENIOR RESEARCH FELLOW .....	37
9.4.3 HONORARY RESEARCH FELLOW .....	37
9.4.4 HONORARY RESEARCH ASSOCIATE .....	37
9.5 INTELLECTUAL PROPERTY RIGHTS .....	37
9.6 INVOLVEMENT OF RESEARCH STAFF .....	37
<b>APPENDIX A:</b> .....	38
<b>APPENDIX B:</b> .....	39
<b>APPENDIX C:</b> .....	41
<b>APPENDIX D</b> .....	42
D1. POINTS ACCUMULATION FROM RESEARCH .....	42
D2. POINTS ACCUMULATION FROM RESEARCH / DEPARTMENT OF ARTS .....	45
<b>APPENDIX E</b> .....	48

## INTRODUCTION

Within the framework of further contribution to the research community, the mission of the European University Cyprus (from now on referred to as the University or EUC) is to develop a pioneering and innovative research infrastructure with the objective of generating new knowledge. The university focuses on both fundamental and applied research and wherever possible the commercial application or exploitation of the research results.

The policy is guided by the following broad objectives:

- 1) The establishment of an interdisciplinary approach for researchers with attractive conditions for accessible movement among institutions, disciplines, sectors and countries, without financial and administrative obstacles.
- 2) The creation of state of the art research infrastructures, including research centres, foundations, units and/or laboratories, which are integrated and networked and accessible to research teams from across the EUC.
- 3) Introduction of a simple and harmonized regime for intellectual property rights in order to enhance the efficiency of knowledge transfer, in particular between public research and industry.
- 4) Optimization of research programs and priorities, for example by developing joint principles for the administration of European, national and regional funding programs.
- 5) The strengthening of international cooperation enabling faculty and other scholars in the world to participate in various research areas, with special emphasis on developing multilateral initiatives to address global challenges.
- 6) The transfer of research-based knowledge to EUC students

Research is conducted by faculty members, research associates/research personnel and PhD students either on their own or within the framework of external (national, European, international) and internal funding programs that are launched by the University.

The Research Policy provides a code of conduct for research and is intended for all staff, including people with honorary positions, faculty members, special teaching personnel, scientific collaborators, special scientists, research associates, and students carrying out research at or on behalf of the University.

All groups mentioned above must familiarize themselves with the Research Policy to ensure that its provisions are observed.

## 1. EUC Research Ethics Policy

### 1.1 Scope and Purpose

1. The aim of the EUC Research Ethics policy is to promote and encourage a high quality research and enterprise culture, with the highest possible standards of integrity and practice. The policy applies to all academic, contract research and administrative staff, all research students, as well as undergraduate and masters students who are undertaking research. In short, the policy applies to all disciplines and research activities within the University, or sub-contracted on its behalf.
2. All staff and students are expected to act ethically when engaged in University business. Any research involving animals, human participants, human tissue or the collection of data on individuals requires ethical consideration. While particular attention must be paid to the interests of potentially vulnerable groups, such as children, the University recognises that it has a duty of care towards all members of the wider community affected by its activities. The University also recognises that it has a duty of care to its own staff, and that this includes the avoidance of harm to those undertaking research.
3. The University will establish a framework for research ethics governance in which its Research Ethics Committee will have a central approval, monitoring and training role. The University will establish a Research Ethics Committee with representatives from all the Schools. The Research Ethics Committee will put in place the procedures needed to obtain approval.

It is, however, recognised that it may not always be appropriate or practicable for ethical approval to be sought from the Research Ethics Committee especially when it comes to short or undergraduate projects. Normally undergraduate or taught projects will not require clearance from the Research Ethics Committee and the matter can be dealt with at School and/or Department level. However, when active intervention is involved whether physically invasive or psychologically intrusive the Research Ethics Committee will need to be consulted. In particular, university staff has an obligation to ensure that not only their own research but any undergraduate or masters student research conducted under their supervision is ethically sound. Where research projects are subject to external approval, the School or Department responsible must ensure that this approval is sought and given. Where approval for a project has been given by a Research Ethics Committee at another university, as may be the case with a collaborative project, the EUC Research Ethics Committee must be provided with proof of this.

4. For some research projects it may be necessary to obtain the approval of the Cyprus National Bioethics Committee. Researchers should consult directly

with the Cyprus National Bioethics Committee. Contact details and more information on the approval process can be found on <http://www.bioethics.gov.cy>.

## **1.2 General Principles**

1. The EUC Research Ethics Policy is based on widely accepted principles and practices governing research involving human participants. The key elements are:
  - Minimal risk of harm to participants and researchers;
  - Potential for benefit to the society;
  - Maintenance of the dignity of participants;
  - Minimal risk of harm to the environment;
  - Voluntary informed consent by participants, or special safeguards where this is not possible;
  - Transparency in declaring funding sources;
  - Confidentiality of information supplied by research participants and anonymity of respondents;
  - Acknowledgement of assistance;
  - Appropriate publication and dissemination of research results;
  - Independence and impartiality of researchers.

## **1.3 The Definition of Human-Related Research**

1. All human-related research which includes one or more of the following require ethical assessment and approval at the appropriate level:
  - Direct involvement through physically invasive procedures, such as the taking of blood samples
  - Direct involvement through non-invasive procedures, such as laboratory-based experiments, interviews, questionnaires, surveys, observation
  - Indirect involvement through access to personal information and/or tissue
  - Involvement requiring consent on behalf of others, such as by parents for a child participant

## **1.4 Vulnerable Participants**

1. Some participants may be particularly vulnerable to harm and may require special safeguards for their welfare. In general, it may be inappropriate for undergraduates to undertake research projects involving such participants.
2. Particularly vulnerable participants might be:
  - Infants and children under the age of eighteen
  - People with physiological and/or psychological impairments and/or learning difficulties.

- People in poverty
- Relatives of sick, or recently–deceased, people

## **1.5 The Legal Framework, the Role of Professional Associations and Research Councils**

1. All research undertaken under the auspices of EUC must meet statutory requirements. Of particular relevance is the Bioethics Law (N.150 (I)/2001 and 53 (I)/2010), the Data Protection Law (2001), the Patients Protection Law (2005), and all those laws that create the legal framework for the Cyprus National Bioethics Committee.
2. Researchers in particular disciplines should comply with any research ethics guidelines set out by their professional associations.
3. Research Councils, charitable trusts and other research funding bodies in most cases require an undertaking from grant applicants that research proposals involving human participants have been approved by the University Research Ethics Committee or another appropriate body. Some also require audited compliance with their guidelines.

## **2. Good Research Practices / Code of Ethical Conduct in Research**

### **2.1 Code of ethical conduct in research**

Scholarly inquiry and the dissemination of knowledge are central functions of the University. They can be carried out only if faculty and research personnel abide by certain rules of conduct and accept responsibilities stemming from their research. And they can only be carried out if faculty and research personnel are guaranteed certain freedoms. The University expects that faculty and research personnel will be bound by the following research practices:

All faculty and research personnel are free to choose any research matter, to receive support from any legitimate source, and to create, analyse and derive their own findings and conclusions.

Research methods, techniques, and practices should not violate any established professional ethics, or infringe on health, safety, privacy and other personal rights of human beings and/or animals.

The above principles define the university's role with respect to research carried out on its premises. They are set forth to reinforce, and not diminish each faculty and research personnel's personal responsibilities toward their research, and to assure that each faculty and research personnel's source of funding and research applications are consistent with moral and societal conscience.

## **2.2 Openness in research**

The University recognizes and supports the need for faculty and research personnel to protect their own rights, be they academic or intellectual property rights. Even so, the University encourages all faculty and research personnel to be as open as possible when discussing their research with other researchers and the public. This aims at the dissemination of research performed in the University to enhance the international research community's knowledge and understanding.

## **2.3 Integrity**

Faculty and research personnel must be honest about their research and in their review of research coming from other researchers. This applies to all types of research work, including, but not limited to, analysing data, applying for funding, and publishing findings. The contributions of all involved parties should be acknowledged in all published forms of findings.

Faculty and research personnel are liable to the society, their professions, the University, their students and any funding agency that may fund their research. For this reason, faculty and research personnel are expected to understand that any form of plagiarism, deception, fabrication or falsification of research results are regarded as grave disciplinary offences managed by procedures described in detail in Section 2.4.

Any real or potential conflict of interest should be reported by faculty and research personnel to any affected party in a timely manner in all matters concerning research and peer review. According to the United States National Institute of Health "Conflict of interest occurs when individuals involved with the conduct, reporting, oversight, or review of research also have financial or other interests, from which they can benefit, depending on the results of the research." (<http://www.nih.gov>).

## **2.4 Misconduct in research**

Misconduct in research may involve Fabrication, Falsification, or Plagiarism in proposing, performing, or reviewing research, or in reporting research results. To prove that there has been misconduct in research, the following conditions must be met: The performance of said research has significantly deviated from accepted practices used in the field that the research was performed, and there was intention in the misconduct by the researcher(s).

Any allegations about misconduct in research will be investigated by the University thoroughly, through a special committee formed as described in the University Charter, Annex 11, Article VII.

## **2.5 Wide dissemination of Research Results**

The results of publicly-funded research must be widely disseminated. Wide dissemination can be achieved through teaching, publication, knowledge transfer, or other scientific endeavours which enable open access and ensures availability of knowledge and benefits produced in the framework of research. The dissemination of publicly-funded research is monitored by the Dean of each School and pertinent information is submitted to the Vice Rector through the School Annual Report.

## **3. Intellectual Property Policy**

### **3.1 Introduction**

The EUC is dedicated to teaching, research, and the extension of knowledge to the public. Faculty, research personnel, and students at the University, hereafter referred to as "University Employees," recognize as two of their major objectives the production of new knowledge and the dissemination of both old and new knowledge. Because of these objectives, the need is created to encourage the production of creative and scholarly works and to develop new and useful materials, devices, processes, and other inventions, some of which may have potential for commercialization.

The University acknowledges the need for an Intellectual Property Rights (IPR) policy, which will promote the University's reputation as socially relevant, leading research and teaching organization.

The policy is based on the principles that will govern the ownership rights emanating from research of and/or materials produced by the EUC's members of staff and students, and to establish objectively fair and equitable criteria for the transfer of knowledge. The EUC thus aims to provide support services to promote the creation of Intellectual Property (IP) whilst seeking to maximize the commercial exploitation of the resulting IPR.

Intellectual Property includes, but is not limited to, patents, registered designs, registered trademarks and applications and the right to apply for any of the foregoing, copyright, design rights, topography rights, database rights, brands, trademarks, utility model rights, rights in the nature of copyright, knowhow, rights in proprietary and confidential information and any other rights in inventions.

The EUC acknowledges that registration and commercial exploitation of Intellectual Property is often a long and costly process that is justified once it is ascertained that there exists a business case for such registration and exploitation. It is known that in practice, only a small number of works can be commercially exploited in a viable manner, depending on the nature and marketability of the work in question.

## **3.2 Definitions**

### **For the purposes of this Policy:**

Creator - “Creator” shall mean, employees of EUC, a student, non-employees contracted to EUC for contracts and services, or a member of a Visiting Teaching Staff involved in the production of Disclosable Work.

Disclosable Work – “Disclosable Work” shall mean such work that is novel, original, and/or important and is likely to bring impact and enhance the Creator’s reputation. This work is characterized by the IP rights it generates.

Intellectual Property Policy – “IP Policy” is the name of the policy described here that outlines the regulations of the EUC in regard to disclosure and exploitation of Intellectual Property Rights (IPR).

Organization – “Organization” for the purpose of this document is the European University Cyprus (EUC).

Intellectual Property Adjudication Committee – is the name of the committee established to resolve disputes over interpretation or claims arising out of or relating to this policy, or dispute as to ownership rights of Intellectual Property under this policy.

The Office of the Vice Rector for Research and External Affairs – is the office within the EUC responsible for the development of and enacting this IP Policy and is the interface between the EUC and the Technology Transfer Facility.

The EUC Research & Innovation Management Board (thereafter EUC – RIMB) – is the entity within EUC responsible for the management of knowledge transfer activities and the re-investment of potential revenue in non-economic research activities.

Technology Transfer Facility – “TTF” for the purpose of this policy, is the relevant body responsible for Technology Transfer support in Cyprus.

## **3.3 Intellectual Property Regulations**

### **3.3.1 Responsibility**

1. The IP Policy acknowledges that all members of staff and students have responsibilities with regard to IPR arising from and/or used by them in the course of their teaching/employment.
2. The IP Policy also recognises that all members of staff and students require



support and assistance to help them to meet their responsibilities and this will be provided by the Office of the Vice Rector for Research and External Affairs and, subsequently, by the Technology Transfer Facility.

### **3.3.2 Identification of IP (including duty of confidentiality)**

It is expected that identification will take place when employees, students, or members of staff are involved in creating and developing IP. Much of the IP which will be created by the EUC's employees may be anticipated prior to its creation depending on the nature of the project in question and outputs and results that are expected to be generated. Examples of such outputs which are likely to have potential IP rights arising include (but are not limited to):

- Inventions (whether or not patentable);
- Methodologies;
- Software;
- Databases;
- Educational/training materials and tools;
- Modelling tools;
- Solutions to technical problems; and
- Design/artistic products.

### **3.3.3 A Summary of the main classes of IPR is listed below:**

#### **Patent**

A registered patent provides a time-defined (up to 20 years) geographically defined monopoly right to exploit a new commercially valuable invention or process. The basis of the permission to exploit is that the invention's working is disclosed, although patenting is not possible if there has been ANY prior disclosure of the invention. Patents are governed by Cyprus Law or EU Law such as the New Patent Law of Cyprus (Law No. 16(I)/1998).

#### **Copyright**

This time-limited right (which varies between 25 and 70 years according to the material) arises automatically on the physical creation (not the idea) of software, original literary, dramatic, artistic or musical work, and in recorded (e.g. film) or published (e.g. layout) derivations. Use of the © mark and owner's name and date is the internationally recognized way of alerting the public to the copyright ownership but the protection (the right to preventing unauthorized copying) exists regardless. Copyright is governed by the Copyright Law, 59/76.

Copyright may be assigned to a third party, but until that point or until a license is agreed it remains the property of the Creator, unless s/he creates the work 'in

the course of his/her employment', in which case it is the property of the employer.

### **Moral rights**

All European countries recognize an author's moral rights. In Cyprus, there are two moral rights: the right of paternity and the right of integrity. These rights relate to the reputation or standing of the creator in the eyes of fellow human beings. To infringe a moral right involves denigrating or harming the author's reputation. The right of integrity means the creator has the right to object to derogatory treatment of his/her work. Basically, this means changing it in a way that affects the nature of the work without permission. Moral rights can be waived (i.e. the author chooses not to exercise the rights) or they can be bequeathed. They cannot be assigned.

### **Performing rights**

Creators of copyright works have the right to protect the physical form in which those works are created – words on the page, pigment on a canvas, or the clay or metal of a sculpture. Performers such as teachers, actors, musicians and dancers also enjoy protection of their performance, especially when recorded on film, video, tape, CD, or in other form.

Performing rights may affect the multimedia elements of online courseware, as well as the Creator's copyright in the material itself.

### **Database Right**

This time-limited (15 years) right arises without registration to protect the compilers of non-original information from losing the benefit of their work through unauthorized copying or re-use.

### **Industrial Designs**

There is automatic time-limited (15 years) protection (the right to prevent unauthorized copying) for unregistered designs, provided authorship can be proved, under the Legal Protection of Industrial Designs and Models Law 4(I)/2002 This design right covers "the appearance of the whole or a part of a product resulting from the features of, in particular, the lines, contours, colors, shape, texture and/or materials of the product itself and/or its ornamentation" on condition of novelty of the design.

On registration under Legal Protection of Industrial Designs and Models Law, the designer of the new pattern or shape which has aesthetic appeal (can be 2 or 3 dimensional) acquires a monopoly right of commercialization for a maximum of 25 years from the filing of the application, divided into 5 periods of 5 years.

An unregistered community design (UCD) gives its owner the right to prevent unauthorized copying of their design throughout the European Union. It is not a monopoly right and lasts for 3 years from the date on which the design was first made available to the public within the Community.

### **Domain Names**

Registering a domain name for Internet use gives a right to use the domain name typically for a period of two years, registered with bodies like ICANN internationally and the University of Cyprus in Cyprus. Owners of trademarks can have established rights to domain names.

### **Trade Marks**

Registering a trade mark under the Cyprus Trade Marks Law, Chapter 268, gives a monopoly right for the use of graphically distinct trading identification signs. Unregistered trade marks have some protection through court actions against "passing off" (piracy), provided that their use has not lapsed for a period of 5 years. Cyprus legislation is fully harmonized with EU Standards applicable in trade mark protection.

EUC's members of staff and students undertake to keep confidential and not disclose any confidential information, data, materials, knowhow, trade secrets or any other IP, to any unauthorised third party and shall also undertake to keep such information secure and strictly confidential both during the course of research activity, be it of an Academic or Collaborative/Contract nature, and also on and following completion thereof.

Any breach of this confidentiality and non-disclosure obligation constitutes a serious breach and may lead to disciplinary action and does not prejudice the rights of the EUC to file any action for damages or any other rights available at law.

### **3.3.4 Coverage of the Regulations**

#### **1. Whom does this IP Policy apply to?**

- **Employees:**

By persons employed by the EUC in the course of their employment.

- **Students:**  
By student members in the course of or incidentally to their studies at EUC.
- **Non-employees contracted to the EUC:**  
By persons engaged by EUC under contracts for services during the course of or incidentally to that engagement.

2. **Sabbatical, Seconded, Visiting Academics and others:**

By other persons engaged in study or research in the University who, as a condition of their being granted access to the EUC's premises or facilities, have agreed in writing that this Part shall apply to them.

3. **Participation of the EUC members of staff/employees and or students in Collaborative and/or Contracted Research.**

The preparation and negotiation of any IP agreements or contracts involving the allocation of rights in and to IP will be undertaken by a competent person authorized for this purpose by the EUC-RIMB.

Issues that will be addressed in such agreements include, but will not always be limited to:

- ownership of Foreground IP;
- licences to Foreground IP for uses outside the project;
- ownership of Background IP;
- licences to use Background IP in the project or activity in question and in relation to the use of the Foreground IP arising from such project or activity;
- allocation of rights to use or commercialise IP arising from any such project or activity and the sharing of revenues; and
- publications arising from the relevant project or activity and the rights arising from such projects or activities.

The terms of such agreements may be subject to negotiation.

### 3.3.5 Exceptions to the Regulations

1. Unless specifically commissioned, typically the EUC will NOT claim ownership of copyright in certain types of Disclosable Work described in this policy as “Creator Copyright Works”:
  - artistic works;
  - text and artwork for publication in books;
  - articles written for publication in journals;
  - papers to be presented at conferences;
  - theses and dissertations;

- oral presentations at conferences;
  - posters for presentation at conferences; and
  - musical scores.
2. Where IP has been generated under the exception clause of this regulation, the EUC may assign the copyright to the Creator.
  3. Students – undergraduate and/or postgraduate.

### **3.3.6 Disclosure of IP**

1. All persons bound by these Regulations are required to make reasonably prompt written disclosure to the EUC's Office of the Vice Rector for Research and External Affairs at the outset of the work or as soon as they become aware of it (by completion of the Invention Disclosure Form, the information required for which is provided in Appendix B):
  - any IP of potential commercial value arising from their work;
  - the ownership by a third party of any IP referred to or used for their work;
  - any use to be made of existing EUC IP during their work;
  - any IP which they themselves own which is proposed to be used by the EUC.
2. Creators shall keep all Disclosable Work confidential and avoid disclosing this prematurely and without consent;
3. Only disclose any Disclosable Work and the IP relating to it in accordance with the EUC's policy and instructions;
4. Seek EUC's consent to any publication of information relating to any Disclosable Work;
5. Creators must NOT:
  - i. apply for patents or other protection in relation to the Disclosable Work; and
  - ii. use any Disclosable Work for their own personal and/or business purposes and/or on their own account.

### **3.3.7 Ownership of IP**

1. Ownership of IP created by an individual who is an employee is generally determined by considering:
  - Who created the IP?
  - Was the IP created in the course of the Creator's employment?
  - Are there any contractual conditions that affect ownership?
2. Assignment of ownership rights

Generally, the Creator of IP is its legal owner. From the EUC's point of view, the most important exception to this is the general rule that IP is owned by a person's employer where the IP is created as part of, or through the auspices of, the person's employment.

3. The EUC claims ownership of all the Intellectual Property specified in section 2.2, which is devised, made or created by those specified in section 3 and under the exceptions to the regulations in Section 4. It also includes but is not limited to the following:
  - i. Any work generated by computer hardware/software owned/operated by the EUC.
  - ii. Any work generated that is patentable or non-patentable.
  - iii. Any work generated with the aid of the EUC's resources and facilities including but not limited to films, videos, field and laboratory notebooks, multimedia works, photographs, typographic arrangements.
  - iv. Any work that is registered and any unregistered designs, plant varieties and topographies.
  - v. Any University commissioned work generated. Commissioned work is defined as work which the EUC has specifically employed or requested the person concerned to produce, whether in return of special payment or not and whether solely for the University or as part of a consortium.
  - vi. Know-how and information related to the above
  - vii. Any work generated as a result of the teaching process including but not limited to teaching materials, methodologies and course outlines.
  - viii. Material produced for the purposes of the design, content and delivery of an EUC course or other teaching on behalf of the school, whether used at the school's premises or used in relation to a distance learning and/or e-learning project. This type of material includes slides, examination papers, questions, case studies, and assignments ("course materials").
  - ix. Material for projects specifically commissioned by the EUC
  - x. All administrative materials and official EUC documents, e.g. software, finance records, administration reports, results and data.
  - xi. Study guides created by an Instructor for the University

### **3.3.8 Modus Operandi for Commercial Exploitation of the IPR**

1. The EUC-RIMB handles the commercial exploitation of any results obtained under research conducted at EUC (unless this entitlement is relinquished). The Office of the Vice Rector of Research and External Affairs has the responsibility for the administration of Disclosures and will work with the TTF of Cyprus, which has responsibility for commercialisation of Disclosures. As guidance to the commercialisation process, the EUC/TTF will follow a standard process, graphically presented in Appendix A.
2. The Creator/s shall notify the Office of the Vice Rector for Research and External

Affairs of all IP which might be commercially exploitable and of any associated materials, including research results, as early as possible in the research project. This notification shall be effected by means of an Invention Disclosure Form (contents as noted in Appendix B). In case of doubt as to whether research is commercially exploitable or otherwise, the Creator/s undertake/s to seek the advice of Cyprus Central TTF.

3. The Office of the Vice Rector for Research and External Affairs shall immediately acknowledge receipt of the Disclosure Form. In consultation with the TTF and the Creator/s, shall decide whether the EUC-RIMB and the TTF has an interest to protect and exploit the relevant IPR.
4. The TTF shall communicate the decision in writing to the Office of the Vice Rector and the Creator/s by not later than three months from the date of receipt of the Invention Disclosure Form. If the EUC-RIMB and TTF decide to protect and exploit the IPR, it is understood that:
  - the Creator/s shall collaborate with the EUC and the TTF, to develop an action plan for the protection and commercial exploitation of the IP;
  - the TTF in collaboration with the Creator/s shall ensure that third party rights are not infringed in any way through the process; and
  - the EUC/TTF shall seek to protect the right of the Creator/s to use the said IP for strictly non-commercial purposes.
5. Should the EUC and TTF decide that there is no interest in protecting and exploiting the relevant IPR, or should it fail to inform the Creator/s about its decision within the stipulated time, the EUC-RIMB may assign all EUC rights, title and interest in such IP to the Creator/s concerned, whilst the EUC retains the right to use the said IP in whichever manifestation for strictly non-commercial purposes.
6. The Creator/s SHALL NOT enter into any sponsorships or commercial agreements with third parties related to their research at EUC without prior written authorisation by the Office of the Vice Rector for Research and External Affairs. This said, it is understood that consent shall generally be granted to the Creator/s for such requests as long as the IPRs of the EUC are safeguarded; otherwise the claims on IPR expected by the third party must be agreed upon explicitly upfront.

### **3.3.9 IPR protection**

1. Some forms of IP require active steps to be taken to obtain protection (e.g.: patents, registered trademarks and registered designs). Other forms of IP rights are protected on creation (e.g. Copyright, EU Database Rights) but still require appropriate management in order to maximise the protection available. Best practices in patent protection require that all materials made publicly available by

any employees, members of staff and/or students should include a copyright notice.

2. Any decisions relating to the registration of any IP rights such as making an application for a patent or a registered trade mark or a registered design (including any decisions to continue or discontinue any such application) should be made in consultation with the Office of the Vice Rector for Research and External Affairs and the TTF. The IP registration process can be very expensive and IP protection costs should not be incurred without appropriate consideration of how such costs will be recovered.

### **3.3.10 Revenue Sharing Mechanism**

The EUC's employees and students can benefit from the Revenue Sharing Scheme if their work generates income. The scheme is presented in Appendix C. Note that such revenue to be shared is typically calculated after deduction of all costs incurred by the EUC and TTF in developing, protecting, exploiting, and marketing the Disclosable Work and the Intellectual Property it contains.

### **3.3.11 Leaving the EUC**

Cessation of employment, under normal circumstances, will not affect an individual's right to receive a share of revenue. Exceptions to this rule include: cessation of employment due to disciplinary actions.

### **3.3.12 Applications to use the EUC's IP**

1. The EUC may be willing to consider requests from its staff and/or students for a licence to use specific IP, owned by EUC for their use although the terms and decision to grant any such licences is a decision wholly made by the EUC.
2. Applications for such licence should be made in writing to the Office of the Vice Rector for Research and External Affairs.

### **3.3.13 Breach of the Regulations**

1. Breach of the regulations listed in this Policy may be a disciplinary matter for the EUC's staff and students under the normal procedures.
2. The EUC shall consider all avenues available to it, including legal action if necessary, in respect to persons bound by these regulations who acted in breach of them.



### **3.3.14 Discretion to assign/license back**

1. If the EUC-RIMB does not wish to pursue the commercialisation of any Intellectual Property or does not wish to maintain an interest in the IPR, it has the right to assign such IPR rights to the Creator/s of the IPR by entering into an agreement to enable the IP to be used by the Creators. This will generally only be granted where there is clear evidence that the IP provides no other benefit to the EUC and is not related to other IP, which the EUC has an interest in.

However, the EUC-RIMB shall not assign its IP if it considers that the commercialisation of the IP could potentially bring harm to the name of the EUC. Decisions regarding potential harm will be taken by the Research Ethics Committee of EUC.

2. Requests for any transfer of rights from the EUC to another party with rights should be made in the first instance to the Vice Rector for Research and External Affairs.

### **3.3.15 Amendments to the Regulations**

These Regulations may be amended by the Senate of the EUC on the recommendation of the Vice Rector for Research and External Affairs.

### **3.3.16 Death**

In the event of a researcher's death, the entitlement shall continue for the benefit of his or her estate.

### **3.3.17 Disputes**

1. Any question of interpretation or claim arising out of or relating to this policy, or dispute as to ownership rights of intellectual property under this policy, will be settled by submitting to the EUC's Intellectual Property Adjudication Committee a letter setting forth the grievance or issue to be resolved. The committee will review the matter and then advise the parties of its decision within 60 days of submission of the letter.
2. The Intellectual Property Adjudication Committee will consist of a chair who is a member of the tenured faculty, at the rank of either a Professor or an Associate Professor, one member of the faculty from each School, at the rank of either Assistant Professor or Associate Professor or Professor, an individual from the EUC with knowledge of Intellectual Property and experience in commercialisation of

Intellectual Property, and two other members representing, respectively, the EUC administration, and the student body. The chair will be appointed by the Vice Rector for Research and External Affairs, with the advice and consent of the Senate Research Committee, and the remaining members of the committee will be appointed: the faculty members, each by their School's Council, the administration representative by the University Council or its designee, and the student representative by the Student Union.

The committee will use the guidelines set forth in this policy to decide upon a fair resolution of any dispute.

3. Any disputes regarding the revenue distribution from the exploitation of Disclosable Works will be dealt with in accordance with the EUC's normal member of staff or student dispute procedures as outlined in the contractual terms of conditions.
4. The Parties shall attempt to settle any claim, dispute or controversy arising in connection with this Policy, including without limitation any controversy regarding the interpretation of this Policy, through consultation and negotiation in good faith and spirit of mutual cooperation. Where such claims or disputes cannot be settled amicably, they may be taken to court.
5. This Agreement shall be governed by, and construed in accordance with the laws of Cyprus.

#### **4. Offices, Committees and Centres for Research**

##### **4.1 Vice Rector for Research and External Affairs**

The Vice Rector for Research and External Affairs (from now on referred to as the Vice Rector) is the person responsible for representing the University on research matters and enhancing activities related to research within the University. Moreover the Vice Rector facilitates and supports, when asked by faculty or research members, all research activities, including the implementation of research projects, the organization of scientific conferences and the establishment of research units/labs. In addition, the Vice Rector is responsible for the smooth implementation of the University's Research Policy.

##### **4.2 Senate Research Committee**

The administration of the research activity is facilitated by the Senate Research Committee of the University. The Committee composition is prescribed in the University Charter and the Committee is accountable to the Senate of the University.

##### **4.3 Research Foundations and Centres**

Research is carried out in university departments, research foundations, and centers. The Senate suggests to the University Council the formation of new foundations and research centers or the discontinuation of existing ones, if necessary.

The University Council approves the establishment of these foundations and research centres. Separate regulations are issued for the establishment of University research centres. Detailed description of the mission, area of specialization, and operation of each foundation or research centre is given in a separate document.

#### **4.4 Research Office**

Detailed description of the mission, area of specialization, and operation of the Research Office is given in a separate document. The job description for the Head of Research Office is presented in Appendix E.

#### **4.5 EUC Research & Innovation Management Board**

The Board is appointed by the EUC Senate and is composed by the Vice Rector of Research and External Affairs, the Head of the EUC Research Office, and a senior member of the faculty with an established research and funding securing record. The Board decides independently on research activities and research projects and reports to the Senate.

### **5. Rules Governing External Research Programmes**

#### **5.1 Suggested procedure for submitting and implementing a funded research project**

The following rules apply for externally funded research projects:

##### **5.1.1 Submission of research proposals:**

Faculty and research personnel that are interested in submitting a proposal or participate in a proposal for ANY kind of externally funded research project (commercial, consultancy, RPF, European etc) should consult and get the approval of the EUC Research Office. The formal procedures developed by the Research Office pertaining to the development of a research proposal and to participation in a research project should be followed in all cases. Given that in all research and consulting application forms a budget also needs to be prepared, the budget will be developed in collaboration with the EUC Research Office, sharing their expertise with the faculty and research personnel and advising them accordingly about the cost models and cost categories used in each case.

This procedure should make sure that the proposal satisfies all the necessary criteria of the particular research call.

The final approval for financial and administrative issues of proposals or projects will be signed by the legal representative of EUC.

### **5.1.2 Project implementation**

The formal procedures developed by the Research Office pertaining to the administration of a research project should be followed in all cases.

In the case where a project is awarded, a copy of the contract and all the original receipts, invoices, contracts and other accounting documents regarding expenses of the project will be maintained by the EUC Research Office without any additional remuneration or personnel costs added to the budget of a project. The researcher/s involved in an externally funded project are responsible for submitting all receipts, invoices, contracts and other accounting documents relevant to their project to this department. No payment will be processed before the submission of the aforementioned documents to the Research Office.

Timesheets should be kept for all projects. These will be used as the basis for calculating the money to be paid to researchers for all types of projects. The EUC Research Office will assist researchers to calculate the hourly and daily rate for each staff member.

The researcher must also inform the Chief Financial Officer of the University, through the EUC Research Office, in order to create a separate ledger (account) in the University's Accounts Department. After completion of the project, the Accounts Department will keep the file on record for 5 years or more if needed by the contractual agreement.

The EUC Research Office should keep a file with all the details concerning the project. The file must be made available to the Senate Research Committee upon request.

### **5.1.3 Financial issues concerning externally funded research projects**

All incoming funds for the execution of a project are deposited in a separate account (ledger) of the University and all necessary expenses with their receipts relating to the project are signed by the Vice Rector for Research and External Affairs,.

The time spent by faculty and research personnel on national, European or international research projects is, with rare exceptions, an eligible cost for

inclusion in a project budget at a level which reflects the time to be spent by faculty and research personnel on the project and the employer's cost. These are real project costs and their inclusion in project budgets is strongly required.

Salary payments to faculty and research personnel will be paid out regularly by the Accounts department upon the project coordinator's request to the Research Office and provided that the allocated amount for the previous period has been received from the funding agency and all reporting requirements for the previous period to the funding agency have been met.

In cases of delay in receiving the predetermined instalment, the University will grant to the researcher the required funds (not his/her compensation/remuneration but costs such as equipment, consumables, traveling) to initiate the research, provided that a copy of the contract and all necessary documentation had been submitted to the Research Office.

Employment of additional temporary staff, budgeted for completion of the research project, will be the responsibility of the project coordinator. The remuneration for temporary staff will depend on the corresponding budget of the project and the possible allocation of funds for this purpose.

Subcontracting activities within the framework of a research project will be the responsibility of the project coordinator. These activities should be in alignment with the corresponding budget of the project, the grant rules, and the EUC subcontracting policy.

In the case where a faculty or research personnel fails to complete a research project due to failure to meet his/her contractual obligations, or if it is clear that there was an intention of misconduct and there are financial damages laid upon the University relating to this event, the faculty or research personnel is liable to pay these damages. This will not be applied in cases such as health problem, etc, where there is clearly not an intention of misconduct.

#### **5.1.4 University research fund**

All funds allocated for research from externally-funded research projects, the University as well as funds offered for research purposes from third parties will be deposited in the University Research Fund. Recommendations for the allocation of funds are made by the EUC Research & Innovation Management Board and are subject to the final approval of the Senate. These funds can be used to finance solely non-economic research activities such as:

- (a) Participation of academic researchers in conferences, seminars, and meetings to co-ordinate activities, which are needed for submission of external programmes.

- (b) The administration costs associated with providing support services to academic researchers.
- (c) Organisation of training seminars for the faculty and research personnel of the University; these seminars shall be organized if and only will help/assist and/or facilitate researchers to enhance and further develop their knowledge in subjects related to their research fields and help them design and implement research projects.
- (d) Purchase of software, hardware and equipment that are needed by faculty and research personnel for research projects.
- (e) The funding for the University's Internal Research Awards
- (f) The funding of PhD scholarships
- (g) Development of Infrastructure related to the research activity of the University.
- (h) Funding of the activities of the Research Office of the University
- (i) Open Access Publication Fees
- (j) Any other activities pertaining to the wide dissemination of research-generated outputs

## **6. Rules Governing Internal Research Awards**

The University's "Internal Research Awards" (IRA) are launched on an annual basis by the Senate Research Committee, are announced by the Vice Rector for Research & External Affairs and financed by the University Research Fund and external sponsors as described in Section 5.1.4 above.

### **6.1 Purpose**

IRAs are awarded to EUC faculty in order to pursue research and other creative work. IRAs provide support for exploratory research projects which might result in proposals submitted for external funding or in creative work that is likely to enhance the recognition of the faculty and research personnel and the University at large. IRAs may be used for funding travel, equipment, supplies, PhD student assistants' scholarships, student assistants, research assistants and other expenses. Funding for this programme comes from the University Research Fund.

### **6.2 Eligibility for the awards**

All full-time faculty members of the University who have the rank of Assistant Professor or higher are eligible to apply for the awards. Specific eligibility criteria may apply for each type of award.

### **6.3 Application Procedure**

The Vice Rector for Research and External Affairs initiates the selection process by issuing a call for proposals. The deadline for the submission of proposals will be announced. Application materials will be available from the office of the Vice Rector for Research and External Affairs and the proposals will be submitted electronically to the office of the Vice Rector.

#### **6.4 Selection and Evaluation Procedure**

The selection is made by an ad-hoc sub-committee of the Senate Research Committee.

For the evaluation, the following criteria are applicable:

##### **Research Activity 40%**

- Quality of the results of the Applicant's research activity and their importance at an international level.
- Publications of the Applicant's research results in distinguished scientific journals and presentations in high impact international conferences.
- Evidence of the use and exploitation of the results of the research activity for the improvement of the quality of life in Cyprus and the wider European area or/and the possibility of commercial exploitation, introduction in the international market and patent registration.

##### **Curriculum Vitae 40%**

- Qualifications and achievements of the Applicant.

##### **Future Research 20%**

- Suggested framework of activity for the continuation of the applicants' work in the next 2-3 years.

The selection committee may request an external review of each nomination if it is deemed necessary.

#### **7. Teaching Hours Reduction for Research Purposes**

The University rewards members of staff who excel in research by awarding them Teaching Hours Reduction (THR). A THR may be awarded if the member of staff fulfils the conditions in one or more of the three schemes outlined below.

A member of staff may be awarded a THR under more than one of the schemes described below if he/she is eligible. The minimum teaching per semester can be reduced down to 6 hours per week based on the accumulated research load reduction hours. An exemption may be considered for Deans and Chairs.

All allocations of THR under the three schemes outlined below will be made after a recommendation of an ad-hoc committee chaired by the Vice Rector for Research and External Affairs. The committee will take into account scheduling constraints and other considerations for the sustainable development of research activity at the university. The committee will meet at an appropriate time in each semester in order to make the THR allocations in time for the preparation of the schedule of classes for the next semester.

### **7.1 Award of a THR for participation in research projects**

Members of staff are eligible to apply for a Teaching Hours Reduction (THR) when conducting funded research for the full duration and until the completion of relevant funded projects. Should their application meets with success, funded project coordinators are entitled to a three-hour teaching reduction per semester for the whole duration of the project, whereas research partners are eligible for a THR equivalent to at least one third of the duration of the project.

Based on the policy of the University with regard to THR requests, Faculty, research and Other Teaching Personnel (OTP) members are expected to submit a written request to the Chairperson of his/her Department before the beginning of the academic year/semester. The Chairperson will process the THR request by way of making a relevant recommendation to the Dean of School. The Dean will then forward his/her recommendation to the Vice Rector for final approval. After the deadline expires, applications for teaching hours reduction will not be accepted.

The deadlines for submitting a request for teaching load reduction per semester are the following:

For the Fall Semester: 1st of May

For the Spring Semester: 31st of October

If a research proposal was awarded a grant after the special case of approval of a research/grant proposal (i.e. RPF, EU etc) while an academic year is in progress, a THR request should be submitted and be approved prior to the beginning of the next semester, during which the teaching load reduction will be applied. The research project should commence at least one month before the beginning of the next semester for the THR to be awarded.

### **7.2 Award of a THR for writing a book**

A three-hour teaching reduction per semester will be awarded for the purpose of writing a book upon submission of a publishing contract by a reputable publisher. A total of two THR allocations (maximum 6 credits) will be made under the scheme for each book contract. The same deadlines and application procedure apply as in the scheme described in section 7.1.



### **7.3 Award of a THR by accumulation of points**

A third scheme for the award of a THR takes into account the research activity of members of staff and the points they have accumulated according to the tables given in Appendix D. A THR of 3 hours per week is awarded to faculty members once they accumulate 100 (one hundred) points and the same number of points are automatically deducted from his/her accumulated total. Points accumulated over time but not utilized by a member of staff will simply remain at his/her disposal.

Note that members of staff may consider the year 2016 as the starting point for calculating points accumulated through research. The calculation of points will be valid after it has been approved by the Dean of the School and the Vice Rector for Research and External Affairs.

New faculty members can also get THRs under this scheme from the first semester of their employment. The points accumulated from their publications in the five (5) years prior to their appointment will be taken into account.

## **8. Equipment Acquired through Internal and External Funding**

### **8.1 Equipment acquired through University funds**

All equipment that has been acquired through funds that come directly through the university's funds (internal research grants, university research funds) will belong solely to the University and will be used by the faculty and research personnel's affiliated department or lab, according to the affiliation used by said faculty and research personnel in the funded research proposal and/or project. The faculty and research member is entitled to use the equipment throughout the duration of the funded project and this remains within the research unit/laboratory once the project is completed, or within the faculty member's department, under his/her direct supervision if s/he does not belong to a unit / lab. Any required maintenance of the equipment should be undertaken by the University.

### **8.2 Equipment purchased through external funding**

Equipment (software and hardware) is often provided in full or partly in the budget of externally funded projects to enable the faculty and research member to carry out research effectively. This kind of equipment (computers, projectors, software programmes, fax and printing machines, etc.) remains property of the University for the exclusive use for research related activities and remains in the faculty or research personnel's research unit/laboratory or when this is not applicable in his/her department, under his/her supervision. The faculty member is entitled to use the equipment throughout the duration of the externally funded project. When faculty or research personnel who have had externally funded research projects

leave the University, the status of any equipment purchased remains a property of the unit/lab or department that the faculty or research personnel belonged.

Any required maintenance of the equipment should again be undertaken by the University.

The EUC Research Office is committed to working with faculty or research personnel to develop proposals for research and teaching equipment. Equipment grants usually require an institutional match, and faculty or research members are advised to consult with the EUC Research Office and the Director of MIS early in the process about this matter. The MIS should be able to help faculty or research personnel to identify the best hardware and software products and estimate costs for proposal budgets.

### **8.3 Provision of computing equipment by MIS**

The MIS department supplies desktop office computers, computer teaching labs, copy and printing machines and other types of equipment needed for research (software and hardware). The Director of the MIS department is responsible for keeping the University's inventory records and adjust these in the case of equipment purchases or wearing out of equipment (being fully depreciated).

## **9. Policy on Research Staff**

### **9.1 Introduction**

Academic Research Staff are EUC contract employees hired to work on EUC research activities as defined below. As EUC employees, Academic Research Staff are subject to all policies and procedures related to EUC employment, and receive all benefits implied by the employment law.

### **9.2 Definitions of Roles**

The following positions for research staff are being described in the following sections:

- Research Associate
- Research Fellow
- Senior Research Fellow
- Honorary Research Staff

#### **9.2.1 Job Description for the Position of Research Associate**

##### **9.2.1.1 Overall Role**

For researchers who are educated to first degree level (and Master's degree) and who possess sufficient breadth or depth of knowledge in the discipline of research methods and techniques to work within their own area. Role holders who gain their doctorate during the course of employment will normally be recommended for promotion to Research Fellow, if this is appropriate for the duties and responsibilities of the post.

As a team member of the Research Laboratory/Programme the Research Associate will contribute quality research outputs and conceptual support to projects. With the guidance of the supervisor/programme leader, and within the bounds of the Research Laboratory/Programme mandate, the Research Associate will:

### **9.2.1.2 Key Responsibilities**

- Conceptualize and conduct short-term experiments and research activities in support of broad-based/longitudinal research projects, ensuring consistency with established methodological approaches and models, adherence to project timelines, and completeness of documentation;
- Conduct studies of related literature and research to support the design and implementation of projects and development of reports, ensuring conceptual relevance, comprehensiveness, and currency of information;
- Write and publish articles in peer-reviewed journals that highlight findings from research and experimental activities ensuring consistency with the highest standards of academic publication and showcasing the Centre's/Programme's scientific leadership;
- Communicate to Programme/Project team developments/progress and results of research activities ensuring that relevant information and issues in the implementation of projects/experiments are captured in as comprehensive and timely manner as possible;
- Develop collaborative links with core scientific personnel in related programme areas to gain exposure to, and build knowledge on experimental/research activities and approaches, in order to subsequently improve conceptual development and implementation of existing programmes;
- Utilize appropriate and current techniques/protocols in experimental laboratory management to ensure integrity and security of experimental process, comprehensive documentation, and replicability of experimental procedures;
- Design and organize databases along project frameworks and experimental research design that support overall research management, including the monitoring and evaluation of project inputs, actions, and outcomes, as well as the subsequent integration of these databases to other databanks;
- Identify areas of improvement within the research structure using integrated management approaches in pursuit of capacity building/strengthening and the preservation of scientific rigor in research studies.
- To contribute to the design of a range of experiments/fieldwork/research methodologies in relation to the specific project that they are working on

- To set up and run experiments/fieldwork in consultation with the Principal Investigator, ensuring that the experiments/fieldwork are appropriately supervised and supported. To record, analyse and write up the results of these experiments/fieldwork.
- To prepare and present findings of research activity to colleagues for review purposes.
- To contribute to the drafting and submitting of papers to appropriate peer reviewed journals.
- To prepare progress reports on research for funding bodies when required.
- To contribute to the preparation and drafting of research bids and proposals.
- To contribute to the overall activities of the research team and department as required.
- To analyze and interpret the results of their own research

### **9.2.1.3 Skills and Qualifications**

Education: Level Bachelor and/or Master's in the Programme Area

Experience and Skills:

Basic research skills and knowledge of research techniques

Ability to analyse and write up data

Ability to present and communicate research results effectively to a range of audiences

### **9.2.1.4 EUC Pertaining Benefits**

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.

- Desk, Telephone line and PC

- MS Office, SPSS, Email and Printing Rights

- Business Cards with the University Emblem and the Research Laboratory they belong to

- Full access to the library

All researchers must receive the same forms of employment documentation as other academic-related staff of the University:

- a formal contract signed by the relevant appointing authority;

- written confirmation of any changes in the terms of employment;

- job description or the generic description of the role and, where appropriate, a list of expected research goals;

- further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them.

## **9.2.2 Job Description for the Position of Research Fellow**

### **9.2.2.1 Overall Role**

A Research Fellow is a researcher with some research experience and who has typically been awarded a doctoral degree. A Research Fellow will often have supervisory responsibilities for more junior researchers and will often lead a team of researchers to achieve a research project's aims. They will initiate, develop, design and be responsible for the delivery of a programme of high quality research and may have full authority over several phases of project work.

### **9.2.2.2 Key Responsibilities**

- Design, Conceptualize and conduct short-term experiments and research activities in support of broad-based/longitudinal research projects, ensuring consistency with established methodological approaches and models, adherence to project timelines, and completeness of documentation;
- Supervise and Conduct studies of related literature and research to support the design and implementation of projects and development of reports, ensuring conceptual relevance, comprehensiveness, and currency of information;
- Write and publish articles in peer-reviewed journals that highlight findings from research and experimental activities ensuring consistency with the highest standards of academic publication and showcasing the Centre's/Programme's scientific leadership;
- Take the lead within the team and communicate to Programme/Project team developments/progress and results of research activities ensuring that relevant information and issues in the implementation of projects/experiments are captured in as comprehensive and timely manner as possible;
- Develop collaborative links with core scientific personnel in related programme areas to gain exposure to, and build knowledge on experimental/research activities and approaches, in order to subsequently improve conceptual development and implementation of existing programmes;
- Utilize appropriate and current techniques/protocols in experimental laboratory management to ensure integrity and security of experimental process, comprehensive documentation, and replicability of experimental procedures;
- Design and organize databases along project frameworks and experimental research design that support overall research management, including the monitoring and evaluation of project inputs, actions, and outcomes, as well as the subsequent integration of these databases to other databanks;
- Identify areas of improvement within the research structure using integrated management approaches in pursuit of capacity building/strengthening and the preservation of scientific rigor in research studies.
- Develop research objectives, projects and proposals.
- Conduct individual or collaborative research projects.
- Identify sources of funding and contribute to the process of securing funds.

- Act as principal investigator on research projects.
- Manage and lead a team of researchers to achieve the aims of a research project.
- Oversee and appropriately supervise and support the research activities (experiments, fieldwork etc.) of a research programme/project.
- Ensure that research results are recorded, analysed and written up in a timely fashion.
- Manage research grants in accordance with EUC Financial Regulations and the conditions of the funding body (e.g. EU, RPF etc.)
- Prepare and present findings of research activity to colleagues for review purposes.
- Submit papers to relevant peer reviewed journals and attend and present findings at relevant conferences.
- Prepare progress reports on research for funding bodies when required
- Participate in and develop external networks, for example to identify sources of funding or to build relationships for future research activities

### **9.2.2.3 Skills and Qualifications**

Education: Level PhD in the Programme Area

Experience: at least 1-3 years relevant experience.

The candidate must possess sufficient specialist knowledge in the specific discipline to develop research programmes and methodologies.

### **9.2.2.4 EUC Pertaining Benefits**

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.

- Desk, Telephone line and PC

- MS Office, SPSS, Email and Printing Rights

- Business Cards with the University Emblem and the Research Laboratory they belong to

- Full access to the library

All researchers must receive the same forms of employment documentation as other academic-related staff of the University:

- a formal contract signed by the relevant appointing authority;
- written confirmation of any changes in the terms of employment;
- job description or the generic description of the role and, where appropriate, a list of expected research goals;
- further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them

### **9.2.3. Job Description for the Position of Senior Research Fellow**

### **9.2.3.1 Overall Role**

A Senior Research Fellow is an experienced researcher holding a leadership role in a research group/centre/institute. Post-holders are expected to undertake the role of Principal Investigator on major research projects, exhibit a strong reputation for independent research, and provide academic leadership. They are also expected to support the management activity of the relevant School/Research Centre, and contribute to the delivery of the School's/ Centre's/Laboratory's research strategy.

### **9.2.3.2 Key Responsibilities**

- Supervise postgraduate research students
- Contribute to the development of research strategies for the relevant School/Centre/Laboratory.
- Define research objectives and questions
- Develop proposals for research projects which will make a significant impact by leading to an increase in knowledge and understanding
- Actively seek research funding and secure it as far as it is reasonably possible
- Generate new research approaches
- Review and synthesise the outcomes of research studies
- Interpret findings obtained from research projects and develop new insights
- Contribute generally to the development of thought and practice in the field
- Provide academic leadership to those working within research areas - for example, by co-ordinating the work of others to ensure that research projects are delivered effectively and to time
- Contribute to the development of teams and individuals through the appraisal system and providing advice on personal development
- Act as line manager (e.g. of research teams)
- Act as a personal mentor to peers and colleagues
- Provide advice on issues such as ensuring the appropriate balance of research projects, appointment of researchers and other performance related issues
- Identify opportunities for strategic development of new projects or other areas of research activity and contribute to the development of such ideas

### **9.2.3.3 Skills and Qualifications**

Education: Level PhD in the Programme Area

Experience: at least 7-10 years relevant experience. Significant post-qualification research experience with a track record of high-quality publications.

Experience of successful supervision of students

Experience in a leadership role in a Research Group/Centre or Laboratory

#### **9.2.3.4 EUC Pertaining Benefits**

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.

- Desk, Telephone line and PC
- MS Office, SPSS, Email and Printing Rights
- Business Cards with the University Emblem and the Research Laboratory they belong to
- Full access to the library

All researchers must receive the same forms of employment documentation as other academic-related staff of the University:

- a formal contract signed by the relevant appointing authority;
- written confirmation of any changes in the terms of employment;
- job description or the generic description of the role and, where appropriate, a list of expected research goals;
- further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them

### **9.3 Procedures for Appointment**

#### **9.3.1 Selection and Search Procedures**

As a general rule, an appointment to the Academic Research Staff requires a search for a suitable candidate. Searches are initiated with a written vacancy announcement, such as in relevant professional journals or other publications.

The text for the announcement should be sent to the Office of the Vice Rector of Research and External Affairs and the Office of the Director of Human Resources, clearly describing the terms of employment, length of employment, identity and duration of funding sources contributing to his or her salary and line manager (the person the researcher will be reporting to). The text should be advertised for a reasonable amount of time. A copy of a current CV, a cover letter and at least one recommendation should be sought for. A short list of the potential candidates will be created based on merit and the top part of the list will be called for a structured interview with the line manager. At the end of the procedure, the line manager will report back to the Office of the Vice Rector of Research and External Affairs and the Office of the Director of Human Resources, the name(s) of the proposed Researcher.

#### **9.3.2 Criteria for the Appointment to Rank of Research Associate**

Minimum qualifications as described in Section 9.2.1.



### **9.3.3 Criteria and Procedures for the Promotion to the Rank of Research Fellow**

A Research Associate may, during the course of his/her appointment obtain, his/her PhD. In such cases, the employee (provided that he/she fulfils the work experience as described in Section 9.2.2) is promoted to the rank of Research Fellow. If the funding source that sponsors the program the researcher is assigned to accounts for a pay rise this is immediately applied.

### **9.4 Honorary Research Staff**

The work of Research Centres is enhanced by the involvement and collaboration in the Research Centres' activities of personnel who are not employees of the University. To recognise the association, EUC may confer an honorary title to such individuals during the period of their association. An honorary title may not be conferred on an employee of EUC.

The title to be conferred will depend on the level of distinction and qualification of the candidate. Applications should come from the Dean of the School with:

- a copy of the person's CV
- a citation that should include:
  - a description of contributions to teaching
  - research being undertaken with academic staff as evidenced by joint publications/research projects and research grants or contracts being held jointly or a significant involvement in industry/academic joint activities within the College
  - rationale for offering the association
  - the start date and end date of the association

Honorary titles are intended to recognise ongoing attachments and are awarded for a fixed term, normally up to three years in the first instance. No monetary honorarium is associated with the offer.

The honorary research titles that can be awarded are:

#### **9.4.1 Honorary Principal Research Fellow**

Will have made an outstanding contribution to teaching and research

#### **9.4.2 Honorary Senior Research Fellow**

Extensive research experience required, the quality of which is determined by refereed publications, invitations to speak at conferences, hold an established national reputation and a known or developing international reputation. Have the ability to attract significant external research funding. Will usually lead a team of other research staff, possibly drawn from several disciplines

#### **9.4.3 Honorary Research Fellow**

Proven ability of high quality research, evidenced by authorship of a range of publications. Capable of attracting external research funding. May be required to undertake project management and/or supervise teams and other research staff; expected to provide expert advice and guidance to others

#### **9.4.4 Honorary Research Associate**

Required to produce independent original research and to take initiatives in planning of research.

### **9.5 Intellectual Property Rights**

All IP generated throughout the employment of an Academic Research Staff Member belongs to EUC. In such cases that the Researcher is employed in a project that assigns explicit IP rights (e.g. an EU funded project) then the rules as set out by the funding agency are followed.

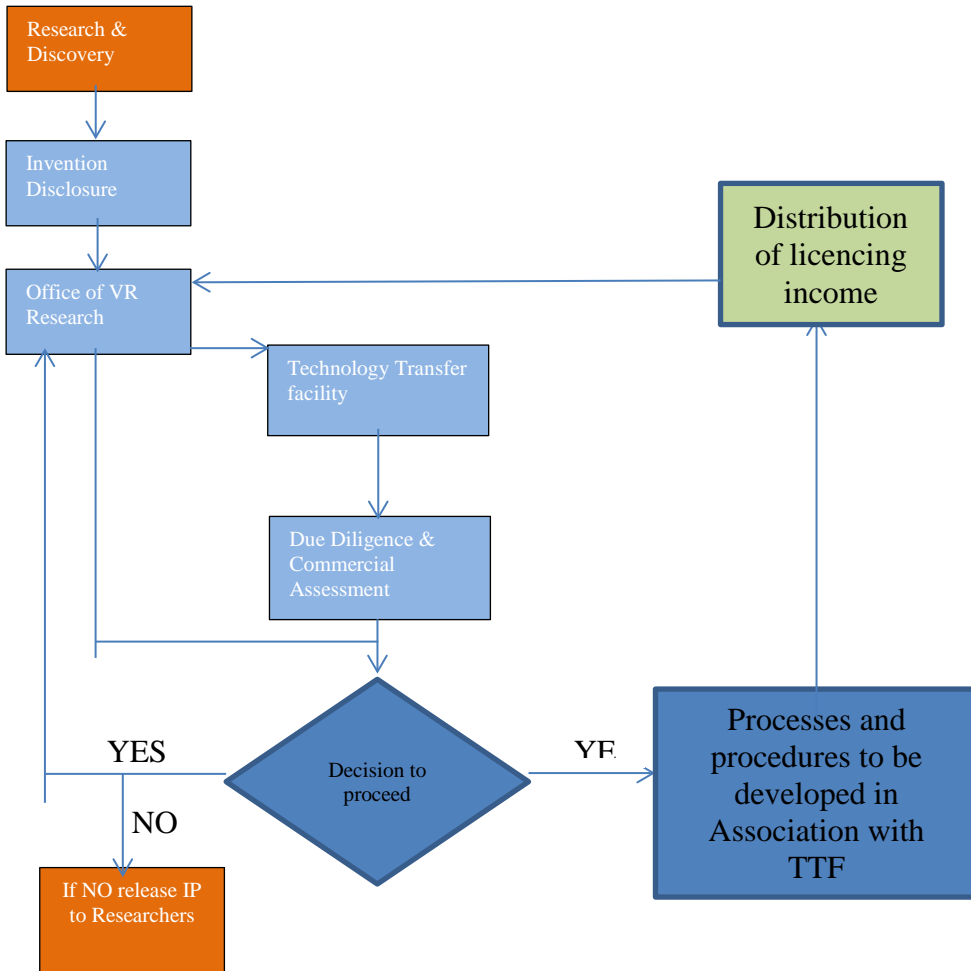
Honorary Research Staff may be required to assign the rights to any IP they create in the course of their academic activities to EUC. EUC may have obligations to organisations which are funding the research (e.g. an EU funded project) in question which it will not be able to honour without such an assignment of rights being in place. For the purposes of IP rights associates are treated as if they were EUC Employees.

### **9.6 Involvement of Research Staff**

Wherever possible, Academic Research staff should be encouraged to take part in university decision making processes, for example by inclusion in relevant departmental committees. Where appropriate, researchers should be included at University level, for example as representatives in working groups and staff consultation exercises.

**Appendix A:**

**A Technology Transfer Process Map – to be completed when the TTF has been established.**



## Appendix B:

### Invention Disclosure Guidelines

#### Invention Disclosure Form - Example

An Invention Disclosure Form (IDF) is designed to determine the basic facts relating to an invention, design, or copyright material. It is a way of capturing an invention and establishing who the inventors are, what the invention is, who is funding it, what the anticipated product/ market is and initiate Intellectual Property (IP) due diligence. Information on the following aspects of an invention should be included in an Invention Disclosure Form.

1. Descriptive Title of the Invention.
2. Who was involved? Please specify for each individual who contributed, invented or authored (if software):
  - a. Their names and if any are foreign nationals;
  - b. Who their employer is; are any contracts or arrangements in place?
  - c. What they contributed to the development of the technology (e.g. came up with the original idea; designed experiments; carried out experimental work; wrote code)
3. Detail of your invention:
  - a. What do you think your invention is?
  - b. What will your invention be used for?
  - c. What are the advantages of your invention and how does it improve on the present situation?
  - d. What is new about your invention?
  - e. How and why does it work? What is the science behind the invention
  - f. Are there any other uses of the invention?
4. Interest from external organisations and their details.
5. Information on published literature (including patents) relevant to your invention?
6. When and where the invention was first conceived?
7. What are your future plans for developing the technology?
8. Who have you told about the invention, when and where?
9. When did you first describe the invention in writing or electronically?
10. Publications, abstracts, conferences to date.
11. Publication and conference plans.
12. Funding information (comprehensive), e.g. including third party support, Material Sales or Transfers, patient consents.

For inventions that include software, please provide the following additional information.
13. Application name and version number.

14. For source code developed by the researchers identified in question 2 above, include: source files used, programming languages, development tools, copyright protection in source code.
15. For new versions, include: source files changed, added or removed since the previous version, documentation required for others to use, if the source files have been distributed outside the university, and in what form, and are the source files available as a web-download – inc. URL and terms under which the download is available.
16. For other source files or libraries that are required to build the software application (external software), list the following: all external software required to use the application; who owns that software, how was the software obtained, license terms or FOSS – name of the license.

## Appendix C:

### Suggested Revenue Sharing Scheme

The EUC will share royalty income with employees and/or students involved in producing Disclosable Work whose exploitation generates revenue. Payments are overseen by the EUC-RIMB, but the EUC will normally share royalty income in accordance with the table below. This may be either as a lump sum or as royalty income over a period of time.

**Table C1**

<b>Net Revenue</b>	<b>Allocated to the Creator/s</b>	<b>Allocated to the EUC Research Fund</b>	<b>Allocated to the Creator'/s School Budget</b>	<b>Allocated to Support the TTF</b>
100%	50%	20%	20%	10%

## Appendix D

### D1. Points accumulation from Research

Table D1 details the evaluation categories which will be used for the calculation of research points allocated to EUC researchers. The table has been constructed taking into account the following:

1. The points awarded are based on the evaluation of research accomplishments, not on the estimation / calculation of hours spent during the implementation of a research activity.
2. A research accomplishment is any research-related activity which strengthens the research portfolio and enhances the research esteem of a researcher in particular, and the EUC in general
3. It is apparent that specific research accomplishments cannot be evaluated in a similar manner across the range of research disciplines. Therefore, the following table is implicitly “averaging” the weight of these accomplishments, so that the scheme can be operational and fair.
4. The term “national”, when used in association with a conference, refers to one which is local in nature (i.e. only researchers from Cypriot Universities and other Cypriot research establishments participated in it).
5. The term “international”, when used in association with a conference, refers to one which is international in nature (i.e. researchers from Universities and other research establishments from at least two countries participated in it).
6. The term “national”, when used in association with a publication refers to one published by a Cypriot university or other Cypriot academic publishing house.
7. The term “international”, when used in association with a publication refers to one published by an international university or other international academic publishing house.

Where a publication of any type (conference, journal, book chapter, monograph, textbook, book, or other) concerns two or more authors, the following points’ calculation rules will apply: For cases up to (and including) two (2) authors, full points are awarded to the author in consideration. For each additional co-author (three (3) authors or more), a deduction of 2 points will be implemented on the full points’ allocation for the category considered. The minimum points that an author will be awarded cannot be smaller than 50% of the full points’ allocation for the category considered.

**Table D1**

Points	Conferences	Journals	Books	Research Projects	Other*
5	<ol style="list-style-type: none"> <li>1. Presentation of poster / article in national conference (refereed)</li> <li>2. Presentation as invited keynote speaker (refereed national conference)</li> </ol>			<ol style="list-style-type: none"> <li>1. Unsuccessful submission of funded research proposal in national / international organization (research partner)</li> </ol>	<p>Member of scientific / conference organizing committee (national / international)</p>
10	<ol style="list-style-type: none"> <li>1. Presentation of refereed poster / article in international conference (refereed)</li> <li>2. Presentation as invited keynote speaker (refereed international conference)</li> <li>3. Editor of national conference proceedings (refereed)</li> </ol>	<ol style="list-style-type: none"> <li>1. Publication of refereed journal article (journal not in ISI / Scopus / ACM / IEEE/etc.)</li> <li>2. Editor of refereed journal special issue (journal not in ISI / Scopus / ACM / IEEE/etc.)</li> </ol>	<p>Publication of refereed book chapter (national)</p>	<ol style="list-style-type: none"> <li>1. Unsuccessful submission of funded research proposal in national organisation (project coordinator)</li> </ol>	<p>General Chair or Program Chair of refereed national conference</p>
15	<ol style="list-style-type: none"> <li>1. Editor of international conference proceedings (refereed)</li> </ol>		<p>Publication of refereed book chapter (international)</p>	<ol style="list-style-type: none"> <li>1. Unsuccessful submission of funded research proposal in international organization (project coordinator)</li> </ol>	<p>General Chair or Program Chair of refereed international conference</p>



**Table D1 (continues)**

Points	Conferences	Journals	Book Chapters / Editors	Research Projects	Other*
20		1. Editor of refereed journal special issue (journal in ISI / Scopus / ACM / IEEE/etc.)	Editor of refereed book / book series		
25		1. Publication of refereed journal article (journal in ISI / Scopus / ACM / IEEE/etc.)			

\* For these categories only 50% of the points will be accumulated

## **D2. Points accumulation from Research / Department of Arts**

Due to the nature of the research conducted in the Department of Arts, Table D2 has been produced to address the research output of the Department. For all other research outputs such as journal papers, conferences, books, etc. the European University Cyprus' "Points' accumulation" table given in section D1 must be followed.

### **Table D2**

Points	Other				
	Performance /Exhibition (Artist)		Creative works		Workshop/Seminars/Festivals /Competitions/ Broadcasts/Residencies
	Music	Graphic Design/Visual Arts	Music	Graphic Design/Visual Arts	
5	<b>A01</b> Performance - National level (partial performance)	<b>A02</b> Participation in local group exhibition	<b>A03</b> Composition for up to 4 musicians		<b>A04</b> <ul style="list-style-type: none"> <li>National Performance or Broadcast of a composition/arrangement</li> <li>Adjudication of Competition</li> <li>Invited workshop / art lecture in national conference/festival</li> </ul>
10	<b>A05</b> Performance - International level (partial performance)  Part of ensemble studio recording/ less than 3 tracks	<b>A06</b> Participation in international group exhibition	<b>A07</b> Composition from 5-10 musicians	<b>A08</b> Publication design (national/international) - booklets covers	<b>A09</b> <ul style="list-style-type: none"> <li>International Performance or Broadcast of a composition/arrangement</li> <li>Competition Finalist</li> <li>Invited workshop / art lecture in international conference/festival</li> <li>Invited Artist (Workshop)</li> </ul>
15	<b>A10</b> Performance - National level (entire concert) Performance with Large Ensemble  Part of ensemble studio recording/ more than 3 tracks	<b>A11</b> Editor of exhibition catalogue (national/international)	<b>A12</b> Composition for 10 musicians and above	<b>A13</b> Publication design (international) - books and exhibition catalogues	<b>A14A</b> <ul style="list-style-type: none"> <li>Competition Winner</li> <li>Invited Artist (Festival – duration more than three days)</li> </ul> <b>A14B</b> Chair of international arts/music festival

20	<p><b>A15</b> Performer – International level (entire concert) /</p> <p>Solo studio Recording (CD) less than 3 tracks</p>	<p><b>A16</b> Participation in national solo exhibition</p>	<p><b>A17</b> Composition for Symphonic Orchestra</p>	<p><b>A18</b> Commissioned work by government/museum/ other cultural institution</p>	<p><b>A19</b> Participation in funded international residency</p>
25	<p><b>A20</b> Solo studio Recording (CD) more than 3 tracks</p>	<p><b>A21</b> Participation in international solo exhibition</p>	<p><b>A22</b> Publication of a composition (Score/CD) by an International Music Publishing House /Recording company</p>	<p><b>A23</b> Project: Curation of national / international exhibition</p>	

# Appendix E

## JOB DESCRIPTION FOR THE HEAD OF EUC RESEARCH OFFICE

### Head of EUC Research Office

The Head of EUC Research Office is the chief administrative officer of the Office and is accountable/ reports to the Vice Rector of Research and External Affairs. He/she is ex officio member of the Senate Research Committee and a member of the EUC – Research & Innovation Management Board. He/she provides leadership in the services provided by the Office to the research community of the University and is responsible for the overall management of the Office's resources and staff. He/she acts as agent of the Office in executing the EUC Research Administration procedures, and serves as the medium of communication for all official business of the Research Office with other University authorities and bodies and the public. The Head of Research Office has ultimate responsibility for the general operation and development of the Office.

### Duties and Responsibilities of the Head of Research Office

#### 1. JOB SUMMARY

The Head of Research Office reports to the Vice Rector of Research and External Affairs. He/she has the overall responsibility for the smooth and effective functioning of the Research Office, and is responsible for the coordination and the development of the Office's operations.

#### 2. DUTIES AND RESPONSIBILITIES

The key areas of duties and responsibilities of the Head of Research Office are as follows:

##### a. **Contribution to Academic Excellence**

- Promotes, encourages and supports academic excellence through the University's participation in funded research projects and other research activities.
- Contributes to the achievement of goals pertaining to research within the university as set by the Vice Rector of Research and External Affairs
- Provides ongoing support to the Vice Rector of Research and External Affairs for the implementation of the University's Research Policy and improvement of research outputs and performance.
- Implements, in cooperation with the Vice Rector of Research and External Affairs, the procedures of the University (Research Administration Procedures) concerning the submission of proposals and the administration of projects funded by national, European and international funding agencies and other bodies. Ensures that new academic staff are made aware of these procedures and facilitates for their smooth adaptation to the environment.

- Overviews the operations of the Research Office as follows:
  - I. Monitoring of national, European, and international funding opportunities and dissemination to faculty and researchers
  - II. Administrative support provided during the submission of research proposals and during the management of a wide range of research projects
  - III. Organization of presentations and training sessions for the EUC faculty, other teaching personnel, and researchers affiliated with the University
  - IV. Organization of outreach events aiming at the wide dissemination of research outputs produced by the University (e.g. Research Days)
  - V. Contribution to University Quality Assurance processes
- Accepts/undertakes additional responsibilities/functions/duties as may be assigned by the Vice Rector of Research and External Affairs and the University in general.

**b. Internal processes, procedures and controls**

- Assumes responsibility for the department's overall performance and ensures that tasks are executed effectively and on time according to the relevant policies
- Reviews and recommends changes for the adaptation or improvement of existing institutional policies and procedures related to research.
- Prepares relevant reports and/or documents for quality control purposes and alignment with the directives of funding organizations
- Safeguards personal and other confidential information and acts as the GDPR Data Protection Officer of the Research Office

**c. Relations with other Academic Entities**

- Serves as an ex officio member of the Senate Research Committee and the EUC – Research & Innovation Management Board.
- Represents the Office in its working relationship with other Schools, departments, academic units within the University.
- Participates in all decisions about the operation of the Research Office
- Serves on various committees as set forth in Internal Regulations
- Encourages inter-disciplinary links within the University, as well as collaborative links in research activities with other Universities and research organizations
- Represents the University in professional matters external to the University setting, i.e. relevant to the University's relations with research stakeholders, funding agencies, and partner institutions.

**d. Staff Governance**

- Oversees and makes decisions on the allocation of the Research Office's personnel's tasks

- Assesses and ensures the effectiveness of all personnel in a continuous quality improvement
- Serves as liaison with the Director of Human Resources and oversees the development of staff in the Research Office
- Articulates the University policies and procedures to the Office's personnel and ensures that all involved parties have the same level of understanding of the Office's policies and procedures, and offers relevant support as needed
- Maintains good working relationships with the Office's personnel
- Holds regular meetings with the Office's personnel to review, inform and consult on administrative and strategic development issues pertinent to the Office
- Identifies resource needs (staff, infrastructure, other) for the Research Office in cooperation with the Vice Rector of Research and External Affairs.



## **INTERNAL REGULATION ON**

## **SABBATICAL LEAVE**

**73<sup>rd</sup> Senate Decision: 22 May 2020**

---

### **Policy on Sabbatical Leave**

#### **1. Purpose**

The objective of a Sabbatical Leave is to increase a faculty's value to the University and thereby improve and enrich its programs. Such leave is not regarded as a reward for service or as a vacation or rest period occurring automatically at stated intervals. Sabbatical leaves are granted for planned travel study, formal education, research, writing of papers, monographs and books or other experience of academic value.

A Sabbatical Leave, as distinguished from a terminal leave, a leave without compensation, or a leave for reasons of health, is defined at EUC as a leave for encouraging faculty members to engage in scholarly research and international networking that will increase their scholarly achievement or their capacity for service to the University internationalization policy. A Sabbatical Leave is not granted for taking regular academic or other employment with a financial advantage elsewhere.

#### **2. Terms**

A Sabbatical Leave is granted to a faculty member, beginning September 1, for the usual teaching terms (i.e., September to June complete) of one academic year (two semesters). However, as an alternative, a faculty member who has qualified for a full year of Sabbatical Leave may apply for such sabbatical to be divided into two terms falling within a six-year period, each such term representing one semester.

The cost of replacing a faculty member during Sabbatical Leave is to be kept as low as possible by arrangements such as rotating courses, employing part-time academic staff, and making internal adjustments in the academic Departments concerned. In all cases, the relevant School must give the final approval for the implementation of the Sabbatical Leave in a particular semester so that the smooth operation of the academic programs offered by the School is not affected by severe staff shortage.

#### **3. Procedure for Granting a Sabbatical Leave**

Application for a Sabbatical Leave should be made by the faculty member and submitted to the Department Chairperson no later than December 1, preceding



the academic year in which the leave will be carried out. The faculty member should submit the completed application form which will include a plan of activities during the Sabbatical Leave. Letters of acceptance from the institutions which will host the faculty member during his/her leave should also be attached.

The Department Chairperson must forward the application with an accompanying recommendation to the appropriate Dean by the following December 15. The recommendation shall include a statement of the proposed method of handling the normal duties of the faculty member while on leave.

The Dean must forward each application and the accompanying recommendation of the Department Chairperson, together with the Dean's own recommendation, to the Office of the Rector by January 15.

The Office of the Rector will forward all applications to the Chair of the Ad-hoc Committee which will evaluate the proposals. The Ad-hoc Committee will consist of the Vice-Rector of Research & External Affairs (chair), the Vice-Rector of Academic Affairs and the Director of Human Resources. The evaluation procedure for the awards is described in the following section.

#### **4. Evaluation Procedure for the Sabbatical Awards**

The Committee will decide each year the number of new sabbatical awards which will be made to the whole University. This will not be less than 3% of EUC faculty in the current academic year.

The Committee will determine the number of new sabbatical awards which will be made to each School in the current academic year. To do this, the Committee will consider the proportion of sabbatical leave awards which have been made to faculty members of each School of the University in the last three years including the current academic year. The Committee will ensure that with the new awards this proportion for each School does not deviate by more than 20% from its proportion of faculty members. Deviations exceeding 20% from these proportions may be allowed in the first three years of the implementation of the policy (starting academic year: 2020-21).

Once the number of new sabbatical awards to each School is determined, the Committee will select the applicant(s) from each School who have the highest number of points as calculated with the scheme described in Appendix A (below).

Applicants will be notified about the outcome of their application by March 15.

#### **5. Sabbatical Leave and Sponsored Research**

A faculty member is entitled to supplement the salary provided by the University during the period of leave with funding provided by an institutional, national or international source for academic activities.

#### **6. Eligibility**

Eligibility for a Sabbatical Leave is limited to full-time faculty members who have achieved tenure rights and who have completed six years of full-time service as faculty at European University Cyprus. In general, at least six years must elapse between consecutive sabbaticals.

At the end of a sabbatical leave, the faculty member should forward to the Department Chairperson and the Dean copies of a report on activities undertaken during the period of the leave.

Chairs of Departments, Deans of Schools, Vice-Rectors and the Rector are not eligible for a sabbatical leave award during their term of office.

## Appendix A

### Point calculation system for Sabbatical Awards

This Appendix describes the point calculation system which will be used for selecting the candidates in each School which will be awarded a Sabbatical Leave (see section 4).

The point calculation system awards points by considering the research activity of faculty in the past 5 years.

- Scopus document in the past 5 years: 30 points
- Scopus citations to documents published in the past 5 years: 2 points per citation
- Successful research proposals–National:

Principal investigator (PI) of the whole proposal	Local Coordinator of the proposal	Participant in the proposal
50 points	20 points	10 points

- Successful research proposals–European Union

Principal investigator (PI) of the whole proposal	Local Coordinator of the proposal	Participant in the proposal
100 points	40 points	20 points

**Example:** A faculty member published 3 Scopus papers in the past 5 years which have 10, 1, 3 Scopus citations respectively. He/she submitted one national proposal as a PI. What are his/her total points?

The total points are calculated as follows:

**Papers:**  $3 \times 30 = 90$ pts

**Citations:**  $(10 + 1 + 3) \times 2 = 28$ pts

**Proposals:**  $50 = 50$ pts

**Total points**  $90 + 28 + 50 = 168$ pts



**INTERNAL REGULATION ON**  
**EUC's ANNUAL AWARDS FOR EXCELLENCE IN RESEARCH**

**70<sup>th</sup> Senate Decision: 13 December 2019**

---

## **1. Introduction**

This document outlines a proposal for Research Awards to European University Cyprus faculty who distinguish themselves in their research activity. The awards aim to reward research excellence and nurture a research culture at the University.

The following awards will be made on an annual basis:

- “EUC Research Award – Young Researcher”
- “EUC Research Award – Distinguished Researcher”

Both the “EUC Research Award – Young Researcher” and the “EUC Research Award – Distinguished Researcher” are awarded, in rotation, in the following thematic areas:

- Life Sciences
- Physical Sciences & Engineering
- Social Sciences, Arts & Humanities

The first award for “Young Researcher” will be made in Life Sciences and the first award for “Distinguished Researcher” will be made in Social Sciences, Arts & Humanities.

## **2. EUC Research Award – Young Researcher**

### **2.1 Nomination**

The nominated researchers for the “EUC Research Award – Young Researcher” will have a maximum of seven (7) years of experience since the completion of their PhD and up to the announcement date of the Call. Extensions are possible under certain circumstances for career breaks for maternity or paternity leave, military service or documented sick leave.

The researchers should be nominated by another faculty member and be aware of the nomination at the time of submission. There is no restriction on the number of young researchers a person may nominate for the Award.

Nominations should be submitted to the Office of the Vice Rector of Research & External Affairs by email **by the 28<sup>th</sup> of February every year, 13:00 at the latest.**

The nominations should be submitted in **English** using the relevant submission form (attached), which is available by the Office of the Vice Rector of Research & External Affairs.

## **2.2 Selection**

The selection will be made by an ad-hoc sub-committee of the Senate Research Committee.

For the evaluation, the following criteria are applicable:

### **Research Activity 40%**

- Quality of the results of the Young Researcher's research activity and their importance at an international level.
- Publications of the Young Researcher's research results in distinguished scientific journals and presentations in high impact international conferences.
- Evidence of the use and exploitation of the results of the research activity for the improvement of the quality of life in Cyprus and the wider European area or/and the possibility of commercial exploitation, introduction in the international market and patent registration.

### **Curriculum Vitae 40%**

- Qualifications and achievements of the Young Researcher.

### **Future Research 20%**

- Suggested framework of activity for the continuation of the Young Researcher's work in the next 2-3 years.

The selection committee may request an external review of each nomination if it is deemed necessary.

In case the level of nominated researchers is seen as unsatisfactory, the committee maintains the right not to grant the Award.

## **3. EUC Research Award – Distinguished Researcher**

### **3.1 Nomination**

The "EUC Research Award – Distinguished Researcher" is granted to excellent scientists with extensive research experience, who have demonstrated significant and internationally recognized research results. The Award aims to appraise and promote the work and personality of these distinguished scientists who honour European University Cyprus through their high-quality research and its impact.

The nominated researchers for the "EUC Research Award – Distinguished Researcher" must hold a PhD and have a minimum of seven (7) years of research experience since the completion of their PhD and up to the announcement date of the Call.

The researchers should be nominated by another faculty member and be aware of the nomination at the time of submission. There is no restriction on the number of researchers a person may nominate for the Award.

Nominations should be submitted to the Office of the Vice Rector of Research & External Affairs by email **by the 28<sup>th</sup> of February every year, 13:00 at the latest.**

The nominations should be submitted in **English** using the relevant nomination form (attached), which is available by the Office of the Vice Rector of Research and External Affairs.

### **3.2 Selection**

The selection will be made by an ad-hoc sub-committee of the Senate Research Committee.

For the evaluation, the following criteria are applicable:

#### **Research Activity**

- Quality of the most important research results of the nominee, with emphasis on the last five (5) years, their importance and impact at an international level.
- Evidence of the use and exploitation of the results of the research activity for the improvement of the quality of life in Cyprus and the wider European area or/and the possibility of commercial exploitation, introduction in the international market and patent registration, as well as publications in distinguished international scientific journals, books, chapters in books or monographs and presentations in high impact international conferences.

#### **Overall Career**

- Awards and honorary distinctions, member of scientific boards and academies.
- Important collaborations with distinguished researchers/entities abroad.

#### **Leadership skills**

- Leadership skills and ability to inspire the next generation of researchers.

The selection committee may request an external review of each nomination if it is deemed necessary.

In case the level of nominated researchers is seen as unsatisfactory, the committee maintains the right not to grant the Award.

### **4. Funding**

The winners of both awards will receive a minimum of 1000 euros.



EUROPEAN UNIVERSITY CYPRUS

**NOMINATION FORM**

**FOR YOUNG RESEARCHER CANDIDACIES**

GENERAL PROFILE OF THE NOMINATION

COMPETITION	RESEARCH AWARD – YOUNG RESEARCHER 2020
CALL IDENTIFIER	AWARD-YR/202.../....
NAME OF NOMINEE	
THEMATIC AREA	1. LIFE SCIENCES <input type="checkbox"/> 2. PHYSICAL SCIENCES & ENGINEERING <input type="checkbox"/> 3. SOCIAL SCIENCES AND HUMANITIES <input type="checkbox"/>

**PART A:**

PROFILE OF NOMINATOR

Surname			
Name			
Position			
School			
Telephone		Mobile	
E-mail		Fax	

DECLARATION OF NOMINATOR

I, the undersigned, hereby declare that, to the best of my knowledge, all the information included in this form is true. I also confirm that I have informed the nominee for the submission of this nomination.

Signature of Nominator:	
Date:	

PROFILE OF NOMINATED YOUNG RESEARCHER (NOMINEE)			
<b>Surname</b>			
<b>Name</b>			
<b>Nationality</b>			
<b>Date of Birth</b>			
<b>Position</b>			
<b>School</b>			
<b>Telephone</b>		<b>Mobile</b>	
<b>E-mail</b>		<b>Fax</b>	
<b>Other Affiliations</b>			
<b>Doctoral Studies</b>			
<b>Name of Institution</b>			
<b>PhD Thesis title or field</b>			
<b>Date of PhD Award</b>	/ / DD / MM / YYYY		

**PART B:**

**RATIONALE FOR THE NOMINATION** *(max. 2 pages)*

Briefly describe the reason for the submission of this nomination. Why does the Young Researcher deserve the award? Why is the researcher's work considered to be promising? Describe the skills and qualifications of the nominee, the main milestones and achievements in his/her career during his/her Doctorate/Post Doctorate studies or during his/her employment in the area of research, as well as the added value and benefit of the nominee's work and its significance in the economic, social and technological development of Cyprus, Europe or/and the world.





EUROPEAN UNIVERSITY CYPRUS

**NOMINATION FORM**  
**FOR DISTINGUISHED RESEARCHER CANDIDACIES**

GENERAL PROFILE OF THE NOMINATION	
COMPETITION	RESEARCH AWARD – DISTINGUISHED RESEARCHER 2020
CALL IDENTIFIER	AWARD-DR/202.../....
NAME OF NOMINEE	
THEMATIC AREA	<b>SOCIAL SCIENCES AND HUMANITIES</b>

**PART A**

<b>PROFILE OF NOMINATOR</b>			
<b>Surname</b>			
<b>Name</b>			
<b>Position</b>			
<b>School</b>			
<b>Telephone</b>		<b>Mobile</b>	
<b>E-mail</b>		<b>Fax</b>	
<b>DECLARATION OF NOMINATOR</b>			
I, the undersigned, hereby declare that, to the best of my knowledge, all the information included in this form is true. I also confirm that I have informed the nominee for the submission of this nomination.			
<b>Signature of Nominator:</b>			
<b>Date:</b>			

PROFILE OF NOMINATED DISTINGUISHED RESEARCHER (NOMINEE)			
<b>Surname</b>			
<b>Name</b>			
<b>Position</b>			
<b>School</b>			
<b>Telephone</b>		<b>Mobile</b>	
<b>E-mail</b>		<b>Fax</b>	
<b>Other Affiliations</b>			
<b>Doctoral Studies</b>			
<b>Name of Institution</b>			
<b>PhD Thesis title or field</b>			
<b>Date of PhD Award</b>	/ / DD / MM / YYYY		

**PART B:**

**RATIONALE FOR THE NOMINATION** (*max. 2 pages*)

Briefly describe the reason for the submission of this nomination. Why does the researcher deserve the award? Why is the researcher considered to be distinguished? Describe the skills and qualifications of the nominee, the main milestones and achievements in his/her career (with specific reference to the last five years), as well as the added value and benefit of the nominee's work and its significance in the economic, social and technological development of Cyprus, Europe or/and the world.



**PhD scholarships award scheme**

**Vice Rector for Research and External Affairs**

**15 June 2015**

## **1. Introduction**

The purpose of this document is to describe a scheme for the annual award of a number of PhD scholarships at European University Cyprus. The general aim of the scheme is to reward faculty members who have been able to demonstrate an excellent recent research record. This is usually measured in terms of high impact publications, coordination or participation in research projects etc. The scholarships are awarded to faculty members who fulfill the selection criteria of the scheme and who have a suitable PhD candidate in their field.

## **2. Eligibility for the awards**

All full-time faculty members of the University who have the rank of Assistant Professor or higher are eligible to apply for the award provided they have not been awarded a PhD scholarship as a Principal Investigator (PI) in the past three years.

## **3. Terms of the awards**

The PhD scholarships will be awarded to the most promising candidates of any nationality. They cover the tuition fees of the PhD students for the duration of their studies.

## **4. Application procedure**

The Vice Rector for Research and External Affairs initiates the selection process by issuing a call for proposals. The deadline for the submission of proposals will be announced. Application materials will be available from the office of the Vice Rector for Research and External Affairs and the proposals should be submitted electronically to the office of the Vice Rector. The proposal should have a principal investigator (PI) and may include a co-investigator (Co-I). Each faculty member can submit only one proposal as a PI but can be a Co-I on any number of proposals.

## **5. Selection criteria for the awards**

The selection process for the awards is very simple but nevertheless ensures that the fundamental aim of the scheme, which is the reward of research excellence, is met.

The proposals submitted by faculty members of all Departments except those from the Departments of Law and Arts will be ranked according to the points calculated with the points accumulation system described in Appendix A. In the cases of proposals which have a Co-I, the sum of the points accumulated by the PI and the Co-I will be counted. Only points accumulated in the past five years will be considered. The awards will be made to the PIs of the proposals which are the most highly ranked.

The Office of the Vice Rector will ensure that when the scheme is fully developed and operational about 10% of the awards will be made to faculty members from the Department of Law and 10% to faculty members from the Department of Arts. For these two Departments faculty members will be ranked according to the average grade they received in the research category in their performance evaluation in the last five years.

## **6. Announcement of the awards and selection of PhD candidates**

The announcement of the awards is expected to be made by the Office of the Vice Rector for Research and External Affairs one month after the deadline for submission of proposals. The PIs of the successful proposals are then expected to offer the scholarship to the most promising PhD candidate in their field. If no suitable candidate for the position is found within two weeks the award is revoked and is made to the next proposal on the ranking list.

## APPENDIX XIII. PhD scholarships award scheme

### Appendix A

#### Point calculation system

The point calculation system awards points by considering the research activity of the applicants in the past 5 years.

Scopus document in the past 5 years	30 points
Scopus citations to documents published in the past 5 years	2 points per citation
Submitted research proposals PI/EUC PI/EUC Researcher – National*	30/10/5 points
Submitted research proposal PI/EUC PI/EUC Researcher – EU*	60/20/10 points

\* The points awarded for proposals are proportional to their grade.

**Example:** A Faculty member published 3 Scopus papers in the past 5 years which have 10, 1, 3 Scopus citations respectively. He/she submitted one national proposal as a PI and got a grade of 7/10. What are his/her total points?

The total points are calculated as follows:

**Papers:**  $3 \times 30 = 90$ pts

**Citations:**  $(10+1+3) \times 2 = 28$ pts

**Proposals:**  $7/10 \times 30 = 21$ pts

**Total points**  $90+28+21=139$ pts

APPENDIX XIV; Policy for the award of scholarships to PhD students for  
publishing a Scopus paper



**Policy for the award of scholarships to PhD students for  
publishing a Scopus paper**

**Vice Rector of Research and External Affairs**

**October 2019**

## APPENDIX XIV; Policy for the award of scholarships to PhD students for publishing a Scopus paper

### Introduction

European University Cyprus awards scholarships to PhD students who have presented a paper to a Scopus Conference or published a paper in a Journal indexed by Scopus. These conferences and journals can be found at the Scopus website <https://www.scopus.com/sources>. The scholarships are in the form of a tuition fee exemption. The policy is implemented by the Office of the Vice Rector of Research & External Affairs.

### Rules for the awards

The following rules will apply for the awards:

1. Each PhD student is entitled to only one award during his or her studies.
2. Students that receive this award should be in good standing and proceed normally with their PhD studies.
3. The scholarship will be paid as a tuition exemption of 500 euros, for one of the semesters after the acceptance of a publication or the presentation of the paper at a conference.
4. The PhD student must be the first, but not necessarily the only author, of the paper.
5. The application for the scholarship must be submitted within a year of the acceptance of the paper (this applies to both conference and journal papers). The scholarship cannot be awarded to students with other scholarships or awards from the University.
6. All applications will be reviewed and approved twice a year by the Senate Research Committee.
7. For the award of the scholarship for a conference paper students need to submit
  - a. The application form given in the Appendix
  - b. Proof of official acceptance of the paper in the conference
  - c. Proof of registration at the conference
  - d. Final paper as it appears in the proceedings
  - e. Proof that the conference is in Scopus from the Scopus official website



## APPENDIX XIV; Policy for the award of scholarships to PhD students for publishing a Scopus paper

8. For the award of the scholarship for a journal paper students need to submit
  - a. The application form given in the Appendix
  - b. Proof of official acceptance of the paper in the journal
  - c. Final proofs of the paper from the publisher
  - d. Proof that the journal is in Scopus from the Scopus official website

### **Implementation**

All applications for the scholarships and supporting material should be submitted to the Office of the Vice Rector of Research & External Affairs electronically using the application form provided by the Office and given in the Appendix. The applications will be reviewed by the Senate Research Committee once in each semester. The deadlines for submissions are 30<sup>th</sup> June and 31<sup>st</sup> December. Following a positive recommendation by the Senate Research Committee, the Office of the Rector then proceeds to make the award.

APPENDIX XIV; Policy for the award of scholarships to PhD students for publishing a Scopus paper

Appendix



**Application for the award of a PhD scholarship for publishing a Scopus paper**

Name .....

Reg. Number .....

PhD program .....

**Details of the publication**

<b>Author(s)</b>	
<b>Title</b>	
<b>Year</b>	
<b>Conference/Journal</b>	

Signature .....

Date .....

**COURSE DISTRIBUTION PER SEMESTER**

A/A	Course Type	Course Name	Course Code	Periods per week	Period duration	Number of weeks/ Academic semester	Total periods/ Academic semester	Number of ECTS	Prerequisites	Co-requisites
<b>Semester 1 (30 ECTS)</b>										
1.	Compulsory	Anatomy I	HEA100	4	50	14	56	6		
2.	Compulsory	First Aid	HEA190	3	50	14	42	6		
3.	Compulsory	Introduction to Radiation Physics and Radiography	RAD105	3	50	14	42	6		
4.	Compulsory	Physiology	HEA130	3	50	14	42	6		
5.	Compulsory	English for Health Sciences I* / Free Elective Course	EHL100	3	50	14	42	6		
<b>Semester 2 (30 ECTS)</b>										
6.	Compulsory	Anatomy II	HEA110	4	50	14	56	6		
7.	Compulsory	Radiotherapy Physics	RAD115	3	50	14	28	6	RAD105	
8.	Compulsory	Clinical Training I	RAD125	3	50	14	42	3		RAD135
9.	Compulsory	Radiation Protection	RAD130	3	50	14	42	6		

APPENDIX XV. Course Distribution

10.	Compulsory	Radiography I	RAD135	5	50	14	70	9		
* The two English language courses (ENL100, ENL101) are selected after examining students' level of knowledge of the English language. If the students' level of English language is equivalent to the University's course ENL102 level, then the English language courses ENL100, ENL101 can be replaced by free-elective courses.										
<b>Semester 3 (30 ECTS)</b>										
11.	Compulsory	Radiation and Molecular Biology	RAD200	3	50	14	42	6		
12.	Compulsory	Clinical Training II	RAD205	3	50	14	42	3		RAD215
13.	Compulsory	Radiography II	RAD215	5	50	14	70	9		
14.	Compulsory	Radiological anatomy	RAD225	3	50	14	42	6	HEA110	
15.	Compulsory	English for Health Sciences II*/ Free Elective Course	EHL101	3	50	14	42	6		
* The two English language courses (ENL100, ENL101) are selected after examining students' level of knowledge of the English language. If the students' level of English language is equivalent to the University's course ENL102 level, then the English language courses ENL100, ENL101 can be replaced by free-elective courses.										
<b>Semester 4 (30 ECTS)</b>										
16.	Compulsory	Basic Principles of Pathology	HEA200	3	50	14	42	6		

APPENDIX XV. Course Distribution

17.	Compulsory	Clinical Training III	RAD240	3	50	14	42	3	RAD205	
18.	Compulsory	Medical imaging systems technology I	RAD245	3	50	14	42	6		
19.	Compulsory	Interventional Radiology	RAD250	3	50	14	42	6		
20.	Compulsory	Radiography III	RAD255	5	50	14	42	9		
<b>Semester 5 (30 ECTS)</b>										
21.	Compulsory	Tomographic Imaging	RAD315	3	50	14	42	6		
22.	Compulsory	Radiation Oncology I	RAD330	3	50	14	42	6		
23.	Compulsory	Medical imaging systems technology II	RAD335	3	50	14	42	6		
24.	Compulsory	Clinical Training IV	RAD340	3	50	14	42	3	RAD240	
25.	Compulsory	Imaging Interpretation for Radiologic Pathology I	RAD345	2	50	14	28	3		
26.	Compulsory	Digital Imaging & Health Information Technology	RAD355	3	50	14	42	6		
<b>Semester 6 (30 ECTS)</b>										

APPENDIX XV. Course Distribution

27.	Compulsory	Biostatistics and Research Methodology in Health Sciences	HEA115	3	50	14	42	6		
28.	Compulsory	Clinical Training V	RAD360	3	50	14	42	3	RAD340	
29.	Compulsory	Medical imaging systems technology III	RAD365	3	50	14	42	6		
30.	Compulsory	Imaging Interpretation for Radiologic Pathology II	RAD370	2	50	14	28	3		
31.	Compulsory	Radiation Oncology II	RAD375	3	50	14	42	6		
32.	Compulsory	Radioactive Isotopes	RAD380	3	50	14	42	6		
<b>Semester 7 (30 ECTS)</b>										
33.	Compulsory	Undergraduate Thesis	HLS450	3	50	6	18	12		
34.	Compulsory	Clinical Training VI	RAD405	4	50	14	42	6	RAD360	
35.	Compulsory	Radiation Oncology III	RAD415	3	50	14	42	6		
36.	Compulsory	Mammography	RAD430	3	50	14	28	6		
<b>Semester 8 (30 ECTS)</b>										
37.	Compulsory	Clinical practice	RAD445	--	8 hours / day	24 weeks	960 hours	30		



**INTERNAL REGULATION ON**

**“EUC”s PROCEDURES FOR SUPPORTING STUDENTS WITH LOW GRADE POINT  
AVERAGE (GPA)”**

**71<sup>st</sup> Senate Decision: 7 February 2020**

---

Aiming to develop a proposal/framework on the process and actions to be taken, in order to address and reduce the phenomenon of students' low G.P.A. and its effects, the actions to be taken in order to help reduce the phenomenon, are:

- the provision of correct information to all students, namely undergraduate, postgraduate, Conventional and Distance Learning;
- ensure that students are aware of the role of GPA and the impact of low GPA on the progress of their studies;
- increase of the support provided at the Program, Department and School level;
- proper implementation of procedures by the Student Advising Centre.

These actions are additional to the efforts/support that each individual instructor provides to each student and aim for a timely and early enough diagnosis of the phenomenon in order to facilitate an effective, early intervention.

The following steps will be followed for all students (both conventional and distance education):

1. **The Department of Enrollment** provides the Schools at the beginning of each academic semester (e.g. third week of October and February, respectively) with a list of their students with a low GPA (for undergraduate courses: below 1.80 except for the School of Medicine where the threshold has been set to 2.0; for postgraduate courses: below 2.5; for Ph.D. courses the issues concern late progress in completing the Ph.D-see sample letter attached).
2. **The School** (this concerns all undergraduate and postgraduate Conventional and Distance Learning Programs of Study):
  - (1) ***For first year students at the end of the 1<sup>st</sup> semester of their studies or for students included in the list for the first time:***  
Each affected student is called by the Program Coordinator, in order to ensure that, students are aware of the concern of the Department and School, and that students are indeed properly informed that the Department is available to provide support (e.g. Specifically, students are informed about the role and

importance of the GPA, the possible reasons and causes of the low GPA, and ways for improvement of the situation, which may either involve the student (e.g. further effort) or the Department and School).

**(2) For new students, which continue to be in the same situation at the end of the second semester of their studies or for students appearing in the list for a second time:**

The process presented in Item 1 above is repeated in the presence of the Chairperson of the Department, for further discussion and enhancement of the process, aiming at the most tangible academic targets and the procedures involved. If needed, the Chairperson of the Department and the Program Coordinator will request the presence of the Dean.

**(3) For students who exhibit the phenomenon on a continuous basis:**

The possibility of sending a letter from the Dean to the student (registered, in the home address) is considered (see attached "Sample" letters).

**For the School of Medicine (undergraduate degrees) in more specific:** The students with a GPA lower than 2.0 receive a "Letter of Probation" before the beginning of the second academic year of their studies (September). Students who received a "Letter of Probation" and still maintain an unacceptably low GPA will be given only one last opportunity to correct their GPA during the coming semester (Spring). At the end of the Spring semester of their second year of studies,, these students (e.g. those who have already received a letter of warning in the past), and continue to maintain a very low GPA will receive a "Letter of Dismissal", with the option to either change their program of study (e.g. transfer to biology) or to withdraw from the School. Those students who, on the other hand, have not yet received a "Letter of Probation" in the past, but perform unsatisfactorily, will receive a "Letter of Probation" at the end of the Spring semester of their second year of studies, with subsequent consequences should their performance not improve. This option will be provided this one and only time to those students with failures; no other opportunity will be provided to improve "F" grades. Each student will be notified accordingly, depending on their status.

**3. The Department of Enrollment:**

Each Student Advisor:

- (1) Contacts/communicates with students and ensures that each student is well informed and advised about the University's grading system and the role of GPA ;
- (2) In the case of students not passing a course, the advisor re-registers them to the same course in order to immediately delete the received F, and thus avoid accumulation of F's. This takes places in the exact following semester in case the affected course is a prerequisite to other courses, in order to avoid accumulation of F's;
- (3) Student advisors are in constant communication with the Program Coordinators in order to secure this process.



- Encl.: (1) Sample Letters (Greek and English version)  
(2) Sample Letter of Probation (School of Medicine)  
(3) Sample Letter of Dismissal (School of Medicine)  
(4) Sample Letter for Ph.D. Students (Department of Enrollement)

..... 2020

Προς

.....

**Θέμα: Χαμηλός Μέσος Όρος Βαθμολογίας (G.P.A.)**

Αγαπητή/έ.....,

Σε συνέχεια της αναφοράς του/της Προέδρου του Τμήματος και του/της Συντονιστή/τριας του Προγράμματος που παρακολουθείτε κατά το περασμένο ακαδημαϊκό εξάμηνο, παρακαλώ σημειώστε ότι ο μέχρι τώρα μέσος όρος της βαθμολογίας σας (G.P.A.) είναι .....

Θα ήθελα να σας υπενθυμίσω, επί του προκειμένου, τους κανονισμούς του Πανεπιστημίου μας αναφορικά με τις προϋποθέσεις απόκτησης πτυχίου, οι οποίοι προβλέπουν μέσο όρο βαθμολογίας (G.P.A.) 2.00 και άνω.

Ο/η Πρόεδρος του Τμήματος και ο/η Συντονιστής/τρια του Προγράμματος που παρακολουθείτε μπορούν να σας δώσουν περισσότερες πληροφορίες και σχετική υποστήριξη.

Ελπίζω ότι, κυρίως με την αναβάθμιση των δικών σας προσπαθειών, θα καταστεί δυνατή τόσο μια ποιοτική συνέχιση των σπουδών σας, όσο και η τελική επίτευξη των στόχων σας.

Με εκτίμηση,

.....  
Κοσμήτορας,  
Σχολή .....

Κοιν.:

- Συντονιστής/τρια Προγράμματος Σπουδών
- Πρόεδρος Τμήματος

European University Cyprus  
6 Diogenous str, 2404 Engomi,  
P.O.Box 22006, 1516 Nicosia, Cyprus  
Telephone: +35722559514  
Fax: +357 22559515

Date XXX

Student's Name: xxxxx  
ID: xxxx  
Program: Doctor of Medicine, MD

Re: Letter of Probation for G.P.A. of less than 2.0

Dear [Name of Student],

I regret to inform you that, due to your low cumulative Grade Point Average (GPA), you are being placed on academic probation. You will remain on probation and will be subject to dismissal until your cumulative GPA reaches or exceeds 2.00.

Academic Probation status is serious. You must raise your cumulative GPA to 2.00 to return to good standing and to receive your degree. According to European University Cyprus bylaws and the decision outlined by the EUC 48<sup>th</sup> Senate, students with a GPA lower than 1.7 at the end of their second year (year 2) are subject to dismissal (termination).

The School of Medicine is committed to helping you improve your academic performance so that you can return to good standing and make progress toward your degree. We will provide you with the services and activities to help you achieve academic success. In return, you must commit yourself to work diligently. It is my sincere hope that you will be successful next semester.

Sincerely,

Professor Elizabeth O. Johnson  
Acting Dean  
School of Medicine  
European University Cyprus

CC: Professor Ioannis Patrikios, Chair, Department of Medicine  
Professor Loizos Symeou, Vice-Rector of Academic Affairs  
Dr. Christos Tsiappas, Director of Enrollment

European University Cyprus  
6 Diogenous str, 2404 Engomi,  
P.O.Box 22006, 1516 Nicosia, Cyprus  
Telephone: +35722559514  
Fax: +357 22559515

Date XXX

Student's Name: xxxxx  
ID: xxxx  
Program: Doctor of Medicine, MD

Re: Letter of Dismissal  
Dear [Name of Student],

As you are aware, on [date of probation letter] you were placed on academic probation because your cumulative Grade Point Average (GPA) was below 2.00.

After careful review of your academic performance, the School of Medicine must regrettably inform the Rectorate and Director of Admissions that you have not made satisfactory progress and are recommended for dismissal from the Doctor of Medicine, MD, program.

According to European University Cyprus bylaws and the decision outlined by the EUC 48<sup>th</sup> Senate, students with a GPA lower than 2.0 will not be eligible for graduation.

While you are being dismissed from the program of Doctor of Medicine, you may wish to explore your options of transferring to another program in Life Sciences, such as Biology, offered by European University Cyprus. We will be happy to assist you in this process. We wish you the best in your future endeavors.

Sincerely,

Professor Elizabeth O. Johnson  
Acting Dean  
School of Medicine  
European University Cyprus

CC: Professor Ioannis Patrikios, Chair, Department of Medicine  
Professor Loizos Symeou, Vice-Rector of Academic Affairs  
Dr. Christos Tsiappas, Director of Enrollment

..... 2020

Προς

.....

Αγαπητή κα,

Με την παρούσα επιστολή θα ήθελα να σας ενημερώσουμε για τα παρακάτω:

Η διάρκεια των διδακτορικών σπουδών του Πανεπιστημίου είναι 3-6 χρόνια με τη δυνατότητα χορήγησης αναστολής φοίτησης μέχρι και ένα (1) ακαδημαϊκό έτος.

Είστε εγγεγραμμένη στο πρόγραμμα διδακτορικών σπουδών στις ..... από το Φθινοπωρινό Εξάμηνο 201....., και συνεπώς αναμένεται να ολοκληρώσετε τις σπουδές σας μέχρι το τέλος του Εαρινού Εξαμήνου 202..... Αυτό σας δίνει περιθώριο ακόμη τεσσάρων (4) εξαμήνων φοίτησης. Δείτε αναλυτικά τη σχετική αναλυτική σας βαθμολογία στο συνημμένα.

Επιπρόσθετα, θα ήθελα να σημειώσω ότι είστε εγγεγραμμένη στάδιο υποστήριξης πρότασης διατριβής (PHD801) για έξι (6) συνεχή εξάμηνα (από το S20....).

Με βάση τα πιο πάνω δεδομένα, και επειδή μας προβληματίζει η καθυστέρηση που παρατηρείται στην πρόοδό σας στο Πρόγραμμα, σας ενημερώνω ότι για την εντός του εναπομείναντα χρόνου ολοκλήρωση των διδακτορικών σας σπουδών, απομένουν οι εξής επιλογές:

(α) Μέχρι το επίσημο τέλος του τρέχοντος εξαμήνου (Φθινοπωρινό 20...), θα πρέπει να ολοκληρώσετε επιτυχώς το μάθημα PHD801. Στη συνέχεια θα έχετε στη διάθεσή σας ακόμη τρία (3) εξάμηνα για να ολοκληρώσετε το στάδιο συλλογή και ανάλυση δεδομένων (PHD802) και συγγραφή και υποστήριξη διδακτορικής διατριβής (PHD803).

β) Εάν τυχόν δεν ολοκληρώσετε επιτυχώς το μάθημα PHD801 μέχρι το τέλος του Φθινοπωρινού Εξαμήνου 20..., το Πανεπιστήμιο θα προχωρήσει στην καταχώρηση βαθμολογίας F. Θα μπορείτε να επανεγγραφείτε στον ίδιο κωδικό μαθήματος το επόμενο εξάμηνο με επιπρόσθετο κόστος 1.500 ευρώ. Στη συνέχεια θα έχετε ακόμη τρία (3) εξάμηνα για να ολοκληρώσετε τα μαθήματα PHD801, PHD802, PHD803.

Τέλος, σε περίπτωση που τα πιο πάνω δεν μπορούν να εφαρμοστούν, θα σας δοθεί η δυνατότητα, μετά από υποβολή αίτησης στο Τμήμα Εγγραφών και κοινοποίηση στο/την Πρόεδρο του Τμήματος ....., να επιλέξετε να μετεγγραφείτε από το διδακτορικό στο οποίο φοιτάτε σε ένα μεταπτυχιακό του Ευρωπαϊκού Πανεπιστημίου Κύπρου με αντιστοίχιση μαθημάτων που έχετε ήδη παρακολουθήσει και παρακολουθήσει των μαθημάτων που υπολείπονται.

Βασική επιδίωξη του Πανεπιστημίου είναι η στήριξη των φοιτητών και φοιτητριών μας με απώτερο σκοπό την ακαδημαϊκή τους πρόοδο και επιτυχή αποπεράτωση των σπουδών τους.

Τόσο εγώ, όσο και η επόπτριά σας, ο συντονιστής του διδακτορικού προγράμματος και ο/η Πρόεδρος του Τμήματος ..... παραμένουμε στη διάθεσή σας για οτιδήποτε περαιτέρω.

Χρίστος Τσιάππας

Διευθυντής Τμήματος Εγγραφών

# DELTA

## *The Platform Stairlift for In- and Outdoor*

*Reliable and safe on straight stairs*



### MOBILITY

The *Delta* platform lift is the perfect solution to make straight indoor and outdoor staircases accessible for the wheelchair driver. The smooth transport of electrically powered wheelchairs is guaranteed by a loading capacity of 300 kg.

### DESIGN & COMFORT

Thanks to the aesthetically and user friendly design, this lift fits into any environment and will improve your independence and quality of life.

### SPACE SAVING

Due to the extremely slim and compact design the platform occupies only a minimum of space, keeping the staircase free of obstruction.

### HIGH QUALITY

The robust construction ensures a long working life and a reliable performance. Confirming to the highest safety and quality standards, the *Delta* is an inexpensive way to manage staircases in a pleasant way.





## A.T.S. Stairlifts Ltd

.....we provide access for all.

---

### Lehner Platform Lift Offer

Customer

**European University Cyprus**

#### **1. TERMS OF OFFER**

##### **1a. STRATOS Platform Lift Indoor Use.**

Fully operated platform with Safety bottom.

Internal Left hand drive.

Call button upstairs and downstairs.

Platform joystick control with audio alarm button.

Platform and carriage hot galvanized and coated sizes: 700x750, 750x850.

Fully automatic operation of platform.

Load capacity: 250kg speed: 0.06m/sec.

240V/50HZ power supply.

Variable speed regulation up to 0.06m/s

RAL PAINT Pillar mounted for INDOOR Installation with 1 curves 90 degree.

Rail [Steel with powder coating](#).

#### **INFORMATION IN THE STRATOS BROCHURE.**

Warranty for 24 months. Delivery 16/18 weeks, after drawing confirms.

#### **OPTIONAL STAINLESS STEEL RAIL VERSION**

#### **2. OFFER AMOUNT**

The Platform Lifts is offered at the price of: 12900 euro

V.A.T for Platform Lifts is 5%: 645 euro Total amount: 13545 euro.

**A.T.S. Stairlifts Ltd**  
.....we provide access for all.

---

**3. PAYMENT TERMS AS FOLLOW.**

**1<sup>st</sup> Advance payment (upon signing) 60%: 8127 euro.**

**2<sup>nd</sup> Payment upon completion of installation 40%: 5418 euro.**

**The customer is responsible to provide the power supply.**

**All goods remain the property of ATS Stairlifts Ltd until payment is received in full.**

**Special agreement.....**

.....

.....

**Date of confirmation of order.....**

**Customer Signature.....**

**ATS Stairlifts Ltd Signature.**

**Christodoulos Anastasiou.....**

*General Manager*

**A.T.S. STAIRLIFTS LTD**

**Webb: [www.atsstairlifts.com](http://www.atsstairlifts.com)**

**..... WE PROVIDE ACCESS FOR ALL .**

**A.T.S. Stairlifts Ltd**

.....we provide access for all.

---

**LEHNER  
LIFTTECHNIK**



**A.T.S. STAIRLIFTS LTD**

Webb: [www.atsstairlifts.com](http://www.atsstairlifts.com)

..... WE PROVIDE ACCESS .