Doc. 300.3.2

Higher Education Institution's Response

(Departmental)

Date: Date

- **Higher Education Institution:** PHILIPS UNIVERSITY
Name
- **Town:** NICOSIA
- **School/Faculty:** ARTS AND SCIENCES
- **Department:** COMPUTER SCIENCE
- **Programme(s) of study under evaluation**
Name (Duration, ECTS, Cycle) BSc in Computing and Information Technology (4 Years, Full-Time, 240 ECTS)

Programme 1
In Greek:
ΠΛΗΡΟΦΟΡΙΚΗ
In English:
COMPUTING AND INFORMATION TECHNOLOGY

Programme 2
In Greek:
Programme Name
In English:
Programme Name

Programme 3
In Greek:
Programme Name
In English:
Programme Name

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

ΚΥΠΡΙΑΚΗ ΔΗΜΟΚΡΑΤΙΑ
REPUBLIC OF CYPRUS

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, <u>without changing the format of the report</u>:*

    - *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.*

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1. Department's academic profile and orientation

Sub-areas

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

STRENGTHS

EEC: Students' industrial placements, interactions with local industry, and advisory board members with industry and government representative.

Philips University: The University is gratified with the positive finding of the EEC.

AREAS OF IMPROVEMENT AND RECOMMENDATIONS

EEC: The marketing message of the department should be made crystal-clear; alternative Schools, for the Department or changing the name of the School would help clarify the mission of the Department and be more in line with international standards.

Philips University: Following the recommendations of the External Evaluation Committee of 24 June, 2020 concerning the placement of the Department of Computer Science in a School of an appropriate and relevant name, the University in order to harmonize the above, has included the Department of Computer Science under the umbrella of the School of Arts and Sciences.

School of Arts and Sciences

- Department of Computing and Information Technology
    - BSc in Computing and Information Technology
- Department of Language Studies and Communications
    - BA in Public Relations and Communication
    - BA in Language Studies

EEC: A risk analysis and management report should be completed as soon as possible (especially, given the COVID crisis).

Philips University: There is a risk assessment analyses and plans for mitigation risks. (Appendix II)

During the COVID-19 crisis the University has been operating smoothly successfully providing courses and tutorials via distant learning applications online.

In addition, the University has created and made available a special fund to finance and support emergency and extraordinary cases, such as COVID-19, earthquake etc.

EEC: The EEC suggests that the Department develops concrete plans for interacting with alumni, for leveraging feedback from industry (e.g., through student placements)

Philips University: The University has included in its internal Regulations, Rules and Policies the issue of Alumni, including the interaction of the University with its alumni. In addition, annual surveys are an important tool for leveraging feedback from industry. Please note that we are dealing with a new programme of study therefore the above will be implemented at least four years after starting to offer this program of study.

EEC: A detailed roadmap for the Departments growth should be completed within the next year.

Philips University: The University, in response to the relevant observations of the EEC, has developed a complete strategic plan/feasibility study of the Department of Computer Science and of the program BSc in Computing and Information Technology, which is attached as Appendix I

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2. Quality Assurance

> **Sub-areas**
>
> **2.1   System and quality assurance strategy**
> **2.2   Quality assurance for the programmes of study**

STRENGTHS

EEC: Quality Assurance plans and processes are generally consistent within the national framework of operation.

Philips University: We are gratified with the comments of the EEC concerning Quality Assurance, and the University is committed to fully implement its QA policies and procedures punctually and with decisiveness.

EEC: Range of IT resources

Philips University: The University is gratified by this positive finding of the EEC

AREAS OF IMPROVEMENT AND RECOMMENDATIONS

EEC: Staff could not articulate in a consistent way the application of the complaints procedure which highlights the need for a more comprehensive and centrally organized induction and training as part of staff development.

Philips University: The University has developed and put in effect a comprehensive staff Development and Induction / Mentoring plan (Appendix Ill)

3. Administration

STRENGTHS

EEC: Academic decisions are taken by academics at department level, under supervision of the school and senate.

Philips University: The University is gratified by this positive finding of the EEC.

EEC: Clear procedures are defined to address potential academic misconducts.

Philips University: The University is gratified by this positive finding of the EEC.

AREAS OF IMPROVEMENT AND RECOMMENDATIONS

EEC: The department is new and administrative functions at department level are not yet in place.

Philips University: A detailed chapter has been included in the Internal Regulations, Rules and Policies entitled Departments of School, which obtain in detail the administration functions at department level (Appendix IV).

EEC: There is lack of clarity about procedures that could guarantee transparency and efficiently of decision-making.

Philips University: Although a new University, the detailed Internal Regulations, Rules and Policies safeguard decision making on academic matters, processed by academics.

EEC: The rules for dealing with complaints do not protect the plaintive (e.g., in case of sexual harassment)

Philips University: The University has developed a detailed policy concerning academic and other misconduct (Appendix V). Sexual harassment cases are examined by the Disciplinary Committee of the Senate.

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4. Learning and Teaching

Sub-areas

4.1 Planning the programmes of study
4.2 Organisation of teaching

STRENGTHS

EEC: The proposed organization of teaching is reasonable and provides good visibility to students.

Philips University: The University is gratified by this positive finding of the EEC.

AREAS OF IMPROVEMENT AND RECOMMENDATIONS

EEC: There is no forum for gathering input/feedback from stakeholders.

Philips University: As recommend by the EEC, the University has developed procedures for involving stakeholders in developing and reviewing programs of study whereby students are also involved with the framework and procedures of internal quality assurance. In addition, in each School there is an Advisory Board, consisting of stakeholders.

EEC: The EEC recommends that the department ensures that young researchers are not overburdened by teaching.

Philips University: The University has developed and put in effect a comprehensive Research Policy (Appendix VI). The faculty members teaching in this program of study have extensive research records and activities, therefore this research will be directly related to their teaching. In addition, research papers / project by students within the curriculum / courses of the program involve students in actual research.

5. Teaching Staff

STRENGTHS

EEC: Staff expertise and relevance to the program of study and department.

Philips University: The University is gratified by this positive finding of the EEC.

AREAS OF IMPROVEMENT AND RECOMMENDATIONS

EEC: Lack of teaching and observation peer review procedures.

Philips University: The University has developed a comprehensive Quality Assurance policy and procedures that involve teaching observation, as well as course and Instructor Evaluation by students on a semester basis.

6. Research

STRENGTHS

EEC: The Department's documentation touches upon most of the issues, as would be expected by international standards (such as expectation to publish in international fora, providing adequate resources for staff and students, incorporating research into its taught program etc.)

Philips University: The University is gratified by this positive finding of the EEC. Although in this section the EEC's ratings are high, and research is rated as compliant, the additional recommendation of the EEC will be fully adopted and implemented through the overall operation of the Department.

AREAS OF IMPROVEMENT AND RECOMMENDATIONS

EEC: A growth plan is missing. The EEC recommends the department produces a roadmap with specific milestones.

Philips University: Although in this section the EEC's ratings are high, and research is rated as compliant, the additional recommendation of the EEC is fully adopted and implemented through the overall operation of the Department. The University has developed and put in effect a relevant strategic plan (Appendix l).

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7. Resources

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STRENGTHS

EEC: New academic staff has been hired. There are plans to hire administrative staff. There are plans to upgrade the IT infrastructure.

Philips University: The University is gratified by this positive finding of the EEC.

AREAS OF IMPROVEMENT AND RECOMMENDATIONS

EEC: There is no risk assessment analysis and no plans for mitigating risks.

Philips University: There is a risk assessment analyses and plans for mitigation risks. (Appendix IV).

During the COVID-19 crisis the University has been operating smoothly successfully providing courses and tutorials via distant learning applications online.

In addition, the University has created and made available a special fund to finance and support emergency and extraordinary cases, such as COVID-19, earthquake etc.

B. Conclusions and final remarks

Philips University appreciates the constructive comments and suggestions given by the External Evaluation Committee (EEC) in their Evaluation Report dated 24 June, 2020. We believe that the Evaluation Report leads to a positive decision for accreditation of the Department of Computer Science and the BSc Computing and Information Technology. We agree and fully accept the recommendations of the EEC and we have already put them in effect.

As a matter of principle Philips University would like to emphasize the fact that the Evaluation concerns a new University that is not yet in full operation. However, the University adopts the recommendations of the EEC, which have already been fully implemented.

Most of the issues raised in this External Evaluation Report, especially those concerning regulations and procedures, are explained in detail in various documents, provided by the University and in the Internal Regulations Rules and Policies.

CONCLUSIONS

The University has already fully implemented and put in effect the observations and recommendations stated in the External Evaluation Report, as follows:

- Following the recommendations of the External Evaluation Committee of 24 June, 2020) concerning the placement of the Department of Computer Science in a School of an appropriate and relevant name, the University in order to harmonize the above, have included the Department of Computer Science under the umbrella of the School of Arts and Sciences.

School of Arts and Sciences

- Department of Computing and Information Technology
  - BSc in Computing and Information Technology
- Department of Language Studies and Communications
  - BA in Public Relations and Communication - BA in Language Studies

- There is a risk assessment analyses and plans for mitigation risks. (Appendix II).

- During the COVID-19 crisis the University has been operating smoothly successfully providing courses and tutorials via distant learning applications online.

- In addition, the University has created and made available a special fund to finance and support emergency and extraordinary cases, such as COVID-19, earthquake etc.

- The University has included in its internal Regulations, Rules and Policies the issue of Alumni, including the interaction of the University with its alumni. In addition, annual surveys

are an important tool for leveraging feedback from industry. Note that we are dealing with a new programme of study therefore the above will be implemented at least four years after starting to offer this program of study.

- The University, in response to the relevant observations of the EEC, has developed a complete strategic plan/feasibility study of the Department of Computer Science and of the program BSc in Computing and Information Technology, which is attached as Appendix 1.

- The University is gratified by this positive finding of the EEC

- The University has developed and put in effect a comprehensive faculty Development and Induction / Mentoring plan (Appendix III)

- A detailed chapter has been included in the Internal Regulations, Rules and Policies entitled Departments of School, which obtain in detail the administration functions at department level.

- Although a new University, the detailed Internal Regulations, Rules and Policies safeguard decision making on academic matter originate and are processed by academics.

- As recommend by the EEC, the University has developed procedures for involving stakeholders in developing and reviewing programs of study whereby students are also involved with the framework and procedures of internal quality assurance. In addition, in each School there is an Advisory Board, consisting of stakeholders.

- The University has developed and put in effect a comprehensive Research Policy. (Appendix V). The faculty members teaching in this program of study have extensive research records and activities, therefore this research will be directly related to their teaching. In addition, research papers / project by students within the curriculum / courses of the program involve students in actual research.

- The University has developed a comprehensive Quality Assurance policy and procedures that involve teaching observation, as well as course and instructor evaluation by students on a semester basis.

- Although research is rated by the EEC as compliant, the additional recommendation of the EEC for a roadmap is fully adopted and implemented through the overall operation of the Department. The University has developed and put in effect a new relevant strategic plan (Appendix I).

There is a risk assessment analyses and plans for mitigation risks. (Appendix II).

During the COVID-19 crisis the University has been operating smoothly providing successfully courses and tutorials via distant learning applications online.

In addition, the University has created and made available a special fund to finance and support emergency and extraordinary cases, such as COVID-19, earthquake etc.

C. Higher Education Institution academic representatives

Name	Position	Signature
Prof. Demetrios Natsopoulos	Rector	
Prof. Constantina Shiakallis	Vice-Rector	
Prof. Andreas Hadjis	Acting Dean	
Prof. Emmanuel Yannakoudakis	Chairperson	
Prof. Avgousta Kyriakidou	Coordinator	

Date: 03 July, 2020

APPENDIX I

RISK ASSESSMENT

POLICY AND PROCESS OF RISK ASSESSMENT AND SUSTAINABILITY OF PROGRAMS OF STUDY

▪ Introduction

The Higher Education Funding Council for England (HEFCE) defines risk as the threat that an action or event will adversely affect an organization's ability to achieve its objectives (HEFCE, 2001). The definition makes a direct link between risks and objectives.

HEFCE has stated that, the objectives of risk management are: to ensure that institutional objectives are more likely to be achieved, damaging events will not happen or are less likely to happen and beneficial aspects will be or are more likely to be secured. Philips University endorses the above definition. The overall aim is to balance autonomy with accountability with reference to the vision, mission and values of the Founder of the University.

Internationally acknowledged scholars have documented the types of risks faced by universities. These types of risk are:

1. Strategic Risk. How well does the University understand its competitive environment so that it can effectively achieve its strategic goals?
2. Financial Risk. How does the university manage the potential market and credit risks that may negatively affect its investments?
3. Operational Risk. Risks that affects ongoing management processes of staff students and administration.
4. Compliance Risk. Risk that affects compliance with externally imposed laws and regulations as well as internally imposed policies and procedures concerning safety or conflict of interest.
5. Reputation and Public Image Risk. Risk that affects the University reputation, brand or both.

The overall responsibility for assessing and managing risks, lies with the Council of the Management of the Founder of Philips University, which delegates Policy and Guidelines to the Senate of the University for implementation and action.

▪ **Duties and Responsibilities of the Council of University**

1. Oversees University Finances, including fund raising.

2. Establishes a Risk Management Policy for all University activities.

3. Ensures that all Financial Controls are in place.

4. Develops Risk Criteria for all risk categories

5. Identifies all Risk Drivers in all University facilities and Establishments.

6. Defines how risks identified are analyzed and measured.

7. Ensures that resource allocation is in line with the University's strategy.

8. Ensures that the probabilities and consequences of Risk are controlled within acceptable Limits.

9. Determines if the Risk Management Committee is effective and adds value.

10. Ensures constant development of effectiveness of the University's Governance and incorporates the concept of **sustainability** to all University activities.

▪ **Duties and Responsibilities of the Senate**

1. Establishes a Risk Management Committee consisting of Faculty, Students, Administrative staff and external experts.

2. Instils a Risk Management Culture.

3. Analyses and Quantifies all risks faced by the university.

4. Establishes a process for identifying potential risks (top down or bottom up).

5. Ensures appropriate risk mitigation levers are in place.

6. Ensures Campus Safety and security including alert systems for natural disasters, emergency procedures, violence on campus, terrorism and other potential threads.

7. Monitors compliance with requirements of regulatory bodies and other stakeholders.

8. Demonstrates increased responsiveness and accountability to broader student's' expectations.

9. Is well aware and proactive in information technology safety and security.

10. Focuses on sustainability that creates awareness of how individual disciplines and fields of study all play a key role in shaping future outcomes: social, health, environmental and economic.

- **Teaching and Learning Sustainability**

Introduction: Philips University actively expresses its commitment to supporting the creation of a sustainable future and to incorporate sustainability principles and practices in learning teaching, research, community engagement and operational activities. Namely:

1. The University will encourage sustainability to be included in all undergraduate and graduate programs.
2. The University will encourage the advancement of sustainability related Research.

   The University will provide opportunities for further development of innovating sustainability in teaching and research.

APPENDIX II

STRATEGIC PLAN

Introduction

This is the University's first Student Recruitment Strategy and Marketing Plan. Successful recruitment of high quality students is essential to the academic and financial sector of the University. Effective student recruitment is key to the University realizing many of its long-term strategic plans.

Vision and Strategic Objectives

The objectives of Philips University regarding international student recruitment, are to:

- Increase the academic quality of international applicants to Philips University;
- Enhance the global positioning of the Philips University;
- Ensure that international students of Philips University enjoy an excellent experience.

The strategies to achieve the above objectives are:

- Appropriate research to ensure a sophisticated understanding of overseas countries as markets for the recruitment of international students, and of national and global trends for specific subject areas;

- Appropriate and effective promotional activities undertaken for the purpose of recruiting international students to Philips University; and

- Effective collaboration between different sections within Philips University to achieve recruitment targets.

Implementation of the strategies will be driven by two principles:

- Recruitment should be from as broad a range of countries as possible, in order to achieve a heterogeneous student population; and

- Effective activities can only be developed with the benefit of a deep and sophisticated knowledge of a given market.

In a time of financial restrictions it is increasingly important for Philips University to reduce costs and to generate additional income. In respect of the latter, investment in activity which generates income is a priority since investment in other areas is contingent upon increased revenue.

SWOT Analysis

Strengths

- Strong reputation / academic standing;
- Good student : staff ratio;
- Recruitment of students from a broad spread of countries.
- Highly qualified and committed academic and administrative staff

Weaknesses

- High proportion of international students recruited from just a few markets;
- High cost of programs / lack of provision for scholarships;
- Limited use of new technologies in international student recruitment.

Opportunities

- Continuing growth in demand for international education;
- Potential for growth from, as yet, undeveloped and underdeveloped markets;
- Development of Programs in the Greek language

Threats

- Global or regional economic or political changes;
- New country competitors entering the market;
- Increased investment in recruitment activity by local and international competitors.

Strategy:

- Thorough research of target markets
- Appropriate and effective promotional activities undertaken for the purpose of recruiting international students to Philips University.
- Cooperation and support of influential local agents

Representation and promotion of Philips University in priority countries through:

- Participation in selected educational exhibitions, including those organized by the British Council or private companies as appropriate to market conditions;

- Organizing independent visits to schools, universities and agencies likely to encourage application of suitably qualified students to Philips University, as identified by research;

- Taking part in study abroad fairs at EU institutions and visiting African and Asian universities to support affiliate recruitment;

- Organizing independent education exhibitions and independent visits in collaboration with other Universities; and

- Delivering presentations to the public.

Admission Requirements

Admission of undergraduate courses requires:

    (a) graduation from a six-year public or private school of secondary education formally registered by the Ministry of Education, and Culture, Sport and Youth of the Republic of Cyprus or the Ministry of Education, Research and Religious Affairs of the Republic of Greece. In addition, evidence that the applicant is competent in written and spoken Greek or English;

<div align="center">or</div>

    (b) a General Certificate of Education with a pass mark in five subjects, including two subjects at Advanced Level and Ordinary Level passes in English Language or an equivalent qualification;

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    (c) a General Certificate of Education with a pass mark in four subjects, including three subjects at Advanced Level and Ordinary Level passes in English Language or an equivalent qualification;

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or

(d) successful completion of a University foundation program or an equivalent qualification.

or

(e) graduation from an approved course in an accredited secondary education school of 12 years of education and, in addition, evidence that the applicant is competent in written and spoken Greek or English.

The Selection of Students to be Admitted will be carried out:

(a) based on the overall average of a secondary school of education and evidence of an

English language qualification; **or**

(b) based on the G.C.S.E/ G.C.E results of the candidates, **or**

(c) based on the candidate's success in the Foundation course of the Philips University.

Eligible candidates for admission:

(a) graduation from a six-year public or private school of secondary education formally registered by the Ministry of Education, and Culture, Sport and Youth of the Republic of Cyprus or the Ministry of Education, Research and Religious Affairs of the Republic of Greece. In addition, evidence that the applicant is competent in written and spoken Greek or English;

(b) a General Certificate of Education with a pass mark in five subjects, including two subjects at Advanced Level and Ordinary Level passes in English Language or an equivalent qualification;

or

(c) a General Certificate of Education with a pass mark in four subjects, including three subjects at Advanced Level and Ordinary Level passes in English Language or an equivalent qualification;

or

(d) successful completion of a University foundation program or an equivalent qualification.

or

(e) graduation from an approved course in an accredited secondary education school of 12 years of education and, in addition, evidence that the applicant is competent in written and spoken Greek or English.

or

(f) the place secured by Cypriot males who have to carry out compulsory military service in the armed forces of the Ministry of Defence of the Republic of Cyprus, will be kept so that they can study at the University in the academic year following completion of their military service.

(g) those who do not apply for their place to be kept within the specified   deadlines, will lose their place.

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APPENDIX III

STAFF DEVELOPMENT
AND INDUCTION PLAN

STAFF TRAINING AND DEVELOPMENT

Philips University recognizes that accomplishing the following objectives is to its advantage, as well as to the advantage of its staff. It is therefore; ready to make commitments, financial and otherwise, in support of these objectives.

When a member of the staff is assigned to participate in a training/development program, he/she must submit hard copy of the "Training Request Form" to the Department of Human Resources accompanied with all the necessary documentation to support the request. After the approval (if any) of the training request from the HR Director, the employee should proceed to submit an absence request via his/her Department Head.

The above-mentioned procedure applies to all training programs taking place locally, abroad, or under the ERASMUS program. It is the responsibility of the employee-participant to make all relevant arrangements, in order to participate in the training without causing any obstructions to his/her duties.

The objectives of the training and development policy are as follows:

1. Improve skills through actions in accordance with the Training and Development Procedure, as this is referred to in the Human Resource Manual.

(a) Organize seminars tailored towards the improvement of administrative/management skills for old/new staff.

(b) Participation of staff to appropriate seminars, workshops and Erasmus programs.

(c) Sharing of knowledge: A member of the staff will share knowledge with the members of his/her department when participating in activities as described above.

(d) Evaluate the training seminars so as to measure their impact/benefit ("Training/Seminar Evaluation Form").

2. Provide the staff with the opportunity to improve their academic qualifications.

Offer the opportunity to staff members to pursue a degree at the University at a lower cost. Such action must be recommended by the Head of the Department and approved by the Director of Human Resources.

3. Assist the Staff members in establishing themselves as acknowledged leaders

(a) The University supports staff members who become active members of professional organizations and who present lectures on the latest developments in their field of study.

(b) The University continuously works towards the establishment of links with the business community and international educational institutions.

MENTOR SCHEME

The primary objective of the Mentor Scheme is to support and facilitate new employees or existing employees who are taking new tasks in other departments. The Scheme seeks to allow new staff to acclimate to the organization's culture and systems, as efficiently and effectively as possible from the very beginning of their employment.

More specifically, the mentor can help the mentee clarify career goals and formulate a plan to achieve these goals by providing the mentee with the knowledge and insights s/he has gained through his/her years of experience within the University.

APPENDIX IV

DEPARTMENT

DEPARTMENTS OF SCHOOL: CHAIRS, VICE-CHAIR, PROGRAM COORDINATOR AND COUNCIL OF DEPARTMENT

1.0 CHAIR OF DEPARTMENT

1.1. Duties and Responsibilities

1. Provides guidance to the Department regarding goal-setting and the provision of quality teaching;

2. Ensures that the Department meets its teaching commitments;

3. Motivates staff;

4. Ensures that student progress and standing is reported to him by the Class Adviser;

5. Chairs the Council of the Department.

6. Plans academic programs, bearing in mind new course structures and academic developments and the demands necessitated by future expansion;

7. Prepares the necessary academic and administrative proposals for submission to the Dean and the School Council;

8. Plans the optimal utilization of resources to meet Departmental goals;

9. Ensures that the Library budget is utilized in the most efficient manner;

10. Ensures that examination papers are set by staff in accordance with University standards and procedures;

11. Ensures that examination papers are marked in accordance with University standards and procedures; and

12. Ensures that courses are evaluated in line with the agreed objectives and policy of the University.

13. Makes recommendations to the School Council on recruitment and selection of staff capable of effecting the attainment of the Departmental goals, following University norms and procedures;

14. Allocates duties and work load;

15. Provides counselling and encouragement, and handles appraisal and development of staff in both academic, research and teaching matters, teaching efficiency and effectiveness, and analysis of staff training needs;

16. Implements the disciplinary code relating to staff and students; and

17. Maintains good industrial relations.

18. Advises the Registrar on the admission of students;

19. Promotes healthy staff-student relations within the Department and seek the resolution of problems raised by class representatives and individual students;
20. Ensures that members of staff are accessible to students and that students are treated with courtesy and consideration;
21. Exercises special care for those students who have special needs;
22. Monitors teaching and examining standards within the Department; and
23. Ensures that students are aware of the functions and facilities of the Student Affairs Office.
24. Plannings, controls and monitors utilization of all resources, including staff, space, plant and equipment and any other assets in the Department;
25. Ensures that departmental needs are submitted in time;
26. Ensures that provision is made for the maintenance of office equipment;
27. Caters for the provision of data to the information system department of the University; and
28. Makes recommendations on teaching load reduction according to University policy.

2.0   VICE-CHAIR OF DEPARTMENT

The Vice Chair of Department executes those functions of the Vice Chair of the Department delegated to by the Chair of the Department, and all functions of the Chair of Department in his absence or temporary incompetence, and shall be elected (by simple majority) for a 3-year period with the same procedures and at the same time that the Chairperson is elected.

3.0   PROGRAM COORDINATOR

A Program Coordinator at Philips University assists the Chair of Department on matters pertaining to the academic program(s) that they coordinate. A Program Coordinator is designated by the Dean and approved by the Rector. The term of service of a Program Coordinator shall be for 3-years with the possibility of renewal.

3.1 The duties and responsibilities of the Co-ordinator are to:

- ensure that the quality of their respective educational program(s) is maintained, by primarily reviewing the course outlines and the examination papers.
- review, revise and update course syllabi as necessary, in co-operation with the pertinent faculty members.
- identify needs and make appropriate recommendations on course offerings and teaching allocations.
- advise students on matters pertaining to the program.
- undertake other tasks assigned to them by the Chair of Department, as needs arise.

4.0 COUNCIL OF DEPARTMENT

The Council shall be the primary decision-formulating body of the Department, and shall deal with matters as the following:

(a)   Departmental planning and development;

(b)   Departmental policy issues;

(c)   Departmental annual budgets and support/facility requirements;

(d)   Departmental faculty development;

(e)   Departmental organizational/Structural changes/requirements;

(f)   The nomination 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;

(g)   Issues to be discussed at standing committees, such as design/revision of academic/curricular programs;

(h)   Issues/Proposals forwarded by other members of the Department for general discussion;

(i)   The establishment of policies and procedures for presenting 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 the School.

4.1 Membership

In each Department of the School, there is a Department Council wherein the following participate:

(a) All academic and research faculty of the Department.
(b) one member of the Special Teaching Staff, elected by simple majority.
(c) student representatives, equals to 20% of the other members of the Council.

The Student representatives who are members of the Departmental Council are excluded from the discussion of matters concerning the appointment, promotions or disciplinary procedures of academic and other staff of the University. They are also excluded from discussions regarding the content of exam scripts and grading.

Each elected member of the Council (except from student representatives) shall serve a two-year term and may be re-elected/re-nominated. Student representatives shall serve an one-year term.

4.2 Meetings

The Department Council shall hold a meeting at least once each 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 Chair of the Department or by a majority of Council members. It is expected that when meetings are arranged they will accommodate the attendance of all Council members. A quorum shall consist of two thirds of the membership. The Chair (or other presiding officer designated by the Chair) shall vote on matters only in case their vote can affect the result, i.e., the presiding officer shall cast the winning vote in case of a tie.

The Chair of the Department may invite others (whether within or outside of the University) to attend any scheduled meeting. The exact role of the guest is left to the Chair – but the guest shall not have the right to vote. Minutes of the proceedings of the meetings shall be kept and be circulated to all members. The minutes shall be submitted for approval or amendment at the next meeting. A copy of the approved minutes is filed in the Departmental files.

The decisions reached in Department Council meetings are communicated to the Council of the School for further action.

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APPENDIX V

POLICY ON ACADMEIC
AND OTHER MISCONDUCT

POLICY ON PREVENTING AND DEALING WITH ACADEMIC WRITING MISCONDUCT

1.0 Definitions and abbreviations

1.1 Academic integrity means honesty and responsibility in scholarship and research. It involves creating and expressing one's own ideas in coursework and published works, acknowledging all sources of information. It also implies completing assignments independently, or acknowledging collaboration (when it is required). Furthermore, it requires honesty during examinations and the accurate reporting of results when conducting research.

1.2 Academic writing misconduct is any action or attempted action that may result in an unfair academic advantage for oneself, or an unfair academic advantage or disadvantage for any other member(s) of the academic community. Academic writing misconduct includes, but is not limited to, unacknowledged appropriation of the work of others; altering academic documents or transcripts; falsification or fabrication of data; misrepresentation of data to gain access to materials before they are intended to be available; failure to declare conflicts of interest; failure to follow accepted procedures or meet legal or ethical requirements, or to exercise due care in carrying out responsibilities for avoiding unreasonable harm or risk to humans, animals and/or the environment; and helping anyone to gain an unfair academic advantage.

1.3 Plagiarism is the use of words, inventions, ideas, opinions, discoveries, artwork images, music recordings, or computer-generated work (from any printed, digital or internet-based source, whether published or not) of another person, even if the content is openly licensed, and presenting it as one's own work without acknowledging the source. Plagiarism may be the result of intentional, inattentive or unintentional behavior.

Plagiarism cannot be confirmed by mere similarities between words in the source text and the borrowed text, as in the case of terminology, commonly used phrases and known facts. Plagiarism should be distinguished from other forms of academic writing misconduct, such as, but not limited to:

• collusion and fabrication or falsification of data;
• purchasing of assignments, dissertations, and theses via the Internet, or using a ghost writer and presenting this person's documents as one's own work;
• presenting the same work for more than one course or in consecutive years; and
• the re-use of one's previously evaluated or published material without   acknowledgment or any kind of indication.

 11.4 Acknowledgment is the use of references in academic writing to indicate the source of previously expressed ideas or published material and the details of the publication.

 1.5   Good Academic Writing refers clearly and consistently to the sources used; bears evidence of individual and independent thinking on and processing of existing knowledge; and includes citations and paraphrases that are correct and just versions of the contents of the source text.

1.6 **First Written Warnings** are warnings for very minor offences, when it is seldom necessary to embark on additional disciplinary procedures.

1.7 **Final Written Warnings** are documents that immediately follow on a First Written Warning when firmer action is demanded due to the First Written Warning being disregarded, or because the offence was repeated, additional offences occurred and/or the offence (first or recurring offence) is considered serious enough to deserve disciplinary action firmer than a First Written Warning.

2.0 Background

Academic integrity is the moral code of academia and the foundation of academic excellence. It requires honest as well as responsible scholarship and is an expression of personal integrity and honesty. Upholding the practice of academic integrity is, therefore, a reflection of individual, personal and professional integrity.

This Policy on Preventing and Dealing with Academic Writing Misconduct contributes to instilling the values of academic integrity, scientific discourse, high standards, and ethics in all academic endeavours. Academic writing misconduct and plagiarism are serious concerns and are subject to strict corrective action.

3.0 What happens if a student plagiarises?

Where plagiarism is identified, it will be necessary to decide:

• Whether the plagiarism should be dealt with at an informal or a formal level; and
• If a formal response is required, the level of response which is appropriate

This decision requires a determination as to whether the alleged plagiarism in significant or not.

When a teacher suspects an instance of plagiarism, the following steps will be taken:

The teacher who is marking the paper or assessing the creative project will initially assess the degree of plagiarism, taking into account how much material was plagiarised, how much it impacted on the work presented as original, and the percentage load of the particular assessment task within the course.
The teacher will inform the Head of Department, who will assist in determining whether there is plagiarism and, if so, whether it is non-significant plagiarism or significant plagiarism.

In determining whether plagiarism is non-significant or significant, and assessing its seriousness, consideration is given to the student's apparent level of intention to deceive. The level and effect of that intention will be the primary consideration in determining penalties or further action.

If the plagiarism in the assignment or project is judged as non-significant the Head of Department and the teacher concerned will discuss this with the student, will listen to the student's viewpoint

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and, if appropriate, issue a verbal warning to the student. The matter will also be noted on the student's file and a copy of the note will be provided to the student.

If the plagiarism in the assignment or project is judged as significant, the Head of Department and the teacher concerned will discuss this with the student. The student will be given advance notice of the purpose of the meeting and may bring a support person to the interview. The purpose of the interview will be to determine whether and how much plagiarism has occurred and gives the student the opportunity to respond. If requested, the student will be given the opportunity to respond in writing before any decision is taken regarding penalties.

During the interview, should the student's work be confirmed as containing plagiarism, the range of likely penalties will be discussed. Depending on the level of significance of the plagiarism:

- the student may be required to undertake an additional assessment task in that subject, or to re-submit the original assessment task after re-working it
- the student's work may be assessed as Fail (F) for the subject for the relevant time period
- the student may receive a grade of Fail (F) as their final assessment for the subject for the year, which could lead to failure of the course
- the most serious cases of significant offences could be considered as serious misconduct and, after investigation, penalties could include failure in the course and exclusion from Philips University.

In all these cases, the matter will be noted on the student's file and a copy of the note will be provided to the student.

If a student disagrees with the penalty issued as a result of an allegation of plagiarism, the student may submit a grievance to the Disciplinary Committee for examination.

4.0   PROJECT

- In Year IV, when a candidate has satisfied the examiners in all subjects, but has not yet met the stipulated criteria in relation to a compulsory project, the Examiners shall deem the student's results deferred pending satisfactory completion of the project.
- The project must be passed on the second attempt

5.0   APPEALS PROCEDURE

Students have the right of appeal against their results, within 5 days of the publication of the results. Appeals must be made in writing to the Head of Department. The grade appeal procedure is itemized below and should be followed in all instances making sure each step is fully exhausted before going on to the next one.

Step 1 The lecturer should be contacted to discuss the grade disparity and every effort should be made to resolve the problem at this level.

Step 2 The student must make the appeal in writing to the Deputy Rector, noting specific objections to the grade received. After consultation with the lecturer concerned, the Deputy Rector will decide accordingly and may refer the case to the Appeals Committee.

Step 3 An Appeals Committee will be appointed to mediate in the dispute. The Committee will review both the written and oral arguments in the case. The committee will consist of:

(i)   one Administrative Officer of the program;
(ii)   one Faculty member who teaches in the program; and
(iii)   one student who is currently enrolled in the program.

Step 4 The student and lecturer will be informed of the Committee's decision and, bearing written objections by either party, the recommendation of the Committee will be accepted.

APPENDIX VI

RESEARCH POLICY

1.0   INTRODUCTION

1.1   The Research Policy of Philips University provides a code of conduct for research and is intended for all faculty members, special teaching personnel, scientific collaborators, research associates, and students carrying out research at or on behalf of the University. The university focuses on both fundamental and applied research and wherever possible the commercial application or exploitation of the research results.

1.2   As stated in the mission, Philips University aspires to excellence of quality in all aspects of its work. Research and scholarship is central to the mission of the University. It is the cornerstone of the continuing creation of the knowledge, which is the foundation of all disciplines.

1.3   Research and scholarship can flourish only in an environment of academic freedom, which includes freedom of inquiry and the right to disseminate the results, thereof, freedom to challenge conventional thought, freedom from institutional censorship, and the privilege of conducting research on human and animal subjects.

1.4   There is a Research Center, the mission of which is to create and maintain an atmosphere conducive to the pursuit of research by supporting, promoting and enhancing research actions and collaborations both within and outside the University.

2.0   THE SCOPE OF RESEARCH POLICY

2.1   All academic activity at Philips University should be conducted according to good ethical practice and with the highest standards of integrity. This policy, however, sets out the principles and procedures for research. Ethical issues arising from learning and teaching should be addressed by the program or module leader seeking advice as appropriate from the Vice-Rector for Research and Innovation of the University.

2.2 The term *research* refers to:
   a.   original investigation leading to the creation of knowledge

b. replication of an investigation for the purposes of developing the researcher – this will include undergraduate independent studies and postgraduate dissertations, but also smaller scale projects that form part of a module's assessment.

c. evaluation

d. audit

2.3 The term *researcher,* refers to:

a. any member of staff at Philips University

b. any student at Philips University engaging in research

c. any individual who is not a member of staff or student at the University, undertaking research using University premises and facilities, and/or on behalf of the University (hereafter referred to as an Associate Researcher).

d. researchers should be able to demonstrate that the research they undertake is worthwhile and necessary.

3.0 ETHICAL PRINCIPLES

The University's stance on ethical issues in underpinned by the following key principles:

3.1 Research must be:

- justified
- informed consent must be given by participants
- participation in research must be voluntary
- confidentiality must be ensured
- any risk of harm to participants, animal subjects or the researcher(s) should be appropriately mitigated.

3.2 All research undertaken under the auspices of Philips University 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.

3.3 Researchers in particular disciplines should comply with any research ethics guidelines set out by their professional associations.

3.4 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.

4.0 FUNDAMENTAL PRINCIPLES OF THE RESEARCH POLICY

4.1 The University wishes to remain as a Center of excellence and to keep upgrading its research capabilities. In this regard, the Vice-Rector for Research and Innovation of the University is vested with the responsibility of facilitating the research effort of the University. However, each department will be responsible for its own research in the same way that each academic will be responsible for his own research.

4.2 All academics carry the responsibility of enhancing the research capabilities of the University.

4.3 The research activities of each department should respect the research standards of the University as communicated from time to time.

4.4 The University will support the research capabilities and research potential of staff and students.

4.5 The University research policy will be reviewed periodically with a view to bringing it in line with accepted research practices as other learned academic institutions.

4.6 Research work should be reviewed methodically before being published so as to ensure consistency with the standards set by the University.

4.7 The University encourages academics to be in constant touch with new developments in the research field and to evaluate the relevance of such developments to activities of Philips University.

4.8 The University will provide staff with advice on research.

4.9 Departments and academics are expected to work in unison with each other to further the research activities of the University.

4.10 Academics are expected to work closely with outside research bodies that impact on the University and its research activities and to ensure that the University benefits for such contacts.

4.11 Staff are encouraged to exchange information with respected research
bodies and to make sure that ideas flow without hindrance in all directions and that such exchanges are meaningful to the University its staff and students.

4.12 The University expects academics to set up research timetables and deadlines and adhere to them.

4.13 Academics are encouraged to find self-financing research projects.

4.14 Academics are encouraged to attend presentations, seminars and other
learning activities covering research methodology and related issues.

4.15 Staff are encouraged to attend academic conferences and to read papers.

5.0 BASIC OBLIGATIONS

5.1 The primary responsibility for the selection and carrying out of Research shall rest with the Researcher and to this end he or she shall:

(i)   maintain the highest standards of honesty, integrity and ethical behavior in all Research;

(ii)   familiarize himself or herself with and adhere to the Regulatory Framework and the regulations, policies and guidelines of any Agency relevant to his or her Research;

(iii)   not misrepresent his or her academic, professional or employment credentials or experience;

(iv)   obtain necessary approvals including, but not limited to, ethics, protocol and standard operating procedure approvals, before engaging in a Research activity for which prior approval is necessary; and

(v) use scholarly and scientific rigor and integrity in obtaining, recording and analyzing Data, and in reporting and publishing results.

5.1 The University shall take reasonable measures to ensure that researchers are made aware of, and kept informed of changes to the Regulatory Framework relevant to Research.

5.2 In the case of collaborative or team research, the Principal Investigator shall take reasonable measures to ensure that the members of the Research group or team are aware of and comply with the Regulatory Framework relevant to the research being undertaken.

5.3 The Office of the Dean of each School shall implement reasonable measures to ensure that students who engage in research are aware of: (i) their obligations in respect to academic integrity and the ethical conduct of research; (ii) the Regulatory Framework relevant to their research.

5.3.4 A supervisor of Students engaged in Research shall take reasonable measures to:

(a) ensure that the students have been advised of their obligations in respect of academic integrity and the ethical conduct of Research;

(b) ensure that the students have received a copy of the Regulatory Framework relevant to their particular research;

(c) provide the students with a copy of any research related documents which the Students have been asked to sign; and

(d) disclose to the students any special conditions concerning such matters as constraints on publication, limitations on future use of data, and ownership of intellectual property that may influence a student's decision to participate in the research.