



Doc. 300.2.2

# Institution Response (Institutional Evaluation)

Date: *Date*

- **Higher Education Institution:**  
American University of Cyprus - AUCY
- **Town:** Larnaca, Cyprus
- **Institution Status:** Under the Accreditation of the Evaluation Committee.

**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 2019” [N. 136 (I)/2015 to N. 35(I)/2019].**

## 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.300.2.1) must justify whether actions have been taken in improving the quality of the Institution in each assessment area.*
- *In particular, in the section building facilities, student welfare services, infrastructure, the HEI must respond on the comments and scoring of the EEC.*
- *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 deficiencies noted under the quality indicators (criteria)*
  - *the conclusions and final remarks noted by the EEC*
- *The HEI's response must follow below the EEC's comments, which must be copied from the external evaluation report (Doc. 300.2.1).*
- *In case of annexes, those should be attached and sent on a separate document.*

## **BUILDING FACILITIES - STUDENT WELFARE SERVICES - INFRASTRUCTURE**

### **1. Building facilities**

#### **1.1 Plans and licenses**

- Building license from the Municipality of Larnaca:



BUILDING PERMIT  
FOR AUCY.pdf

- Electrical Certificate Licence



ELECTRICITY  
CERTIFICATE FOR AU

- Electro-Mechanical Certificate License



ELECTRO  
MECHANICAL CERTIF

- Fire Department Certificate License



FIRE CERTIFICATE  
FOR AUCY.pdf

#### **1.2 Other facilities**

### **2. Student welfare services**

#### **2.6 & 2.7**

#### **Career Office**

**Service linking the institution with business**

#### **Career Office:**

The AUCY Career Office maintains strong links with local and regional public and private sector organizations and with its alumni network to increase industry engagement and help connect organizations with their future workforce.

The AUCY Career Office provides personalized career services to enhance students' life experiences, optimize their academic choices and contribute in helping them choosing the right career path. Following upon their internship placement and employment after graduation, the Career Office supports students and graduates in determining their career options through a range of activities and services.

### **Job Fair and post-grad office:**

The idea behind this office will be dedicated to our postgraduates.

The main task of this division is to attract various Cypriot and international companies and market our students for potential jobs and internship, thus hunting job opportunities.

## **2.9**

### **Student clubs/organisations/associations**

#### **Students Clubs**

At this stage and prior to the operation we do not have existing Students Clubs, However we will be establishing Students clubs to enhance the Campus Life and thus develop the personality of the student academically, physically and morally.

Student life is an important part of the university experience as it can offer a unique opportunity to develop the personality and communication skills and to make lifelong friends. Campus life at AUCY focuses on the intellectual, occupational, social and cultural growth of students. We encourage students to become involved in student clubs and organizations to make the most of their stay at AUCY student life.

Following are some clubs we intend to establish:

- Social Club
- Debate Club

- Science Club
- Robotics Club
- Maritime Club
- Hospitality Club
- Basketball Club
- Football Club
- Volley Ball Club
- Swimming Club
- Skiing Club
- Music Club
- Nutrition Club
- Psychology Club
- And much more according to the students interest.

According to our internal by-laws a group of 10 students can form a club after filling the necessary forms and get the approval of additional 20 students. The club will not be operational until securing the approval of the Students Affairs Office.

The budget of the club will be determined according to its own fundraising in the university as well as the society.

***Some improvements are suggested as follows:***

- 1. Personal and Professional Development Programs taking place every semester by internal and/or external professional trainers (e.g. Problem-solving skills, presentation skills, CV Writing etc).***
- 2. Connecting the students with employers in order to get familiar with the needs and trends of the labour market, as well as available vacancies or internship opportunities (e.g. career fairs, on campus recruiting, presentations of the employers on campus).***
- 3. Incorporate the internship into the Programs of Studies.***
- 4. Summer internship programs in collaboration with businesses and development of a formalized alumni network. Engage more with businesses to arrange working projects for students as part of their academic progress.***
- 5. Arrange careers and CV drop-in sessions.***
- 6. Develop a platform with job vacancies or other opportunities for the students that are important for their career development.***



***7. Conduct surveys and focus groups with business representatives relating to the employability of the students/alumni.***

As mentioned in our remarks to your output, Professional and Personal development will be repetitive seminars and head to head with the students every semester through professional trainers from Cyprus and Europe. Doing this we have a major priority i.e connecting our students with the job market through internships for our enrolled students in Cyprus and abroad, Connecting our graduates with the Job Market.

We will be allocating a decent budget for our Career Office whereby we must organize a yearly job fair on campus for local and international companies in order to link our students and graduates with the job market. Specific presentations for employers will occur on campus regularly. Careers and CV drop-in sessions are a must at AUCY.

Within our programs of study, Internship is an obligatory course as well as an obligatory phase for the student to fulfil his/her graduation requirements.

Through our website and SIS system, we will be having an E-platform for all job vacancies, trainings, and all other opportunities. It will be dedicated only to our community and they can access it through their username and password.

When we have graduates already in the job market, surveys and focus groups will be conducted with business representatives to evaluate and improve the employability of our students / graduates.

### **3. Infrastructure**

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## 1. Institution's Academic Profile and Orientation

### Sub-Areas

- 1.1 Mission and strategic planning
- 1.2 Connecting with society
- 1.3 Development processes

### Connecting with the Society

#### 1.2.2 & 1.2.4

As we are under the evaluation of the Accreditation Committee in Cyprus, we are not allowed up till this stage to announce any of our programs.

Once we secure the Institutional Licence we will be using all kind of Marketing tools to promote our programs and services as per the following:

- Billboards
- TV Campaigns
- Radio Campaigns
- Brochures
- Admissions Guide including all details.
- Magazines
- Social Media Networks
- Website
- Application mobile
- Direct Orientation in schools locally and internationally.
- Press Conferences

All our literature will be clear, credible and straight to the point thus to promote AUCY in a very professional manner.

As for our Graduates, we will be establishing an Alumni Affairs Office to communicate with our graduates using also all means of communication. Knowing that they will be our Ambassadors we will be following up on them and sharing their database with all ALUMNI.

### Development Process

#### 1.3.1

**Effective procedures and measures are in place to attract and select teaching staff to ensure that they possess the formal and substantive skills to teach research and effectively carry out their work.**

Academic staff positions at AUCY are open to any applicant who has the necessary degrees and qualifications for the post. Academic staff positions are those of the Professor, Associate Professor, Assistant Professor and Lecturer. In addition, there also exist the following posts: Professor Emeritus, Visiting Professors, Postgraduate Research Associates and Specialist Teaching Staff.



The posts of Professor and Associate Professor are filled either by advertisement, call or upgrading. The post of Assistant Professor is recruited by means of advertisement or upgrading and Lecturer posts are filled by advertisement.

Under each faculty in the website we will be also advertising in case we need to recruit new Faculty Members

We will be headhunting from Other Universities and we will be offering excellent remuneration packages.

Vacancies for positions are announced in the Official Gazette of the Republic, in local newspapers and the overseas press.

An Academic committee has the responsibility of interviewing the applicants according to our internal bylaw where all applicants must prepare a 20 minutes presentation about a specific concerned topic thus evaluating their know how and communication skills.

We will be attracting Faculty Members from Cyprus, United States, Europe and Lebanon.

AUCY will attract Cypriots/EU Citizens which currently Pursue their Doctoral Degree in leading American Institutions. As per the The EEC suggestion the American University of Cyprus will build bridges, as those can be potential excellent academics

### **1.3.5**

#### **The Institution applies an effective strategy to attract high-level students from abroad.**

Our Orientation and Admission Offices has a main task i.e to recruit high-level students from abroad. This can be done through excellent Scholarships packages, Life facilities and Academic Competitive advantages.

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

*Appointing the right people is important. Thus, we recommend the council to be careful on this very critical aspect and request advices from experienced academics in leading institutions.*

As per the recommendation of the visiting and accreditation committee, we clearly state and promise (It will be shown in the updated CV files attached in the program) that our recruitment for the faculty members will be according to the norms and standards of the European Union. All our full time faculty members will be Ph.D holders and some specialized Masters Degree Holders. However 70% of our faculty members will be research oriented and 30 % specialized.

Research is an extremely important factor to AUCY as our Research Faculty Members will be our Ambassadors in the world. That is why a respected budget will be allocated for this sector.

## 2. Quality Assurance

### Sub-Areas

2.1 System and quality assurance strategy

2.2 Ensuring quality for the programmes of study

### 2.1.4.2

#### Research

AUCY will seek to be recognized as one of the world's leading research universities in Cyprus. The University seeks excellence in research and scholarship to help solve real-world problems and furthers its mission to improve the world today and for future generations. Through academic leadership and strategic partnerships around the world AUCY will work to advance research, create knowledge, and further innovation.

We will be allocating a respectful budget yearly for research obligations worldwide.

### 2.1.7 / 2.1.8

**Institutional practice for recognition being in line with the principles of the Lisbon Recognition Convention, cooperation with other institutions and quality assurance agencies and the national ENIC/NARIC centre.**

**Graduates receive documentation explaining the qualification gained.**

We will be adopting once operational the The European Recognition Manual for Higher Education Institutions by word. The institutional practice will be totally in compliance with the principles of the Lisbon Recognition Convention.

Cooperation with other institutions will be subject to all the Academic Bylaws we adopt at AUCY.

Quality Assurance agencies will be our yearly partners in order to attain a high academic calibre.

#### **2.2.4**

**The results from student assessments are used to improve the programs of study.**

#### **2.2.9**

**The Institution systematically collects data in relation to the academic performance of students, implements procedures for evaluating such data and has a relevant policy in place.**

At the end of each semester and evaluation pertaining to the program and Faculty Member will be conducted in order to have a clear students assessment taking into consideration the learning outcomes.

The assessment will be used to improve and develop the program of study taking into consideration the academic development and the evolving of the job market.

#### **2.2.10.3**

##### **Rooms for theoretical, practical and laboratory lessons**

As we are still renovating the premises, we promise to provide adequate space for rooms for theoretical, practical and lab sessions.

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

*A list of problem areas followed by or linked to the recommendations of how to improve the situation. This is a new institution so continuous improvements and additions should take place. By the time that you involve in higher education the universities should continue invest in order to provide to their students the best experience.*

AUCY is determined to invest a lot in order to provide the student with an excellent academic standard as well as all other supporting facilities.

We will encourage our students to join the sports teams as well as attract professional athletes through a tempting scholarship program.

Our affiliation with an American University will support our academic and extracurricular programs.

Through Erasmus our student exchange program will enrich the university.

## **3. Administration**

### **3.2**

**The members of the teaching and administrative staff and the students participate, at a satisfactory degree and on the basis of based on specified procedures, in the management of the Institution.**

The council of the university once its formed will include the following personnel.

The 10 other members will be determined in the following manner:

- The Rector ex-officio
- 1 Vice Rectors ex-officio
- 2 members from the non-academic community of the University, appointed by the Founders
- 3 members from within or from outside the University, appointed by the Founders
- 1 elected member from among the permanent academic staff
- 1 member representing the students, elected by the Students Union
- 1 elected member representing the administrative staff

Faculty Members, Staff and students will be also involved in all kind of committees to ensure a healthy democratic academic environment.

As for the Senate, it will also include:

The members of the Senate are:

- The Rector
- The Vice Rector(s)
- The Deans of all Schools
- The Vice-President for Administration
- Two elected TRF representatives from each School
- One elected STF representative from each School
- One elected student representative from each School

### 3.7

#### **The Institution applies procedures for the prevention and disciplinary control of academic misconduct of students, academic and administrative staff, including plagiarism.**

We will be forming a student disciplinary committee at AUCY:

- Student disciplinary offences may be major or minor. Only major offences are handled by the SDC. Minor offences are examined by the Department Council. Offences are any violations of the Internal Regulations, other university directives and the university's code of conduct. Academic plagiarism, replication of academic awards, falsification of records, theft, abuse or damage of property, criminal acts, violations of security precautions or cause of malfunction of electronic equipment, sexual harassment, and provocative, offending or disturbing behavior are major offences when connected with the University and its faculty, students and staff.

- The penalties for major student offences are: written reprimand, grade penalties for offences related to examinations and written work, obligation to offer unpaid services within the University, withdrawal of privileges the nature of which does not affect the learners, issue of financial penalties for the whole or part of the damage inflicted on buildings, premises or equipment of the University, suspension, expulsion from the University for a period up to two semesters, dismissal from the University, or any combination of the above. The penalties for minor offences are oral or written reprimand.
- Faculty disciplinary offences are any violations of the Internal Regulations, terms of employment, collective agreement, university directives as well as inadequate performance and behavior or conduct against the declared philosophy, mission, objectives or code of conduct of the University. Academic plagiarism, replication of academic awards, falsification of records, theft, abuse or damage of property, criminal acts, violations of security precautions or cause of malfunction of electronic equipment, sexual harassment, and provocative, offending or disturbing behavior are major offences when connected with the University and its faculty, students and staff.
- The penalties for major faculty offences are: written reprimand, postponement of salary increase, loss of salary increase, fine not exceeding the equivalent of three months salary, downgrading of salary scale, suspension without pay from duties for a period up to one academic year, compulsory retirement and dismissal.
- Detailed disciplinary regulations and procedures are found in the Internal Regulations. However, all disciplinary procedures against students or faculty must include the bringing of written charges, the right of the accused to defend him/herself, the exclusion of the accuser from disciplinary committee membership and the right of either party to appeal. Also, the exercise of disciplinary procedures is independent of any legal action against the accused.

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

***Further appointments may need as the institution will grow up. The committee got the assurance that more people will be recruited in order to help the university achieve its goals.***

The University Administration is in the process of recruiting the whole staff during this year for a full operation. However, Besides the Academics, and during the visit of the committee the following members were present:

- Managing Partners.
- President
- Dean for Faculty of Business
- Faculty Members
- Lawyer
- Chief Operation Officer
- Director of Admissions
- Director of Marketing



- Registrar Officer
- Admissions Officer
- Business Office Officer
- Nurse
- Student Affairs Officer
- Administrative Assistants
- IT Officer
- Career Officer
- Receptionist

## 4. Learning and Teaching

### Sub-Areas

4.1 Planning the programmes of study

4.2 Organisation of teaching

### 4.2.3

**The number of students in the teaching rooms is suitable for theoretical, practical and laboratory lessons.**

The number of students per teaching room will be fully compatible with the regulations for theoretical, practical and lab lessons. No overload will be signed unless for a graduating student during his/her last semester.

### 4.2.4 / 4.2.5

**The teaching staff of the Institution have regular and effective communication with their students.**

**The teaching staff of the Institution provides timely and effective feedback to their students**

Besides their teaching requirements, the teaching staff will have regular office hours to serve the students and for better communication. However, they will also be communicating through our blackboard system as well as emails and all means.



## 5. Teaching Staff

### 5.1 / 5.2 / 5.6

**The number of teaching staff - full-time and exclusive work - and the subject area of the staff sufficiently support the programmes of study.**

**The teaching staff of the Institution have the relevant formal and substantive qualifications for teaching the individual subjects as described in the relevant legislation.**

**The ratio of the number of subjects of the programme of study taught by teaching staff working fulltime and exclusively to the number of subjects taught by part-time teaching staff ensures the quality of the programme of study.**

The number of Full time teaching staff per program is sufficient taking into consideration the ratio of 50 students 1 Full time faculty member.

More than 90% of our faculty members will be Ph.D. holders with lot of research as per the committee's recommendation. In the 10% remaining we will be attracting special skills instructors with Masters degrees for specific courses.

The promotion of a faculty member depends on the performance as well as research and publications. Demotion will occur if any of the two stated conditions do not apply.

### *Areas of improvement and recommendations*

*The EEC was happy with all the discussion that took place with the teaching team. It encourages everyone to be more active in research and innovation as this is what it will raise the profile and the prestige of the new University.*

*Currently it appears that many members of the teaching team will work part time in the American university of Cyprus. More commitment is requested in order to build a strong team that will help the University achieve its targets.*

*AUCY should aim educational visits in the U.S. This will be a selling point during the recruitment process. This visit could be 7-10 days and during this period teaching can take place as well as visits in The Federal Bank and if in Boston in the Universities of Harvard and MIT.*

*Teaching Qualification(s) is a requirement in many European countries in order academics to be qualified to enter a class. This is also a skill that academics in AUCY should have in the future.*

AUCY will have the majority of its teaching staff as full timers. Part timers also will enrich the programs believing in diversification. Investment in recruiting Full Time Faculty Members is a top priority.

The full time faculty members will be holders of Ph.D. Degrees and will be encouraged and obliged to engage in research.



Faculty members exchange will be an asset with UMAS in the US, and it is already agreed upon with Massachusetts University. And as per the recommendation of the committee we will be encouraging them to visit the Federal Bank in the states and other Universities such as Harvard and MIT.

All teaching staff qualifications will meet the requirements of the European Union.

## 6. Research

### 6.3 / 6.6

**The Institution provides adequate facilities and equipment to cover the staff and students' research activities.**

**The results of the teaching staff research activity are published to a satisfactory extent in international journals which work with critics, international conferences, conference proceedings, publications, etc. The Institution also uses an open access policy for publications, which is consistent with the corresponding national and European policy.**

#### UNIVERSITY RESEARCH POLICY

The following principles and guidelines constitute the groundwork from which all further policies regarding the development, promotion and carrying out of research at AUCY shall be derived.

#### FUNDAMENTAL PRINCIPLES GOVERNING RESEARCH AT AUCY

As a fundamental part of its mission, AUCY emphasizes its commitment to carry out and disseminate the results of basic and applied research as well as of the creative work in the arts. This commitment shall be subject to fundamental principles respecting the freedom of thought, the diversity of scholarly endeavor, and the University's mission as a Cypriot, not-for-profit, institution of higher education based on the philosophy and requisites of the American model of liberal arts education.

**Research Ethics:** Ethical principles, as determined by the University's mission and as prescribed by general rules governing human rights, animal protection, and respect for the environment, shall be observed at all times in any kind of research activity at AUCY. Any researcher whose work may in any way be related to these principles shall be bound to fully disclose the methods and results related to his/her research in order to ensure full transparency and accountability to the University and to the overall scientific community.

**Freedom of Research:** In tune with the basic tenets of the liberal arts tradition of education, scholarly research at AUCY shall be free, provided compliance with the principles of research ethics as described above and in concordance with the mission and interests of the University. Researchers at AUCY are thus encouraged to carry out scholarly research in any field of interest to them and to seek funding for this research in any way they deem appropriate.

University Support for Research: AUCY commits itself to the creation and promotion of a general atmosphere conducive to individual and collective research, to the allocation of a specific part of its budget for research activities, to a systematic program for attracting external financing and sponsoring of research, to the dissemination of all results derived from research, and to the establishment of the best possible conditions for carrying out research at all levels, whether in development and design or in publication, dissemination and integration into the classroom. The University places special emphasis on research work that encourages and advances universal values based on humanistic principles, social justice and spiritual development.

## **GOALS AND OBJECTIVES**

Commensurate with the University's mission, vision and core values, as well as with its commitment to liberal arts education, increased emphasis shall be placed on the academic development process for both faculty members and students.

While emphasizing the paramount role of fundamental research activities by faculty members in the academic development process at AUCY, emphasis on student research shall be considered as a complementary aspect of research at AUCY. Student research shall go hand-in-hand with the development of faculty teaching and research skills in the respective majors and in the General Education Requirements (GER) courses. The latter offers a platform for academic development based on inter-disciplinarily education.

Inter-disciplinary approval as such, be it in the education of students or in the research activity of faculty members, shall always be considered as a commendable track towards knowledge creation and a powerful promotion of AUCY as a place of choice for scholars at all levels.

The University's commitment to gender equality and cultural diversity enables it to serve the interests of the community and to help integrate and retain faculty members and students in a way that reflects the complex makeup of the country as a whole. The use of outreach programs and Information and Communication Technology (ICT) will enable the University to introduce "Information Commons" by integrating the resources of the respective Faculties, libraries and research centers as well as the greater scientific community. This process will serve AUCY targets in terms of funding and resource development by linking it to alumni, potential domestic partners and international donors and sponsors.

## SUPPORTING RESEARCH AT AUCY

The following basic duties in supporting and conducting research at AUCY shall be applied.

**Protecting the right of all to do research:** The primary guideline of AUCY in supporting research shall be to protect the right of all individuals, be they faculty members, students, or non-academic research staff, to be involved in research activities. Participants in the research process are free to carry out their research as they see fit, provided the principles of research ethics as described above are always respected. The University shall also acknowledge the eligibility of all its researchers, including students, for financial support by the University within the limit of its resources and its priorities for funding research projects coming from the various Faculties and research centers. In return, any researcher at AUCY shall assume responsibility for protecting the best interests of the University when carrying out any kind of research, including the rights of the University as detailed in any contract pertaining to a research activity or the general duties of researchers towards the University.

Possible misconduct by researchers shall be dealt with according to the general academic policies and by the appropriate committees or panels.

**Disclosure of Research Results:** The University shall not participate in research projects classified as secret or constrained by any secrecy-of-results agreements of any kind, except upon the explicit approval of the President and in concordance with the research ethical principles set above. In particular, the University shall not approve in principle that its researchers be involved in research the results of which cannot be disclosed publicly due to the researcher's possible agreement with an outside party involved in or sponsoring the said research.

The right to publish and disseminate research results, and the obligation to disclose research methods and results, including those related to artistic production, as well as to demonstrate their compliance and transparency with regard to the general principles set above, apply to faculty members, students, and non-academic staff alike. The right and obligation to disseminate results could also be significant in cases related to the integration of certain findings into students' Masters and doctoral dissertations.

The University does, however, recognize that the fundamental principles of research ethics allow for specific forms of constraint and confidentiality in order to protect personal and private information that might have been used in the course of the research process.

Departments, Research Centers and Laboratories: Research at AUCY shall be undertaken as part of the activities to be performed by the basic academic units of the University, i.e. the departments, Faculties, research centers, interdisciplinary units, and laboratories. In line with its declared commitment to enhance research for the service of the community, be it in a local, national, regional or international setting, AUCY emphasizes the need for all academic units to engage in interdisciplinary research besides their basic internal scholarly work. Accordingly, AUCY strongly encourages research networks among its various academic units in order to achieve the following:

- Secure optimal conditions which enable active members in the individual departments and units to do research.
- Support international research projects and cooperation between individual researchers and University research centers on the one hand and international partners on the other.
- Establish and promote national and international funding programs by connecting the University with as many external academic institutions and exchange programs as possible.
- Cooperate with the private and public sectors, nationally and internationally, in order to promote funded cooperative research.
- Work with representatives of the local community in order to disseminate research results that are beneficial to the mission of the University and to the economic and social advancement of Lebanon.
- Ensure that the results of research carried out at AUCY are integrated into the teaching process as far as possible.

## **PROMOTING RESEARCH AT AUCY**

Promoting research at AUCY by developing research-related policies and providing administrative follow-up for research endeavors are of particular significance and shall be carried out according to the following guidelines.

The University Council<sup>1</sup> shall be the primary framer and initiator of policies with regard to research and

research-related matters, in addition to its responsibilities in reviewing the proper functioning of the various research-related policies and establishing the necessary preconditions for supporting research at AUCY.

Research activities at AUCY, which are carried out according to the set fundamental principles, may be initiated and followed up through the concerned Faculties, through the University Research Board (URB) or through any other committee and panel that the University might find necessary to establish in order to deal with specific research-related cases requiring special attention.

Conflicts regarding authorship and ownership rights, the dissemination of research results, the ethics governing the research methods, the possible misconduct by researchers, or any related case, shall be dealt with by the appropriate University appeal bodies.

**Sponsored Research:** A University Sponsored Research Policy (USRP) shall govern the activities/projects sponsored by internal or external sources in all their phases, from the submission of initial proposals through budgetary control up to the final dissemination of results. Sponsored research is a fundamental part of AUCY's research output and, as such, shall be given particular attention. The USRP shall also ensure that any sponsored research policy is carried out in the best interest of the research per se, the proper use and dissemination of results, the interests of the external partners and sponsors, and the mission of the University.

**Research Cooperation and Visiting Research Scholars:** In accordance with its goal of supporting a general atmosphere conducive to research, AUCY shall enhance its cooperation with other universities and institutes of research, and create platforms and frameworks for exchanging research scholars with these partners. This shall include, among others, the shaping of provisions for protecting the research-related rights of visiting scholars doing research at AUCY, as well as those of AUCY faculty members and students doing the same abroad.

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

**It is necessary to bring research stimulus in the American University of Cyprus. Research Environment is critical for any institution. It promotes excellent and guarantees longevity of an institution. It brings reputations and create a robust institution.**

**The EEC strongly believes that this has been the weakest point in the evaluation that pursued. It recognises that additional financial resources are required and hopes that in future visits it will meet high research environment.**

**Research seminars should be established where leading academic from other institutions will come and present their work.**

**Grants. European Union through the Horizon 2020 and its successor as a program promotes research.**

**The EEC would like to see applications from the American University of Cyprus.**

**The are many high-quality international conferences. During the discussion that took place it was brought into our attention the British Academy of Management. It would be nice to see among the participant academics from AUCY.**

As stated previously, Research is one of the most important sectors that AUCY will be supporting. A respected yearly budget is dedicated for this.

We want to encounter a research environment promoting excellence and longevity to our institution. We need our Faculty members to be research ambassadors of AUCY worldwide.

We will collaborate closely with the European Union and United states also to provide funds for research.

We want our faculty members to participate in international conferences and to publish in international journals, magazines, scientific journals,.....

We are aiming that AUCY will be a research hub in Cyprus, Europe and the Middle East.





## 7. Resources

[Click here to add text.](#)

## B. Conclusions and Final Remarks

Please allow us to begin by thanking the members of the EEC that visited our campus as well as Accreditation Committee in Cyprus for their devotion in making the Higher Education in Cyprus an excellent example in Europe. Kindly note that we began our operation during Covid 19. Finalizing that huge part of the building made us work 24 hours ( 3 shifts per day ) to finish the maximum before the visit. The recruitment of the Faculty Members and staff was so hectic in this short period. However during this time after the visit we are in the process of recruiting more personnel according to the requirements. ( please see attached CVs ).

As general Remarks, AUCY states the following:

AUCY will contribute to the formation of individuals who's:

- Practice moral values in word, deed, and conduct.
- Are responsible, free, open-minded, and who subscribe to the values of tolerance, dialogue, and justice.
- Are multilingual, cultured, and capable of demonstrating profound perception and active critical thinking, able to pursue knowledge diligently, and solicit specialization in specific educational disciplines, as tributaries to their cultural identity.
- Care primarily to develop their compassion, improve the quality of their lives, work, and productivity, and fuse work and knowledge to develop society and the national economy.
- Meet all national obligations aimed at the progress, development, and obedience of laws, and whose love for land and people and loyalty for their country are paramount.
- Enjoy a professional and rich background in the liberal arts, and who are prepared to compete in a globalizing world

AUCY being a non profit institution for higher education, states clearly and promises the committee that it will abide by all the academic rules and regulations set. Its annual budget is clear pertaining to re-investing for the benefit of the institution, investing in research, investing in Scholarships and Financial Aid, recruitment of Faculty Members and staff, ...

AUCY Building structure and all supporting academic and non-academic facilities as well as all the Laboratories will be ready prior to the operation.

AUCY's Library will obtain a respected space on Campus, as well as our yearly subscription in the E-Library system to enhance research for AUCY's community.

AUCY's operation depends on technology as a primary aim. CISCO servers and Microsoft will be our adjacent bodies.

AUCY's SIS system will be clear and simple to use by Administrators, Staff, Faculty Members and students.

AUCY will invest and support a lot in research as a primary aim. As per the EEC recommendation, 70% of the appointment of Faculty members is to have pure research excellent directions and 30% to be excellent practitioners.

AUCY states that a Sponsored Research Policy (USRP) shall govern the activities/projects sponsored by internal or external sources in all their phases, from the submission of initial proposals through budgetary control up to the final dissemination of results. Sponsored research will be a fundamental part of AUCY's research output and, as such, shall be given attention. The USRP shall also ensure that any sponsored research policy is carried out in the best interest of the research per se, the proper use and dissemination of results, the interests of the external partners and sponsors, and the mission of the University. AUCY will attract and recruit Ph.D. holders as full time faculty members, taking into consideration all the norms and ratios.

AUCY states that it will ensure and enhance its cooperation with other universities and institutes of research, and create platforms and frameworks for exchanging research scholars with these partners. This shall include, among others, the shaping of provisions for protecting the research-related rights of visiting scholars doing research at AUCY, as well as those of AUCY faculty members and students doing the same abroad

At AUCY, and as per the recommendation of the EEC, Research seminars should be established where leading academic from other institutions will come and present their work. Grants. European Union through the Horizon 2020 and its successor as a program promotes research. The EEC would like to see applications from the American University of Cyprus.

As per the recommendation of the committee, AUCY should establish an **Advisory Committee** with established academics (three-four would be enough) which will help the university to build up well. Filling those position with established scholars will provide prestige to the University and will help it make right decisions. Indicative names suggested by the EEC of prolific scholars in economics are Christophoros Pissarides (Nobel Laureatte), George Constantinides (Chicago Booth), George Kormiotis (Miami) Alex Micahelides (Imperial), Michelle Habib (Zurich), Walid Busaba (Canada), Selim Chahine (American University of Beirut) etc

AUCY will recruit specialized staff to run the operation smoothly.

AUCY will have clear communication with potential applicants and the community.

AUCY will attract students from Cyprus, Europe, Asia, Russia, China, Egypt and the Middle East.

AUCY will abide by all the by-laws already presented to your esteemed committee.

AUCY will be a green university.

AUCY will be active and abide by Erasmus regulations.

AUCY will invest a lot in the Career Office.

AUCY's Academic and supporting facilities will be ready prior to the operation.



AUCY will update yearly the academic programs to meet the job market requirements.

AUCY's Academic and Physical facilities will be open to all the Cypriot Citizens.

AUCY' full agreement with University of Massachusetts (UMAS) will be a transparent and coherent agreement, where Exchange of Faculty Members, Staff and Students will occur on a daily basis.

AUCY will seek specialized affiliations with respected Universities such as Cornell, Yale, Harvard, Grenoble,...

AUCY's sports facilities will be available also for the community use.

AUCY is a new institution so continuous improvements and additions will take place. We promise that as a higher education Institution, the university will continue invest in order to provide to their students the best experience.

AUCY will provide an effective system for designing, approving, monitoring and periodically reviewing programs of study. We ensure that our programs of study integrate effectively theory and practice.

AUCY, and as per the regulations, will assign for each Full Timer 4 modules per semester in the same and similar scientific areas.

AUCY will offer Block teaching in rare occasions in order to invite prominent scholars from the U.S. to deliver their knowledge to students. Even Cypriots and Lebanese academic that return home for their break (during summer).

AUCY will attract Cypriots/EU Citizens which currently Pursue their Doctoral Degree in leading American Institutions. As per the The EEC suggestion the American University of Cyprus will build bridges, as those can be potential excellent academics

AUCY will use case studies in the education of its students.

AUCY is following an equal diversity policy. Numerous women have been employed and the EEC owes to acknowledge this. We strongly believe on equal opportunities to everyone.

AUCY should aim educational visits in the U.S. And as per the EEC recommendation, This visit could be 7-10 days and during this period teaching can take place as well as visits in The Federal Bank and if in Boston in the Universities of Harvard and MIT.

[Click here to add text.](#)

## D. Higher Education Institution Academic Representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
<b>Dr. Mark – Antoine Zabbal</b>	Rector	<input type="text"/>
<b>Dr. Marios Katsioloudes</b>	Dean, Faculty of Business Administration and Economics	<input type="text"/>
Fullname	Position	<input type="text"/>
Fullname	Position	<input type="text"/>
Fullname	Position	<input type="text"/>
Fullname	Position	<input type="text"/>

**Date:**  Click to enter date

