

Doc. 300.3.2

Higher Education Institution's Response

(Departmental)

Date:

- **Higher Education Institution:**
American University of Cyprus - AUCY
- **Town:** Larnaca, Cyprus
- **School/Faculty:** Faculty of Business Administration and Economics
- **Department:** Department of Management and Marketing
- **Programme(s) of study under evaluation**
Name (Duration, ECTS, Cycle)

Programme 1

In Greek:

Διοίκηση Επιχειρήσεων - Διοίκηση

In English:

Business Administration – Management Concentration

Programme 2

In Greek:

Programme Name

In English:

Programme Name

Programme 3

In Greek:

Programme Name

In English:

Programme Name

- **Department's Status:** Choose status



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.300.3.1) must justify whether actions have been taken in improving the quality of the department 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 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. 300.3.1).*
- *In case of annexes, those should be attached and sent on a separate document.*

1. Department's academic profile and orientation

Sub-areas

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

1.1.2

The Department has developed its strategic planning aiming at fulfilling its mission.

1. Department's strategic planning (*L. Specific Guidelines – D.2*)

Based on the Department's Mission, the following strategic plan has been institutionalized by the founding members of the AUCY, the founding Dean of the Faculty of Business Administration and Economics and the founding faculty of the Department of Management and Marketing.

The core values below guide the promotion of student learning and success, faculty scholarship and research, and community engagement at the Department of Management and Marketing.

- **Excellence.** Excellence in teaching, research, scholarship, creative endeavors, student services, and in all aspects of the Department's operations is continuously pursued to ensure institutional effectiveness and efficiency.
- **Integrity.** At the Department, honest communications, ethical behavior, and accountability for words and deeds are expected from all members of the School community.
- **Respect.** Each person within the Department is to be treated with respect and dignity and is to be treated equitably in all situations
- **Diversity.** A broad diversity of people and ideas are welcomed and supported at the Department as essential to quality education in a global interdependent society.
- **Innovation.** The Department encourages and supports its faculty, staff, and students in all forms of scholarship including the discovery and application of knowledge in teaching and learning.

- **Leadership.** The Department seeks to provide rigorous academic curricula and challenging co-curricular opportunities to promote the development of leadership qualities in students and to facilitate leadership development among faculty, staff, and students.

The following are the SMART (Specific, Measurable, Attainable, Realistic and Time Bound) objectives, formulated by the founding stakeholders of the AUCY and the Department of Management and Marketing.

- Submit the application for the Department of Management and Marketing and earn accreditation for the Business Management BA program by the end of 2020.
- Submit applications for the remaining three BA programs, namely, Real Estate Management, Advertising and Marketing and Events Management and Planning, by mid-2021.
- Recruit, retain and support 18 competent Full-time and Part-time faculty members for the Department by August 2021.
- Recruit, retain and support 2 administrative assistants, by August 2021.
- Recruit, retain and support 300-350 students for all the four majors within the department of Management and Marketing, by August 2021.
- Establish a number of committees to enable the efficient and effective governance of the Department, namely: Curriculum; Teaching and Learning Effectiveness; Assessment; Community Engagement; Promotion and Tenure; Strategic Planning; Recruitment Committee; and Research, by the end of 2021.

Due to the fact that the Department is at its embryonic stage, the aforementioned SMART objectives will be implemented by all the founding members of the Department of Management and Marketing and work as a team to accomplish the objectives as per deadline. Once, the Department grows, then the duties and responsibilities will be streamlined and each member will have a clearer role to play in accomplishing the objectives.

Our Department's Goals and Objectives within AUCY:

Goal A: Enhancing Student Success

- Objective 1. Improve retention and degree completion
- Objective 2. Increase student enrolment
- Objective 3. Recruit, retain, and support excellent faculty
- Objective 4. Enhance students' educational experiences

Goal B: Enhancing Internal Operations

Objective 1. Continue to provide an efficient, technology-based operating system that is responsive to student needs and supports staff/faculty effectiveness in teaching, scholarship and service

Goal C: Growing AUCY's Resources

- Objective 1. Increase the alumni giving rate
- Objective 2. Increase the number and size of grants awarded
- Objective 3. Develop the School's fund raising capacity from corporations

Goal E: Engaging with the Community

- Objective 1. Implement a AUCY reward program

1.1.4

The programs of study offered by the Department reflect its academic profile and are aligned with the European and international practice.

The programs of study offered in this department reflect fully its academic profile and are totally aligned with the European and International Practices. We are adopting the European Recognition Manual for higher Education as well as with our affiliation with University of Massachusetts we will be adopting the international standards knowing that UMAS has a respectful rank worldwide.

1.2.2 / 1.2.4

The Department provides sufficient information to the public about its activities and offered programmes of study.

The Department has an effective communication mechanism with its graduates.

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.
- Faculty Brochures including all departments and programs.
- Magazines
- Social Media Networks
- Website
- Application mobile

All our literature will be clear, credible and straight to the point thus to promote AUCY and the department 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.

We will be conducting seminars with our Alumni to always evaluate our programs of studies in the department versus the job market in order to update them.

1.3.1 / 1.3.2

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, carry out research and effectively carry out their work.

Planning teaching staff recruitment and their professional development is in line with the Department's academic development plan.

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, the overseas press and on the AUCY's website.

An Academic committee has the responsibility of interviewing the applicants according to our internal bylaws 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 who currently pursue their Doctoral Degree in leading American, European universities, etc.



1.3.4

The funding processes for the operation of the Department and the continuous improvement of the quality of its programmes of study are adequate and transparent.

The funding for the department for the first year is fully provided by the Managing Partners and it will be fully approved by the Council to meet the department's needs. In our feasibility study and planning a huge budget was set for Recruitment of personnel, technological supports and labs, research and financial aid and scholarship packages for the department.

2. Quality Assurance

Sub-areas

2.1 System and quality assurance strategy

2.2 Quality assurance for the programmes of study

2.1.3

The Department's policy for quality assurance supports guarding against intolerance of any kind or discrimination against students or staff.

All new taught programs must be validated, using the validation process set out by the University. This is a key mechanism by which the University establishes academic standards, ensuring that:

- the academic rationale for new programs is fully exposed and understood
- the requirements for students to achieve the intended learning outcomes are clear
- resources can be provided to deliver the program to standards acceptable to the University

In addition to this, the validation process aims to ascertain that proposed programs are in line with the AUCY's overall vision and strategy and are responsive to market demands, and that the quality of our program is comparable to that of our European and international partners. The procedure for the approval and validation of new program is designed to be rigorous and effective, whilst also encouraging appropriate innovation.

- Roles of the Bodies Involved in the Program Validation Process
- The bodies involved in the program validation process are as follows:
- Program Originators: develop an idea for a new program with the backing of the respective Department within a Faculty, Institute, Centre or School (F/I/C/S)
- Department: responsible for considering approval of Stage 1 and Stage 2 proposals and making recommendations to the Program Validation Committee (PVC) through the Board of the F/I/C/S
- Board of Faculty, Institute, Centre or School (F/I/C/S): responsible for considering Stage 1 and Stage 2 proposals and making timely recommendations to the Senate through the PVC

The Academic Program Quality and Resources Unit (APQRU): responsible for providing administrative support to academic staff in the planning stages of new courses to ensure that program of study offered by

the University are in line with regulations, bye-laws and University policies, whilst also considering their viability in relation to available resources and market demands.

- Program Validation Committee (PVC): responsible for recommending decisions for Senate approval after analyzing the documentation submitted at both stages of approval
- External Reviewers: responsible for providing expert independent feedback on various aspects of the proposed program.
- Senate: responsible for approving academic programs offered by the University
- Council: responsible for approving additional funding for implementing programs of study (if required)

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 enhance its mission to improve the world today and the future generations. Through academic leadership and strategic partnerships around the world, AUCY will work to advance research, create knowledge, and promote innovation.

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

One publication per year per faculty in ranked journals (3 or 4 stars) will ensure the quality of the research productivity. Co-authorship within the department, school, university and other universities will be strongly encouraged and supported by the Head of the Department and the Dean.

2.2.3

The quality control system refers to specific indicators and is effective.

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We would like our students to develop the following:

Critical Thinking; Analytical Skills; Communication Skills; Emotional Intelligence;
Managerial and Leadership Skills; Ethical and Moral attributes; etc.

The Internal Quality Committee and the Quality Assurance Office (to be established) will be responsible for monitoring and assessing the programs of studies, starting with the BA in Business Management program

2.2.4

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

After the operation of AUCY and at the end of each semester the results from students assessments will be analyzed and used to improve the program of study.

At the end of each semester, the students' evaluations and the peer reviews of faculty members will be analyzed and used to improve the delivery of the programs of study and the overall teaching of the faculty members.

2.2.11

The Department analyses and publishes graduate employment information.

The department at AUCY and after graduating its students will constantly analyze and publish the graduate employment information. The Alumni Affairs Office will be following up closely on all related matters and in close collaboration with the Career's Office.

3. Administration

3.6

Statutory sessions of the Department are held and minutes are kept.

Monthly departmental meetings will be held where all faculty and staff will be present. Minutes will be kept and distributed to the participants for final approval.

4. Learning and Teaching

Sub-areas

4.1 Planning the programmes of study

4.2 Organisation of teaching

4.2.4 / 4.2.6

The teaching staff of the Department has regular and effective communication with their students, promoting mutual respect within the learner-teacher relationship.

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

Besides their teaching requirements, the teaching staff will hold regular office hours (AT LEAST TWO OFFICE HOURS PER WEEK PER COURSE TAUGHT) to serve the students and for better communication. However, they will also be communicating through our blackboard system as well as emails and other means of communication. Students in need of further support and assistance in their courses will meet regularly with their respective instructors.

4.2.8

The assessment allows students to demonstrate the extent to which the intended learning outcomes have been achieved.

Assessment and analytics on teaching outcomes are a primary aim. We will always let the assessment to demonstrate the extent to which the learning outcomes have been achieved. The learning outcomes will be clearly stated in each course syllabus and the assessment for each course will be in alignment with the learning outcomes and course objectives.

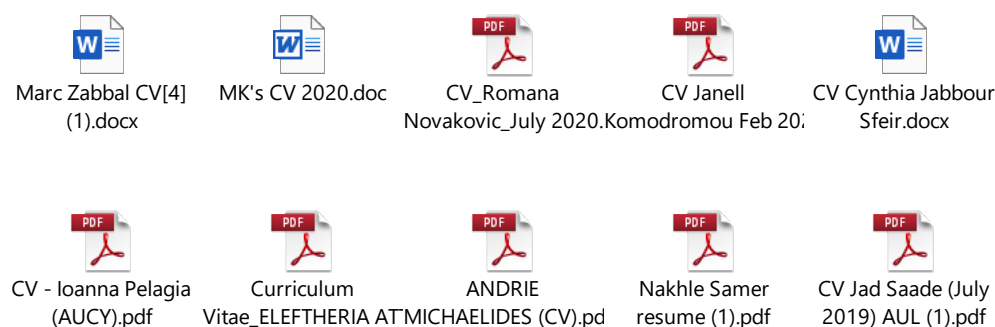
5. Teaching Staff

As per the recommendation of the EEC Full Time faculty members will be assigned with THREE modules PER SEMESTER in THEIR AREAS OF EXPERTISE so that they have adequate time for research.

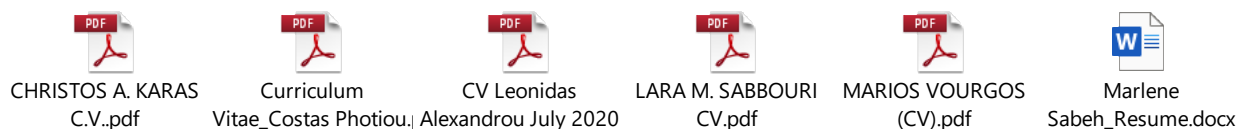
The Department of Management and Marketing aim at producing high quality research. While recruiting personnel (As you can see in the newly attached CVs) publications in international journals is a must. Our Faculty members will be two types: Research Oriented and Teaching Oriented. We will assign to them light academic load so that they can spare time and focus on research. AUCY will provide self grants and supported grants from the European Union and the United States. We will attract researchers also to visit AUCY and share ideas.

As recommended by EEC, we will consider also opening elective courses such as Artificial Intelligence in Finance and Economics as well as Energy Economics. The first, will provide the students with cutting-edge knowledge in current quantitative research and forecasting. The second is an opportunity for the department given the importance of the natural gas deposits recently discovered in the area.

Some of our full time faculty members who have already agreed to be part of our team:



Some of our Part time faculty members who have already agreed to be part of our team:



Some of our Visiting faculty members who have already agreed to be part of our team:



6. Research

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. In accomplishing this, AUCY and in extent the Department of Management and Marketing within the faculty of Business Administration and Economics will allocate a specific part of its budget for research activities. This in return will lead to a systematic program for attracting external funding 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-disciplinary 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 will 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 are 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 is 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 Cyprus and beyond.
- Ensure that the results of research carried out at AUCY are integrated into the teaching process as much as possible and having students involved in research projects will enhance this activity.

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 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.

In order to create a culture of research, weekly/biweekly or monthly research seminars will be organized by the department. In these, Faculty, Staff and students will be invited to present their research projects. Brainstorming and collaborations will evolve as a result of these seminars (A “ Brown Bag “ session where participants can eat a snack and at the same time get involved in exchange of research ideas.)

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.

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 universities in the European Union and the United States and elsewhere, in order to jointly apply for research funds.

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

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



In our new selection criteria for Full Time faculty members, we will be seeking for individuals with lot of research and publications.

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 academics from other institutions will come and present their work. Our visiting professors will be required and expected to present their research.



7. Resources

Based on the available financial resources for research and other academic activities, i.e. presentations of papers in well-known international conferences, etc. the Head of the Department in collaboration with the Dean, will ensure the efficient and effective management of the funds. As a seed fund, 10,000 Euros for the first year of operation will be dedicated for research to junior faculty members within the department.

B. Conclusions and final remarks

The department of Management and Marketing will fully abide by the rules and regulations set by the Ministry of Education and the Accreditation committee.

Head hunting of Full Timers will be according to the norms. PhD holders WHO WILL BE research oriented.

Research budget will be highly applied.

Recruitment budget will be highly applied.

Dedicated budget for technological advancement.

All laboratories will be ready prior to our operation.

Capacity ratio of each program will be transparent.

Learning outcomes will be analyzed on a semester basis.

Transparent and professional communication will occur.

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

AUCY is following an equal diversity policy. A VERY DIVERSE FACULTY have been employed. We strongly believe in equal opportunities for all.

AUCY, and as per the regulations, will assign for each Full Timer 3 modules per semester in the same and similar scientific areas.

AUCY will offer Block teaching in VARIOUS occasions in order to invite prominent scholars from the U.S. AND ELSEWHERE to deliver their knowledge to FACULTY, STAFF AND THE students.

AUCY will attract Cypriot/EU Citizens who currently pursue their Doctoral Degrees in prominent US and other international universities. As per the EEC's suggestions, the American University of Cyprus will build bridges, as those can be potential academic collaborators.

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

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 to invest in order to provide to our students the best learning and social environment.



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 and the community at large.

C. Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
Dr. Mark-Antoine Zabbal	Rector	
MARIOS I. KATSILOUDES	DEAN OF THE FACULTY OF BUSINESS ADMINISTRATION AND ECONOMICS	
ANDRIE G. MICHAELIDES	HEAD OF THE DEPARTMENT OF MANAGEMENT AND MARKETING	
FullName	Position	
FullName	Position	
FullName	Position	

Date: [Click to enter date](#)

