

Doc. 300.3.2

Date: 06/07/2021

Higher Education Institution's Response

(Departmental)

- **Higher Education Institution:** European University Cyprus
- **Town:** Nicosia
- **School/Faculty:** School of Law
- **Department:** School of Law
- **Programme(s) of study under evaluation**
Name (Duration, ECTS, Cycle)

Programme 1

In Greek:

Νομική - Ελληνικό Δίκαιο (4 χρόνια/240 ECTS, Πτυχίο Νομικής)

In English:

Law – Greek Law (4 years/240 ECTS, Bachelor of Law)

Programme 2

In Greek:

Νομική (LLM) Διεθνές Εμπορικό Δίκαιο/Δημόσιο Δίκαιο

In English:

Law – International Commercial Law/Public Law (18 months/90 ECTS, Master of Laws)

Programme 3

In Greek:

Νομική Επιστήμη (3 Έτη/180 ECTS, Διδακτορικό)

In English:

Law (3 years/180 ECTS, Ph.D.)

- **Department's Status: Currently Operating**



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.*

The School of Law of European University Cyprus (EUC or University hereafter) wishes to express its sincere gratitude to the External Evaluation Committee (EEC) for the evaluation of the Departments and its programs of study.

In the following pages, we respond in detail to all recommendations for improvement suggested by the EEC and we provide all relevant information to explain the actions taken.

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. Department's academic profile and orientation

Department's development strategy

(ESG 1.1.5, 1.1.6)

Areas of improvement and recommendations

The following areas of improvement and recommendations have been identified:

It remains unclear whether there is a formal process how the academic community (1.1.5) and other stakeholders (1.1.6) participates in the Department's development strategy.

Responses by EUC:

According to the EUC Charter provisions, the School Council is the main decision-making body which decides with matters such as school policy, development, etc. The Department's development strategy is discussed and prepared in the School Council with the participation of academic staff, program coordinators, students, STPs. All of them are involved in the preparation of the School's policies and development strategy. The School's Internal Quality Assurance Committee gives also the necessary feedback. The Advisory Board is an additional body that participates in the Department's development strategy by providing independent expert advice on the programs and the job market. It has a number of, internal members (School faculty representatives) and external members such as judges or former judges, lawyers, professors from other universities in Greece or other EU countries (e.g. France). Other administrative services of the University such as the Department of Marketing, the Department of Students Affairs and the Department of Enrollment may also join dedicated meetings by invitation in order to provide their input on certain aspects that determine the School's strategy and are related directly to their department.

Department's academic development

(ESG 1.1.7)

The following areas of improvement and recommendations have been identified:

No information on a mechanism for collecting data needed to effectively design the Department's academic development (1.1.7) could be found.

Responses by EUC:

The program coordinators, the program committees, the Department's Quality Assurance Committee, the student union, the academic staff and the School's Advisory Board are the stakeholders who participate in the procedure, giving the necessary information to the preparation of the strategic plan. Then the school council issues a council resolution and the strategic plan is then approved and is forwarded to the Senate.

Alumni

(ESG 1.2.4)

The following areas of improvement and recommendations have been identified:

It is not clear, how the Department communicates with graduates/alumni (1.2.4). An alumni association that would stay in contact with former students, especially in Greece.

Responses by EUC:

The Department communicates with graduates/alumni association via the Office of Student Affairs. In addition, the Dean has direct communication with the above-mentioned associations in Cyprus and especially in Greece. There are common events in Cyprus and Greece and also webinars with the participation of the president or the vice-president of the graduates' association in Greece. The last one took place on the 19th of May 2021, with the participation of the vice-president of the graduates' association in Greece. The goal of this webinar was to present to the students and future students of law School the career opportunities through the law studies.

Academic community and strategy

The following areas of improvement and recommendations have been identified:

It remains unclear how the academic community is involved in planning at the strategic level.

Responses by EUC:

The most important institutional body, the main policy formulating body is the School Council (please see Appendix 1). The academic staff participates directly or through representatives in all standing and ad hoc committees across the School and the University from the School level up to the Senate. The University Quality Assurance Committee, which watches over the functioning of the schools, has as members, representatives of academic staff. So, the participation of the academic community in the planning at strategic level is guaranteed.

Part-time employees

The following areas of improvement and recommendations have been identified:

Part time employees including teaching staff get only temporary contracts, normally for a semester. If a permanent member of the teaching staff reduces to part time, he or she lose the status of a permanent employer. It is not clear whether this is in line with the anti-discrimination-rules, e.g., women who reduce because of family work.

Responses by EUC:

Practically the above is not applicable. If a permanent teaching staff reduces to part-time, her/his status is regulated by the labour legislation of Cyprus Republic, which is a law of the parliament or EU directive or EU regulation, (which is higher in legislation hierarchy). There is no possibility of discrimination because of the labour legislation. The above-mentioned legislation does not permit any discrimination as the above-mentioned example, which is strictly forbidden by the labour legislation.

2. Quality Assurance

Sub-areas

- 2.1 System and quality assurance strategy
- 2.2 Quality assurance for the programmes of study

Quality Assurance

Areas of improvement and recommendations

A list of problem areas followed by or linked to the recommendations of how to improve the situation.

It remains unclear - whether the Department's policy for quality assurance supports guarding against intolerance of any kind of or discrimination against students or staff (2.1.3) □ The Committee would recommend the creation of an independent complaint body or a "person of trust" for that purpose.

EUC Responses:

According to the EUC Charter provisions (please see Appendix 2) the grievance committee promotes a non-discrimination policy and objective and proper action and decision making at the School level. There is also a code of ethics concerning bullying and harassment policies, applicable at the University (please see Appendix 3). In some universities there is a 'person of trust' a kind of mediator for students and academic staff. However, this is a decision to be taken into consideration and adopted at University level not at department or school level.

If the quality assurance system adequately covers the connection with society/management and support services (2.1.4.3/2.1.4.4).

EUC Responses:

Systematically, the student affairs department, the student union, and the graduates' union and the advisory board gives all the necessary feedback to the school's institutional bodies.

If the Department systematically collects data in relation to the academic performance of students, implements procedures for evaluating such data and has a relevant policy in place (2.2.11).

EUC Responses:

All the necessary data for this purpose are coming by the relevant department, the Enrolment Department, especially for low GPA students so that there is appropriate and sufficient support for this group of students.

Students' academic progress is monitored based on their GPA (Grade Point Average) on a semester basis. Taking into consideration the ECTS load of each student and their semester GPA, Student Advisors at the Advising Centre of the Department of Enrolment come into communication with students to address issues and assist those with low GPA, by monitoring their academic path and discussing ways to improve performance. The same list of students with low GPA's reaches the

Schools' program coordinators, Chairpersons, and Dean for their perusal. The Department closely monitors and supports students with low GPA by following these procedures for supporting students with low GPA as these are described in "EUC's Procedures For Supporting Students With Low Grade Point Average (GPA)" (please see Appendix 4). These actions are additional to the efforts/support that each individual instructor of the Department provides to each student and aim for a timely and early enough diagnosis of the phenomenon in order to facilitate an effective, early intervention. Moreover, high achievers are rewarded annually with Academic Excellence Scholarships and Certificates of Excellence (Deans' List).

If the Department publishes graduate employment information (2.2.12). The Committee receives data (up to 2018) on the employability of EUC's graduates in general (Vice-Rector's presentation, p. 39). There is no clear information on employability of law graduates.

EUC Responses:

Based on the latest data from the Employability survey conducted for the period (2018-2019), provided by the Office of Student Affairs, 87% of the Law School graduates are employed within the Legal sector.

Information on the Department's mechanisms and funds to support writing and attending conferences of doctoral candidates could not be found (2.2.19).

EUC Responses:

The School's budget has already taken into consideration the need of the doctoral candidates to have access to funds in order to support their participation in conferences and other scientific fora. For that reason in the current's year budget they School is granted the amount of 1500 euros for that purpose. There are also fellowships for the best Ph.D. candidates.

Following the Ph.D. scholarships award scheme, the University enhances Ph.D. students with the Policy for the Award of Scholarships for publishing a Scopus paper. This scheme awards scholarships to Ph.D. students who have presented an article to a Scopus Conference or published a paper in a Journal indexed by Scopus. The scholarships are in the form of a tuition fee exemption.

Ph.D. students are constantly encouraged to attend Ph.D. colloquia and are supported through the funding of full-time staff in order to present their work in international conferences. For instance, various Ph.D. students have successfully attended the 1st Doctoral Colloquium in Cyprus, which took place just before the pandemic (November 2019). The Colloquium was organized by the Cyprus Rectors' Conference and gave to doctoral students the opportunity to present their work in progress, to engage with other doctoral students from local universities and different parts of the world, and to receive feedback from fellow students, faculty members and visiting scholars. Just before the pandemic, our students have also participated at the Doctoral Colloquium which took place at Macromedia University in Germany, which was organised by five universities, including the European University Cyprus.

3. Administration

Administration

Areas of improvement and recommendations

[A list of problem areas followed by or linked to the recommendations of how to improve the situation.](#)

We would have liked to see more information regarding the manner, in which the administrative structure is in line with the legislation and the Department's mission, and how much decision-making power the different bodies have.

EUC Responses:

The School principal institution under the University Senate, which is the supreme academic authority of the University, is the School Council led by the School Dean. There are also a number of other collegial/bodies or one person institutions such as the program coordinators, the program committees, the research committee, the internal quality assurance committee, the grievance committee, etc. The participation of student's representation in all abovementioned committees is assured. There is also the Advisory Board with external members such as lawyers, judges, professors from other universities. All these committees (with the exception of grievance committee who has a specific role) supports the two main decisional institutions, the School Council and the Dean at the decision-making procedure.

The School's administration structure its composition, decision making power and implementation process is thoroughly described in the EUC Charter under the School by Laws (please see Appendix 5).

Additionally, School's faculty representatives are also elected to serve a two year term in the Senate whereas the School appoints faculty representatives in all senate standing committees as well as special and ad hoc committees including matters of discipline (or information on the Senate Bylaws please see Appendix 6).

We would have liked to see more information regarding the manner, in which the Department's council operates and the procedures for disseminating and implementing their decisions are clearly formulated and implemented precisely and effectively.

EUC Responses:

According to the EUC Charter the School Council is the main policy formulating body. In general, it shall coordinate the work of the Committees and shall advise the Dean of School on any matters concerning the planning, development, and general welfare of the School. The Dean acts as agent of the School in executing School policy, supervises the execution of School Council decisions and serves as the medium of communication for all official business of the School with other University authorities and bodies, the students and the public. The Rector and the Senate assures the supervision for the implementation of Schools policy formulation bodies decisions (please see Appendix 5 - School By Laws and Appendix 6 - Senate By Laws as mentioned before).

4. Learning and Teaching

Sub-areas

4.1 Planning the programmes of study

4.2 Organisation of teaching

Learning and Teaching

Areas of improvement and recommendations

[A list of problem areas followed by or linked to the recommendations of how to improve the situation.](#)

No information can be found about the importance of student-centred learning and teaching.

EUC Responses:

A system of student advisors (personnel of the enrolment service) helps students and guide them during their studies. Upon registration to the program of study each student is allocated with a dedicated personal student advisor. The advisor has direct communication with the students in order to provide them with guidance on the course path and selection, their grades and overall performance, on University administration and procedures as well as their graduation and degree accreditation process. The student advisors work closely with the School in order to ensure that students receive full and appropriate support both on academic and administrative level.

There is a dedicated student advisor per program of study, who liaises with the Dean of the School, the School Administrator and the School Secretary in order to ensure that students are getting the appropriate services and up to date information.

In terms of academic support, every week the academic staff has to have 6h as reception hours for the students at their offices. The purpose of this is to give to the students all the necessary time and support they need, on a weekly basis, in order to discuss any questions they have before or after their lectures.

Also after the mid-term or final-exams the academic staff has to be available, to give all the necessary feedback to the students concerning their exam results.

There is a special policy for low GPA students. The Chair of the Department or the Dean of the School address a personal message to each of the students of this category to inform them and advise them as explained above (please see Appendix 4).

According to the EUC charter provisions, there is also provisions for the students with special needs (please see Appendix 7).

Students' academic progress is monitored based on their GPA (Grade Point Average) on a semester basis. Taking into consideration the ECTS load of each student and their semester GPA, Student Advisors at the Advising Centre of the Department of Enrolment come into communication with students to address issues and assist those with low GPA, by monitoring their academic path and discussing ways to improve performance. The same list of students with low GPA's reaches the Schools' program coordinators, Chairpersons, and Dean for their perusal. The Department closely monitors and supports students with low GPA by following these procedures for supporting students with low GPA as these are described in the EUC Internal Regulation on Low GPA in "EUC's

Procedures For Supporting Students With Low Grade Point Average (GPA)” (please see Appendix 4). These actions are additional to the efforts/support that each individual instructor of the Department provides to each student and aim for a timely and early enough diagnosis of the phenomenon in order to facilitate an effective, early intervention. Moreover, high achievers are rewarded annually with Academic Excellence Scholarships and Certificates of Excellence (Deans’ List).

Survey on ‘Student Feedback on their Learning Experience’ -SFLE)

As discussed during the accreditation day, this mechanism is already in place. More specifically, student surveys are executed in the following manner. Towards the end of each semester the students are asked to evaluate each of their courses online. Submission is anonymous and the time it takes to fill out the evaluation form is around 10-15 minutes. The survey pertains all aspects of the course and the overall learning experience of the student (hence named the Survey on ‘Student Feedback on their Learning Experience’ -SFLE), such as the course structure and content, the faculty performance, the facilities involved, the administrative support, etc. (please see the Fall 2020 version of the Survey in Appendix 8). The information received are aggregated in a different way based on the type of question. Questions that have a specific scale of grading (e.g., from 0-5) are averaged. All answers to questions that require text input are simply appended as one large paragraph. These results are then forwarded to faculty to review and act accordingly. The Chairperson of the Department also reviews the aggregated information per course and makes recommendations where needed.



5. Teaching Staff (ESG 1.5)

Areas of improvement and recommendations

A list of problem areas followed by or linked to the recommendations of how to improve the situation.

The ratio of academic teaching staff and special scientists could be improved.

EUC Responses:

According to the strategic plan of the School the next academic year there will be public calls for at least one (1) position of academic staff at the rank of lecturer or assistant professor.

6. Research

Research

Areas of improvement and recommendations

[A list of problem areas followed by or linked to the recommendations of how to improve the situation.](#)

Few information about the research facilities and equipment. The application program could be more accurate (6.3).

EUC Responses:

All academic staff has their laptops with free internet access to all University premises. They have also been given codes so they can access via EUC library many legal databases, e-books, and law reviews. In this way, their research can be facilitated especially during the covid-19 period. There is always the possibility for the academic staff to acquire equipment through university funds or equipment given by the IT department of University.

Recently the Law School created the Interdisciplinary Research Center for Energy and already two international conferences were organised under the auspices of this Center.

Academic staff who desires to promote research can have 3 or 6 hour of THR (teaching hours reduction) per semester. There is also the possibility of sabbatical leave for one or two semesters. Finally, there is every year the award “Annual Awards for Excellence in Research” as an acknowledgement to the members of academic staff who dedicate their time to research. The is also the “EUC Research Award-Young Researcher” that is awarded to young researchers that have demonstrated the ability to perform high-quality research. The Award aims to enhance young scientists' research activity who have shown an ability to produce significant and internationally recognized achievements from the early stages of their career.

[A list of problem areas followed by or linked to the recommendations of how to improve the situation.](#)

It remains unclear if the results of the teaching staff research activity are published to a satisfactory extent in international journals and if the Department uses an open access policy for publications (6.5).

EUC Responses:

As it was presented during the accreditation procedure the majority of the teaching staff has published the results of its research activities in well-known international editors such as Kluwer, Nomos (Baden-Baden), Peter Lang (Germany), LGDJ (France), PUAM (France), Springer, Oxford University Press (UK), Bruylant (Brussels). From the CVs of our teaching personnel, it is evident that they are publishing in international well-known editors.

In addition, the School has opted for a special budget for open access publications (3000 euros per year) to finance academic staff publications in open access journals. By taking into consideration that open access publications are not as common in the legal science as it is in other sciences (ex. computer science, health science etc) the School actively encourages the teaching staff to engage into these publications in order to increase its impact.

[A list of problem areas followed by or linked to the recommendations of how to improve the situation.](#)

It is not evident, if the funding is similar to other Departments in Cyprus and abroad (6.8).

EUC Responses:

The external research funding of European University Cyprus has been growing at an impressive rate in the last few years (see chart below). Faculty of the School of Law currently participate in large EU funded projects like SAT-LAW, JP-COOPS, METICOS, GRACE and RESPOND-A (with total EUC funding exceeding 1 million euros). There are very good prospects that funding will continue to grow in the next few years as our Research Centers take advantage of opportunities in Horizon Europe, Erasmus+ etc.. The research funding of the Department is therefore comparable or exceeds that of similar Departments in Cyprus and abroad.



It remains unclear if the policy, indirect or direct of internal funding of the research activities of the teaching staff is satisfactory, based on European and international practices (6.9).

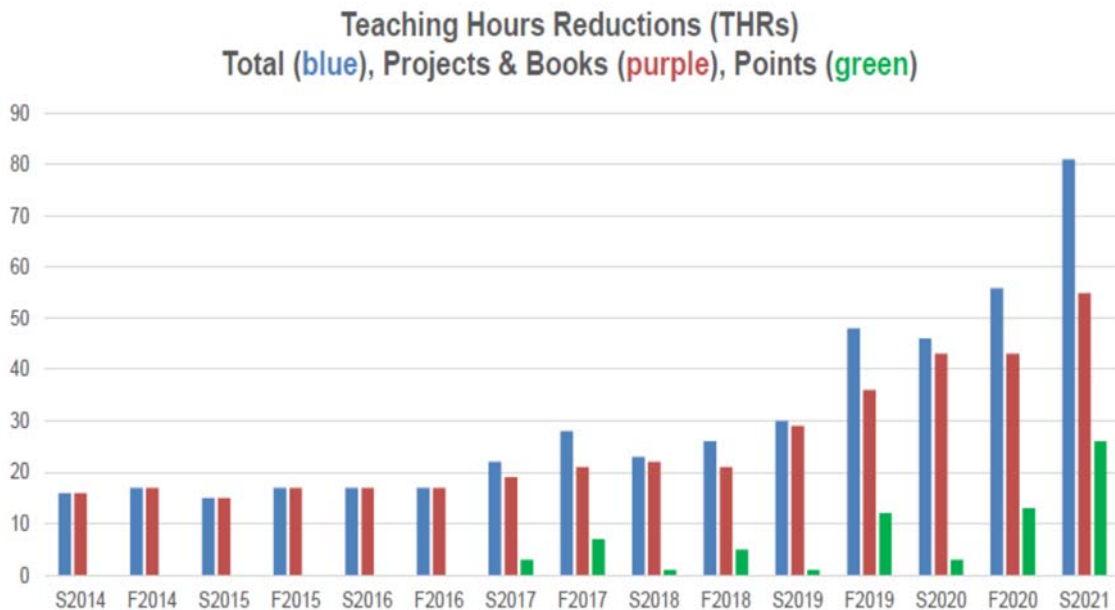
EUC Responses:

The University has a number of policies that provide directly or indirectly internal funding for the research activity of teaching staff.

A) Teaching Hours Reductions (THR) through the University Research Policy

The University gives incentives to faculty to carry out quality research through its Policy for Teaching Hours Reductions (THR) which is described in section 7 of the Research Policy which we attach. The policy is managed by the Office of the Vice Rector of Research & External Affairs. Faculty can get a THR either for participation in a funded research project, for writing a book or by accumulation of points according to their publications, participation in conferences, submission of proposals etc.

In recent years a number of faculty of the School of Law have benefited from the various schemes of the research policy to get a reduction in their teaching. The chart below shows the growth in THR's in recent years which shows that this policy has been successful in stimulating research activity.



The increase in the number of awarded THR's reflects the increase of external research funding and publications by about a factor of four in the last five years. As a result, the University already publishes more than 300 Scopus indexed publications per year and therefore fulfils the criteria for entering prestigious rankings such as the Times Higher Education World Rankings in a good position in the next few years.

B) Policy for PhD scholarships

The University awards a number of full PhD scholarships each year. The PhD scholarships scheme is managed by the Office of the Vice Rector of Research & External Affairs. The scheme aims to reward faculty who have demonstrated an excellent record in research in the last five years in terms of high impact publications, citations to such publications and submission of proposals for external research funding. A copy of this policy is attached in Appendix 9.

Teaching staff can also get funding of around 1500 euro per year for participation and presentation of papers in Conferences.

We conclude that the level of internal research funding of the research activities of the teaching staff is satisfactory, based on European and international practices.

[A list of problem areas followed by or linked to the recommendations of how to improve the situation.](#)
We recommend a reduced teaching load for junior academic staff in order to allow them to develop their research potential.

EUC Responses:

All academic staff can demand teaching hour reduction (3 or 6 hours per week) to prepare a paper or book, or to participate to a research program. Until today, two members of the academic staff of the Law School won the award of the best young researcher of Cyprus Republic.

This culture of high quality research output is supported by a number of EUC's research support policies and mechanisms, including among others a policy on Teaching Hour Reduction (THR), the Sabbatical leave scheme, the "Annual Awards for Excellence in Research", as well as the available budgets for conference participation and membership in scientific and professional societies, and the Ph.D. Scholarships Award Scheme.

In particular, the University recognizes and supports the need for the Faculty's engagement in systematic and consistent research activities and career advancement. Consequently, to motivate, support and enhance the faculty's research activities, the University has adopted the THR policy, which is part of the wider University Research Policy (please see Appendix 10). Through the THR policy, faculty members who have a contractual obligation of 12 teaching hours per semester, may, through this provision, have a reduced workload of either 6 or 9 hours per semester.

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

For instance, during the Spring 2020 semester, 35 full-time faculty members obtained a THR, 19 of which had a three (3) hour reduction, and 16 faculty members were granted a six (6) hour reduction. Within a year, the percentage of full-time faculty that was awarded a THR increased by 69% (February 2020 – February 2021), whereby in the Spring 2021 semester alone, 59 full-time faculty members were granted a THR: 37 members obtained a three (3) hour reduction, and 22 faculty members were granted a six (6) hour reduction. A number of the Department's faculty has systematically capitalized on the particular policy, while every year additional faculty members are eligible for the THR.

The THR policy has led into a boost of not only the quantity but also the quality of research output. Specifically, in the last five years, the University's output in Scopus indexed paper journals has quintupled as much. That is, for the years 2018, 2019 και 2020, the University's publications in Scopus indexed journals is of the order of 156, 192 and 312, respectively. On the basis of this track record, and provided that the University maintains the benchmark of 150 high quality journal articles in the years 2021 και 2022, it fulfils the criteria for the **Times Higher Education World rankings** in 2023.

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

Apart from the cumulative nature of the THR policy, this high research culture is supported through the recently introduced Sabbatical leave scheme (Appendix 11). The Sabbatical leave scheme aims at encouraging faculty members to engage in scholarly research and international networking, and it is granted with full remuneration. Sabbatical leave is granted for planned travel study, formal education, research, writing of papers, monographs and books or other experience of academic value. At the end of the Sabbatical period, the faculty member must submit a detailed report on the research activities performed under that period.

In addition, the “Annual Awards for Excellence in Research” may be seen as a further motivation for faculty to engage in high quality research. Specifically, two faculty members are awarded these Awards, on the basis of the quality and impact of their research. These two awards are:

The "EUC Research Award-Young Researcher", is awarded to young researchers that have demonstrated the ability to perform high-quality research. The Award aims to enhance young scientists' research activity who have shown an ability to produce significant and internationally recognized achievements from the early stages of their career.

In addition, an annual budget of 1470 Euro is available for each full-time faculty member, for participation in local and/or international conferences.

A further, annual budget of the order of 120 Euro is available for each full-time faculty member, for subscription in scientific and professional associations.



7. Resources (ESG 1.6)

Areas of improvement and recommendations

A list of problem areas followed by or linked to the recommendations of how to improve the situation.

No specific information on the department's profits and their use.

EUC Responses:

Every year the School submits its own budget that is then approved by the Senate. The submitted budget is previously discussed at the School Council meeting where the academic staff and the administrative staff of the School have the opportunity to present their budget suggestions. The itemized budget concerns capital expenditure for school development, faculty development, events finance etc. The School receives also financing from research programs coming from EU or other sources.

B. Conclusions and final remarks

The Committee believes that the Department is clearly compliant with the applicable standards of assessment and gladly recommends its accreditation. The documentation in the application pack was thorough and informative, and our interaction with the teaching and administrative staff of the Department and the University during our remote visit was pleasant, open, and constructive.

Despite its 'youth' as an Institution, the Department has managed to recruit a strong and research active body of scholars and offers a suitable range of study programmes. It has a clear strategic plan and has been effective in delivering on it. Internal quality assurance mechanisms are robust, and the learning & teaching experience is well-structured and adequately supported. The very few concerns we had about the Department's processes are sporadic, not systemic, and they relate mostly to areas where further information would have given us a fuller view of the matters in question.

Given the quality of its staff and their fluency in English, we would warmly encourage the Department to expand its degree offering further, as long as this comes with additional investment in teaching and academic personnel. We would recommend a reconsideration of the teaching and administrative workload of junior academic staff, in order to allow them to have more time on research, which is very important for the Department and in line with its mission statement.

Response by EUC:

It is with great appreciation that the School of Law noted the positive feedback of the EEC; we carefully considered the EEC insightful recommendations. The Committee's recommendations provided us the opportunity to further improve the quality and implementation of the School's Programs. In previous pages, we provided all details in how we addressed all recommendations for improvement suggested by the EEC.

As far as the final summative remarks of the EEC above we would like to sincerely thank the EEC for the positive feedback and its constructive recommendations. As described in the previous sections of the report, the School of Law made a focused effort to address each of the EEC's recommendations. As such, we believe that these actions enhance the quality of the Programs offered by the Law School. By making these changes, we believe that we are now able to offer a significantly improved program of study which is in line with the European Qualifications Framework and which builds on our strengths and our readiness to implement the program in an attractive student-friendly environment.

We summarize in brief some of the major adaptations described in more depth above. Furthermore according to the suggestions of the EEC, the School of Law, aims to encourage even more, junior academic staff to apply for a three (3) hours or six (6) hours THR, support their application when submitted and, provided that this is granted, to take all necessary actions to facilitate them to implement it. Moreover within the previous sections we have provided extended information on our policy against discrimination and the policies that are already implemented at our University that help to maintain a good balance between research, teaching and administration.

In closing, we would like to say that the School of Law found the EEC's candid discussions, a constructive learning process. We all believe that this review was a positive experience and feel that we were provided with important input on how to move effectively forward. In addition, we have thoroughly reviewed the findings, strengths and areas of improvement clearly indicated by the EEC



following its review and attempted to respond to each item specifically and succinctly, indicating our actions. In this regards, we are grateful to the EEC for their candid discussions regarding our Department and programmes, and the insightful comments and suggestions throughout their report.



C. Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
Konstantinos Tsimaras	Dean, School of Law	<input type="text"/>

Date: 06/07/2021

APPENDIX 1: EUC CHARTER - ARTICLE III. COUNCIL OF SCHOOL

(EUC Charter pages: 215-26)

ARTICLE III.

COUNCIL OF SCHOOL

Section 1. Purpose

The Council of School shall be a policy formulating body of the School on matters specified below in Section 3: Powers and Responsibilities. In general, it shall coordinate the work of the Committees and shall advise the Dean of School on any matters concerning the planning, development, and general welfare of the School.

The Dean of School shall chair the Council of School.

Section 2. Membership

The Dean of School, the Deputy Dean of School and the Chairpersons of the pertinent Department(s) shall constitute ex officio members of the Council of School. In addition, there shall be elected members as follows:

- Two representatives from each Department elected by the Council of the respective Department as stipulated by the law on private universities of 2005 (s30.-(1)(γ);
- One member representing the Special Teaching Personnel of each Department who is elected by simple majority from their own number;
- One student representative from each department who is elected by simple majority from their own number. The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non - teaching personnel of the School or the admission and academic assessment of individual students. The Chair of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

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

Section 3. Powers and Responsibilities

The Council of School shall deal with matters as follows:

- School planning and development;
- School policy issues;
- School annual budgets and support/facility requirements;
- School Faculty development;

- School Organizational/Structural changes/requirements;
- The nominating and setting of the terms of reference for the formation of task forces outside the domain of existing standing committees to research issues/matters pertinent to the conduct of the School's business;
- Issues to be discussed at standing committees, such as design/revision of academic/curricular programs;
- Issues/Proposals forwarded by other members of the School for general discussion;
- The establishment of policies and procedures for hearing student grievances, which are consistent with the policies of the University. The decisions/recommendations of the Council of School are subject to approval by the Senate.

Section 4. Meetings

The Council of School shall be called for regular meeting at least once every semester and at such other times as designated by the Chair of the Council. Ordinarily, at least one-week notice shall be given of a forthcoming meeting and the agenda shall be circulated. Minutes of the proceedings of the meetings shall be kept and circulated to the members.

Meetings may be requested by the Dean or by a majority of the Council members.

All members are required to attend the meetings of the Council of School. In the event of justified absences, a quorum shall be constituted by the presence of two-thirds of the members.

Appendix II: Charter - Annex 12 School Bylaws

CHARTER: ANNEX 12 SCHOOL BYLAWS (*EUC CHARTER p.213*)

... Omitted

ARTICLE VI. COMMITTEES OF THE SCHOOL: GENERAL PRINCIPLES
(*EUC CHARTER p.218*)

Section 1. Standing Committees

Standing Committees are: the Committee on Academic Programs the Committee on Research; and the Grievance Committee.

... Omitted

Section 3. Grievance Committee (*EUC CHARTER p.221,222*)

a. Purpose

The Grievance Committee shall promote non-discrimination and objective and proper administrative action and decision making at the School. The Committee acts as a forum for hearing and examining relevant grievances by School members, staff and students majoring in a program of the School.

b. Membership

The Grievance Committee shall consist of five members: two full-time School members not on probation appointed by the Dean of School; two administrators appointed by the Rector; and one student representative nominated by the Students' Council and approved by the Rector. Student representatives shall participate only when the Committee examines students' grievances. 222 E.U.C. European University Cyprus

c. Voting

All members of the Committee have voting rights for all Committee business and elections. Each eligible member shall have one vote in Committee meetings and in Committee elections and other relevant business.

d. Quorum

A quorum shall consist of two-thirds of the voting members. Members on official leave or excused from a particular meeting by the Dean of School are not counted in determining the quorum.

Notes: In the case that the Grievance Committee or any of the involved parties (after the decision reached by the pertinent School Grievance

Committee) wish to proceed with the matter further, they can do so by sending the matter into a second – level disciplinary body, accordingly:

- (a) For matters concerning/involving a professional misconduct by a faculty member, the matter is forwarded to the Senate Committee on Faculty Affairs, whereas;
- (b) For matters concerning/involving misconduct by a student, the matter is forwarded to the Senate Committee on Student Affairs.



INTERNAL REGULATION ON

HARASSMENT AND BULLYING POLICY OF THE EUROPEAN

UNIVERSITY CYPRUS

61st Senate Decision: 6 November 2018

Introduction

Scope:

The purpose of this Policy is to state the University's position of the Zero Tolerance of Harassment and Bullying and to raise awareness amongst the University community of behaviour that would be considered Harassment and Bullying. It provides guidance on informal and formal means of dealing with Harassment and Bullying when it occurs. This Policy applies to all registered students of the University (part-time and full-time conventional and distance) all members of staff and faculty and all visitors to the University.

The Policy (in a summarized version) will appear on all Course Outlines, whilst a referral to it will be included on the employs contracts. The full version will be uploaded on the University's webpage.

The aim of the Policy is to:

- Promote a positive environment in which staff and students are treated fairly and with respect;
- Take a zero tolerance approach to all incidents of bullying and harassment;
- Ensure all members of the University community understand their responsibility to contribute to the creation and maintenance of an environment free from bullying and harassment;
- Provide a framework of support for staff and students and for both parties involved in any complaints or allegations
- Provide a mechanism to resolve issues
- To ensure that the University abides by or takes into account relevant laws and regulations, in particular, the Equal Treatment in Employment and the Workplace Law of 2004 (58(I)/2004) and the Equal Treatment of Men and Women in Employment and the Workplace Law of 2002 (205(I)/2002).

The European University abides by the fact that every one of its members is entitled to work and study in a supportive environment that values and promotes personal dignity. The university is thus committed to creating and maintaining a positive work and study environment for all members of its community, and as such it takes all reports of harassment and bullying extremely seriously. The University encourages an informal resolution wherever possible, nevertheless all complaints of harassment or bullying will be regarded seriously and may lead to disciplinary action. Formal complaints will be investigated initially by the Bullying and Harassment Committee, to ensure the procedure is thorough and fair to all parties involved. The Committee will assess whether the complaint needs to be forwarded to the Disciplinary Committee or can be resolved informally.

Individuals who bring a complaint, or act as witnesses to a complaint, under this policy will be protected from victimization or unfavourable treatment arising as a result of bringing the complaint.

What is bullying?

Bullying constitutes behavior which is

- Deliberate
- Has an intent to harm
- Is repeated over time, and
- There is an imbalance of power between victim and bully.

For bullying to have occurred, all four features must be present. For instance, a legitimate work-based request could be deliberate (i.e. purposeful in its intent), repeated, and have a perceived detrimental effect on the staff member's psychological or physical health. However, it would not be unreasonable, since we need to make requests of others in order to get work done. The request does not constitute bullying, as not all four features are present.

Some examples of **bullying** could include:

- Violence
- Shouting
- Sarcasm
- Constant destructive criticism
- Ignoring or ostracising
- Patronising comments
- Setting a person up for failure with impossible workloads and deadlines.

Harassment:

Harassment is unwanted behaviour which has the purpose or effect of violating a person's dignity or creates a degrading, humiliating, hostile, intimidating, or offensive environment. Harassment might be related to:

(a)

- Age
- Disability;

- Race;
- Sex;
- Gender reassignment;
- Religion or belief; or
- Sexual orientation

(b)

Sexual Harassment

(c)

Treating an employee or student less favourably because he or she rejects sexual harassment related to sex or gender reassignment or submits to it (tolerates it or allows it to happen).

Victimization

Victimization is when a person is mistreated because they have made, or intend to make, a complaint of discrimination (including harassment or bullying), or have helped another person to make a complaint by providing evidence or information. Victimization can count as unlawful discrimination and result in disciplinary action, regardless of the outcome of the original complaint.

Procedure for filing a complaint involving a student (student/faculty, faculty/student, administrator/student, student/administrator, administrator/faculty, faculty/administrator)

The University has a clear 2 stage Complaints Procedure to address informal and formal concerns or complaints. In brief this consists of:

Stage 1 Early Resolution

Stage 2 Formal Complaint

1. The Complainant submits an informal complaint to the Chairperson of the Department and Administrator of the School. If the Chairperson is either the complainant or the person the complaint is filed against, then the complaint is submitted to the Dean. If the Dean is involved, then the complaint is submitted to the Rector. The Complaint Document must provide information on:
 - a) the nature of the concern;
 - b) the supporting evidence;
 - c) any actions taken to try to resolve the complaint;
 - d) any outcome/resolution the complainant is seeking
2. The Chairperson after reviewing the informal complaint, forwards this to the Bullying and Harassment committee. The Committee then evaluates whether the complaint can be resolved through mediation (Stage 1: Early Stage Resolution). Mediation services can be offered by the members of KEPSYPA.
3. If mediation in resolving the issues fails or the nature of the complaint is assessed by the Bullying and Harassment Committee as very serious then the case is forwarded to the Grievance Committee (Stage 2: Formal Complaint) where the Charter based procedures are set in motion(https://intranet.euc.ac.cy/intranet/includes/secure_file.cfm?ID=13&menu1)

D=5201). The Grievance Committee should reach a decision within 30 calendar days of receiving the Formal Complaint.

4. The Grievance Committee informs the Rector or Dean or Chairperson in writing upon the decision
5. The Rector or Dean or Chairperson informs all individuals involved upon decision in writing.

Procedures relating to individuals (e.g., administrator/administrator) answering to HR will be provided at a later time with the collaboration of HR.



INTERNAL REGULATION ON

“EUC”s PROCEDURES FOR SUPPORTING STUDENTS WITH LOW GRADE POINT AVERAGE (GPA)”

71st Senate Decision: 7 February 2020

Aiming to develop a proposal/framework on the process and actions to be taken, in order to address and reduce the phenomenon of students' low G.P.A. and its effects, the actions to be taken in order to help reduce the phenomenon, are:

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

These actions are additional to the efforts/support that each individual instructor provides to each student and aim for a timely and early enough diagnosis of the phenomenon in order to facilitate an effective, early intervention.

The following steps will be followed for all students (both conventional and distance education):

1. **The Department of Enrollment** provides the Schools at the beginning of each academic semester (e.g. third week of October and February, respectively) with a list of their students with a low GPA (for undergraduate courses: below 1.80 except for the School of Medicine where the threshold has been set to 2.0; for postgraduate courses: below 2.5; for Ph.D. courses the issues concern late progress in completing the Ph.D-see sample letter attached).
2. **The School** (this concerns all undergraduate and postgraduate Conventional and Distance Learning Programs of Study):
 - (1) ***For first year students at the end of the 1st semester of their studies or for students included in the list for the first time:***
Each affected student is called by the Program Coordinator, in order to ensure that, students are aware of the concern of the Department and School, and that students are indeed properly informed that the Department is available to provide support (e.g. Specifically, students are informed about the role and

importance of the GPA, the possible reasons and causes of the low GPA, and ways for improvement of the situation, which may either involve the student (e.g. further effort) or the Department and School).

(2) For new students, which continue to be in the same situation at the end of the second semester of their studies or for students appearing in the list for a second time:

The process presented in Item 1 above is repeated in the presence of the Chairperson of the Department, for further discussion and enhancement of the process, aiming at the most tangible academic targets and the procedures involved. If needed, the Chairperson of the Department and the Program Coordinator will request the presence of the Dean.

(3) For students who exhibit the phenomenon on a continuous basis:

The possibility of sending a letter from the Dean to the student (registered, in the home address) is considered (see attached "Sample" letters).

For the School of Medicine (undergraduate degrees) in more specific: The students with a GPA lower than 2.0 receive a "Letter of Probation" before the beginning of the second academic year of their studies (September). Students who received a "Letter of Probation" and still maintain an unacceptably low GPA will be given only one last opportunity to correct their GPA during the coming semester (Spring). At the end of the Spring semester of their second year of studies,, these students (e.g. those who have already received a letter of warning in the past), and continue to maintain a very low GPA will receive a "Letter of Dismissal", with the option to either change their program of study (e.g. transfer to biology) or to withdraw from the School. Those students who, on the other hand, have not yet received a "Letter of Probation" in the past, but perform unsatisfactorily, will receive a "Letter of Probation" at the end of the Spring semester of their second year of studies, with subsequent consequences should their performance not improve. This option will be provided this one and only time to those students with failures; no other opportunity will be provided to improve "F" grades. Each student will be notified accordingly, depending on their status.

3. The Department of Enrollment:

Each Student Advisor:

- (1) Contacts/communicates with students and ensures that each student is well informed and advised about the University's grading system and the role of GPA ;
- (2) In the case of students not passing a course, the advisor re-registers them to the same course in order to immediately delete the received F, and thus avoid accumulation of F's. This takes places in the exact following semester in case the affected course is a prerequisite to other courses, in order to avoid accumulation of F's;
- (3) Student advisors are in constant communication with the Program Coordinators in order to secure this process.

- Encl.: (1) Sample Letters (Greek and English version)
(2) Sample Letter of Probation (School of Medicine)
(3) Sample Letter of Dismissal (School of Medicine)
(4) Sample Letter for Ph.D. Students (Department of Enrollement)

..... 2020

Προς

.....

Θέμα: Χαμηλός Μέσος Όρος Βαθμολογίας (G.P.A.)

Αγαπητή/έ.....,

Σε συνέχεια της αναφοράς του/της Προέδρου του Τμήματος και του/της Συντονιστή/τριας του Προγράμματος που παρακολουθείτε κατά το περασμένο ακαδημαϊκό εξάμηνο, παρακαλώ σημειώστε ότι ο μέχρι τώρα μέσος όρος της βαθμολογίας σας (G.P.A.) είναι

Θα ήθελα να σας υπενθυμίσω, επί του προκειμένου, τους κανονισμούς του Πανεπιστημίου μας αναφορικά με τις προϋποθέσεις απόκτησης πτυχίου, οι οποίοι προβλέπουν μέσο όρο βαθμολογίας (G.P.A.) 2.00 και άνω.

Ο/η Πρόεδρος του Τμήματος και ο/η Συντονιστής/τρια του Προγράμματος που παρακολουθείτε μπορούν να σας δώσουν περισσότερες πληροφορίες και σχετική υποστήριξη.

Ελπίζω ότι, κυρίως με την αναβάθμιση των δικών σας προσπαθειών, θα καταστεί δυνατή τόσο μια ποιοτική συνέχιση των σπουδών σας, όσο και η τελική επίτευξη των στόχων σας.

Με εκτίμηση,

.....
Κοσμήτορας,
Σχολή

Κοιν.:

- Συντονιστής/τρια Προγράμματος Σπουδών
- Πρόεδρος Τμήματος

European University Cyprus
6 Diogenous str, 2404 Engomi,
P.O.Box 22006, 1516 Nicosia, Cyprus
Telephone: +35722559514
Fax: +357 22559515

Date XXX

Student's Name: xxxxx
ID: xxxx
Program: Doctor of Medicine, MD

Re: Letter of Probation for G.P.A. of less than 2.0

Dear [Name of Student],

I regret to inform you that, due to your low cumulative Grade Point Average (GPA), you are being placed on academic probation. You will remain on probation and will be subject to dismissal until your cumulative GPA reaches or exceeds 2.00.

Academic Probation status is serious. You must raise your cumulative GPA to 2.00 to return to good standing and to receive your degree. According to European University Cyprus bylaws and the decision outlined by the EUC 48th Senate, students with a GPA lower than 1.7 at the end of their second year (year 2) are subject to dismissal (termination).

The School of Medicine is committed to helping you improve your academic performance so that you can return to good standing and make progress toward your degree. We will provide you with the services and activities to help you achieve academic success. In return, you must commit yourself to work diligently. It is my sincere hope that you will be successful next semester.

Sincerely,

Professor Elizabeth O. Johnson
Acting Dean
School of Medicine
European University Cyprus

CC: Professor Ioannis Patrikios, Chair, Department of Medicine
Professor Loizos Symeou, Vice-Rector of Academic Affairs
Dr. Christos Tsiappas, Director of Enrollment

European University Cyprus
6 Diogenous str, 2404 Engomi,
P.O.Box 22006, 1516 Nicosia, Cyprus
Telephone: +35722559514
Fax: +357 22559515

Date XXX

Student's Name: xxxxx
ID: xxxx
Program: Doctor of Medicine, MD

Re: Letter of Dismissal
Dear [Name of Student],

As you are aware, on [date of probation letter] you were placed on academic probation because your cumulative Grade Point Average (GPA) was below 2.00.

After careful review of your academic performance, the School of Medicine must regrettably inform the Rectorate and Director of Admissions that you have not made satisfactory progress and are recommended for dismissal from the Doctor of Medicine, MD, program.

According to European University Cyprus bylaws and the decision outlined by the EUC 48th Senate, students with a GPA lower than 2.0 will not be eligible for graduation.

While you are being dismissed from the program of Doctor of Medicine, you may wish to explore your options of transferring to another program in Life Sciences, such as Biology, offered by European University Cyprus. We will be happy to assist you in this process. We wish you the best in your future endeavors.

Sincerely,

Professor Elizabeth O. Johnson
Acting Dean
School of Medicine
European University Cyprus

CC: Professor Ioannis Patrikios, Chair, Department of Medicine
Professor Loizos Symeou, Vice-Rector of Academic Affairs
Dr. Christos Tsiappas, Director of Enrollment

..... 2020

Προς

.....

Αγαπητή κα,

Με την παρούσα επιστολή θα ήθελα να σας ενημερώσουμε για τα παρακάτω:

Η διάρκεια των διδακτορικών σπουδών του Πανεπιστημίου είναι 3-6 χρόνια με τη δυνατότητα χορήγησης αναστολής φοίτησης μέχρι και ένα (1) ακαδημαϊκό έτος.

Είστε εγγεγραμμένη στο πρόγραμμα διδακτορικών σπουδών στις από το Φθινοπωρινό Εξάμηνο 201....., και συνεπώς αναμένεται να ολοκληρώσετε τις σπουδές σας μέχρι το τέλος του Εαρινού Εξαμήνου 202..... Αυτό σας δίνει περιθώριο ακόμη τεσσάρων (4) εξαμήνων φοίτησης. Δείτε αναλυτικά τη σχετική αναλυτική σας βαθμολογία στο συνημμένα.

Επιπρόσθετα, θα ήθελα να σημειώσω ότι είστε εγγεγραμμένη στάδιο υποστήριξης πρότασης διατριβής (PHD801) για έξι (6) συνεχή εξάμηνα (από το S20....).

Με βάση τα πιο πάνω δεδομένα, και επειδή μας προβληματίζει η καθυστέρηση που παρατηρείται στην πρόοδό σας στο Πρόγραμμα, σας ενημερώνω ότι για την εντός του εναπομείναντα χρόνου ολοκλήρωση των διδακτορικών σας σπουδών, απομένουν οι εξής επιλογές:

(α) Μέχρι το επίσημο τέλος του τρέχοντος εξαμήνου (Φθινοπωρινό 20...), θα πρέπει να ολοκληρώσετε επιτυχώς το μάθημα PHD801. Στη συνέχεια θα έχετε στη διάθεσή σας ακόμη τρία (3) εξάμηνα για να ολοκληρώσετε το στάδιο συλλογή και ανάλυση δεδομένων (PHD802) και συγγραφή και υποστήριξη διδακτορικής διατριβής (PHD803).

β) Εάν τυχόν δεν ολοκληρώσετε επιτυχώς το μάθημα PHD801 μέχρι το τέλος του Φθινοπωρινού Εξαμήνου 20..., το Πανεπιστήμιο θα προχωρήσει στην καταχώρηση βαθμολογίας F. Θα μπορείτε να επανεγγραφείτε στον ίδιο κωδικό μαθήματος το επόμενο εξάμηνο με επιπρόσθετο κόστος 1.500 ευρώ. Στη συνέχεια θα έχετε ακόμη τρία (3) εξάμηνα για να ολοκληρώσετε τα μαθήματα PHD801, PHD802, PHD803.

Τέλος, σε περίπτωση που τα πιο πάνω δεν μπορούν να εφαρμοστούν, θα σας δοθεί η δυνατότητα, μετά από υποβολή αίτησης στο Τμήμα Εγγραφών και κοινοποίηση στο/την Πρόεδρο του Τμήματος, να επιλέξετε να μετεγγραφείτε από το διδακτορικό στο οποίο φοιτάτε σε ένα μεταπτυχιακό του Ευρωπαϊκού Πανεπιστημίου Κύπρου με αντιστοίχιση μαθημάτων που έχετε ήδη παρακολουθήσει και παρακολουθήσει των μαθημάτων που υπολείπονται.

Βασική επιδίωξη του Πανεπιστημίου είναι η στήριξη των φοιτητών και φοιτητριών μας με απώτερο σκοπό την ακαδημαϊκή τους πρόοδο και επιτυχή αποπεράτωση των σπουδών τους.

Τόσο εγώ, όσο και η επόπτριά σας, ο συντονιστής του διδακτορικού προγράμματος και ο/η Πρόεδρος του Τμήματος παραμένουμε στη διάθεσή σας για οτιδήποτε περαιτέρω.

Χρίστος Τσιάππας

Διευθυντής Τμήματος Εγγραφών

APPENDIX 5 – SCHOOL BYLAWS (EUC Charter: pages 212-223)**CHARTER: ANNEX 12****SCHOOL BYLAWS****PREAMBLE**

The School shall consist of the Rector of the University, the Vice-Rector(s), the Dean of School, all full-time Faculty members and Special Teaching Personnel of the School, University Administrators who teach courses at the School and/or have direct involvement in the admissions, registration and other affairs that affect the programs and the conduct of business of the School, as well as those students, both Undergraduate and Post-Graduate, who are registered in one of the academic programs of the School and receive their academic advising from academic members of the School.

The School serves the educational/instructional needs of Undergraduate and PostGraduate students, facilitates, supports and promotes the research and teaching efforts of the academic members, and strives to promote intellectual collegiality and community within the School and the 'University' at large, as well as beyond the academic boundaries of the University.

The following Bylaws, so prepared and approved by the School, comply fully with and support the Purpose, Mission and Objectives of the 'University', as stated in the Charter.

ARTICLE I. MEMBERSHIP**Section 1. Membership**

Members of the School shall be all full-time Faculty of all ranks, plus all full time Special Teaching Personnel.

The Rector, the Vice-Rector(s), the Dean of School, the Chief Executive Officer/Director, the Registrar, the Director of Admissions, the Director of Human Resource Management, the Head Librarian, and Faculty Emeriti shall be ex officio members of the School. Students who are registered in one of the academic programs of the School and receive their academic advising from academic members of the School are also considered members of the School. Academic personnel from other Schools of the 'University', who teach two or more courses on a regular basis at the School may attend meetings as observers.

Section 2. Voting Rights

All members eligible to serve on committees have voting rights for all business and elections of the pertinent committees they serve on. Each eligible member shall have one vote in Committee meetings and in School business and elections.

Section 3. Responsibilities

The responsibilities of the academic members of the School are primarily in the areas of planning, designing and conducting academic programs of instruction, engaging in scholarly activity and research in their field of

expertise, and providing service to the School /University and the community. These are consistent with the relevant Internal Regulations and the Charter.

ARTICLE II. OFFICERS OF THE SCHOOL

Section 1. The Dean of School

- a. The Dean of School shall be the chief academic and administrative officer of the School, and shall be elected according to the provisions of the Law on Private Universities of 2005 (s. 29.(1) – (2)). He/she shall moderate all regular and special meetings of the School. The School Dean is accountable/reports to the Rector. He/she provides leadership in the School in formulating educational policy, and is responsible for the management of the School's resources and staff management. He/she acts as agent of the School in executing School policy, and serves as the medium of communication for all official business of the School with other University authorities and bodies, the students and the public.

The Dean of School has ultimate responsibility for the general welfare and development of the School. More specifically, he/she serves as both leader and resource manager in matters concerning recruitment, development and welfare of current members, program development and quality assurance, long range planning, School organizational patterns, and policy formulation.

- b. The Deputy Dean of School has all functions of the Dean of School in his absence or temporary incompetence, and shall be elected according to the provisions of the Law on Private Universities of 2005 (s. 29.(1) – (2)). In the absence of the Deputy Dean, the Dean designates one of the Chairpersons of Department to chair a meeting.
- c. The Dean of School and the Deputy Dean of School shall be ex officio member of all standing committees.

Section 2. Duties and Responsibilities of the Dean of School

(See Appendix A)

ARTICLE III. COUNCIL OF SCHOOL

Section 1. Purpose

The Council of School shall be a policy formulating body of the School on matters specified below in Section 3: Powers and Responsibilities. In general, it shall coordinate the work of the Committees and shall advise the Dean of School on any matters concerning the planning, development, and general welfare of the School.

The Dean of School shall chair the Council of School.

Section 2. Membership

The Dean of School, the Deputy Dean of School and the Chairpersons of the pertinent Department(s) shall constitute ex officio members of the Council of School. In addition, there shall be elected members as follows:

- Two representatives from each Department elected by the Council of the respective Department as stipulated by the law on private universities of 2005 (s30.-(1)(γ);
- One member representing the Special Teaching Personnel of each Department who is elected by simple majority from their own number;
- One student representative from each department who is elected by simple majority from their own number. The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non - teaching personnel of the School or the admission and academic assessment of individual students. The Chair of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

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

Section 3. Powers and Responsibilities

The Council of School shall deal with matters as follows:

- School planning and development;
- School policy issues;
- School annual budgets and support/facility requirements;
- School Faculty development;
- School Organizational/Structural changes/requirements;
- The nominating and setting of the terms of reference for the formation of task forces outside the domain of existing standing committees to research issues/matters pertinent to the conduct of the School's business;
- Issues to be discussed at standing committees, such as design/revision of academic/curricular programs;
- Issues/Proposals forwarded by other members of the School for general discussion;
- The establishment of policies and procedures for hearing student grievances, which are consistent with the policies of the University.

The decisions/recommendations of the Council of School are subject to approval by the Senate.

Section 4. Meetings

The Council of School shall be called for regular meeting at least once every semester and at such other times as designated by the Chair of the Council. Ordinarily, at least one-week notice shall be given of a forthcoming meeting and the agenda shall be circulated. Minutes of the proceedings of the meetings shall be kept and circulated to the members.

Meetings may be requested by the Dean or by a majority of the Council members.

All members are required to attend the meetings of the Council of School. In the event of justified absences, a quorum shall be constituted by the presence of two-thirds of the members.

ARTICLE IV. ORGANIZATION OF THE SCHOOL

Section 1. Departments

a. The School is organized into Departments.

The Council of each Department is comprised of the following:

- (i) all full-time faculty members;
- (ii) one representative of the special teaching personnel who is elected by simple majority from their own number;
- (iii) student representatives who are elected from their own number and in number that equals 20% of the other members of the Council of Department. The student representatives are elected by simple majority by the students who are registered in one of the academic programs of the pertinent department and receive their academic advising from academic members of the department. The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non - teaching personnel of the School or the admission and academic assessment of individual students. The Chair of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

The Chairperson of Department is the chief academic and administrative officer of an academic department and is responsible for its academic affairs and the general welfare and development of the department. He/she provides leadership to the members of the Department and the students within the department's discipline(s), as well as represents the department in School and University matters. The Chairperson of Department shall meet and consult regularly with the faculty in his/her respective Department.

The Council of Department elects one faculty member to serve as the Chairperson of Department. The Chairperson of Department shall be elected for a two-year term.

Section 1.2. Duties and Responsibilities of the Chairperson of Department

(See Annex 13, Appendix A)

Section 1.3. Program Coordinator (See Annex 13, Appendix B)

ARTICLE V. MEETINGS OF THE SCHOOL

Section 1. Regularly Scheduled Meetings

- a. Regularly scheduled meetings of the School shall be held at least once during each of the Fall and Spring semesters for the purpose of transacting pertinent business.
- b. The schedule and agenda for regular meetings are prepared and distributed by the Dean of School.
- c. Other items to be included on the agenda requiring School action may be submitted by any voting member of the School. Ordinarily, matters requiring action should be in writing and in the hands of the Dean at least seven days prior to the meeting, and shall be circulated with the agenda to each member in the call to the meeting, which should be distributed to the members at least three days prior to the meeting.

Section 2. Special / Extra-Ordinary Meetings

Special (extra-ordinary) meetings may be called by the Dean, or at the written request of one-third of the voting members, stating the purpose for which the meeting is called. Unless the subject is declared as urgent by the Dean, the call to the special meeting shall be distributed not less than three days in advance, and shall state the purpose of the special meeting. The agenda of a special meeting (or extra-ordinary meeting) shall be limited to the specific purpose as stated in the call to the special meeting.

Section 3. Access to the Floor

All members of the School, voting and nonvoting, shall have access to the floor at meetings of the School.

Section 4. Invited Persons

Members of –the University (other than those specified in Article 1, Section 1) may attend meetings at the invitation of a full-time School member. The Dean must be notified in writing of the invitation of guests at least three days prior to the meeting, and approve the invitation.

Section 5. “Important Business” Rule

Any piece of business designated as “important business” by the Dean of School or by a majority vote of the School members cannot be both introduced and voted on at the same meeting. Important business can be voted on only at or after a second regular or special meeting of the School.

Section 6. Voting

A motion, to become effective, requires a simple majority of the voting members present. The Dean shall cast the winning vote in the event of a tie. Proxy voting is not recognized.

ARTICLE VI. COMMITTEES OF THE SCHOOL: GENERAL PRINCIPLES

Section 1. Standing Committees

Standing Committees are: the Committee on Academic Programs the Committee on Research; and the Grievance Committee.

Section 2. Membership of Standing Committees

- a. Members of Committees The Council of School designates, following nominations, members of standing committees. All full-time Faculty (excluding ex officio members) are eligible for service on a Standing Committee. In addition, one representative from the Special Teaching Personnel will be designated to serve on a standing committee.

A term of service on a Standing Committee is two years.

If a member resigns or otherwise becomes unavailable for service on a Standing Committee, a special election to fill the remainder of the vacancy shall be held, unless the remainder of the term of service on the committee is less than one semester, in which case, the Dean of School shall appoint a replacement member.

- b. Student Members of Standing Committees Student members of Standing Committees shall be nominated by the Student Council according to procedures established by the Students' Council of –the 'University'. They shall be students majoring in one of the programs of the School, and shall be students in good academic standing that completed at least 21 credit hours of instruction in the School.

Section 3. Procedures for Committee Elections

School Standing Committees are comprised by an equal number of representatives from the Departments of the School. A member of the School wishing to place in nomination another member must obtain the consent of the nominee before such a nomination is certified. Eligible members may nominate themselves in writing to the Dean of School, who leads and controls the procedure.

Departmental representatives to Standing Committees shall be members of the Department they represent and shall be nominated and elected by each Department by the end of the Spring semester of each year for service beginning the following academic year. Departmental representatives to Committees shall be nominated and elected by the voting members within each Department.

Section 4. Election of Standing Committee Chairs

Each Standing Committee shall elect its own Chair from among its voting members.

Section 5. Meetings of Standing Committees

Adequate notice of meetings of any Committee shall be given to all its members. Committee meetings may be called by the Chair or at the request of at least two Committee members. Committees shall circulate minutes in a timely fashion to members of each Standing Committee and to the Dean of School.

Section 6. Quorum (for Standing Committees)

A quorum in a standing committee shall consist of 50 percent plus one of the voting members (except where expressly stated differently). Members on official leave or excused from a particular meeting by the Dean of School are not counted in determining the quorum.

Section 7. Decisions of Standing Committees

All decisions/recommendations reached by Committees are subject to final approval by the Council of School.

ARTICLE VII. PURPOSE AND MEMBERSHIP OF INDIVIDUAL COMMITTEES OF THE SCHOOL

Section 1. Committee on Academic Programs

a. Purpose

The Committee on Academic Programs shall have primary responsibility for the curricular programs of the School. In this regard, the Committee shall review all aspects of the educational programs of the School; review and approve proposals for the establishment of departmental, interdisciplinary, and general education programs in the School; review and approve all departmental, general educational, and interdisciplinary courses offered by the School; and formulate and review other academic policies and procedures.

Recommendations of the Committee on Academic Programs shall be submitted to the Council of School for review and recommendations. The Council of School then, through the Dean of School, forwards such proposals to the University Senate for review and approval.

b. Membership

The Committee on Academic Programs shall consist of two members of the voting Faculty, one member of the Special Teaching Personnel (STP) and one student representative from each department. The Dean of School, the Deputy Dean of School, the Chairperson(s) of the Department(s) and the Program Coordinators are ex officio members.

c. Voting

All members of the Committee have voting rights for all Committee business and elections. Each eligible member shall have one vote in Committee meetings and in Committee elections and other relevant business.

d. Quorum

A quorum shall consist of two-thirds of the voting members. Members on official leave or excused from a particular meeting by the Dean of School are not counted in determining the quorum.

Section 2. Committee on Research

a. Purpose

To organize the discussion of research needs within the School and to facilitate the development of research proposals for grants and other funding sources.

b. Membership

The Committee on Research shall be composed of the Dean of School, the Deputy Dean of School, the Chairpersons of the Department(s), and two representatives from the faculty of each Department. The Coordinators of Departmental Research Units / Groups are also members.

c. Voting

All members of the Committee have voting rights for all Committee business and elections. Each eligible member shall have one vote in Committee meetings and in Committee elections and other relevant business.

d. Quorum

A quorum shall consist of 50 percent plus one of the voting members. Members on official leave or excused from a particular meeting by the Dean of School are not counted in determining the quorum.

Section 3. Grievance Committee

a. Purpose

The Grievance Committee shall promote non-discrimination and objective and proper administrative action and decision making at the School. The Committee acts as a forum for hearing and examining relevant grievances by School members, staff and students majoring in a program of the School.

b. Membership

The Grievance Committee shall consist of five members: two full-time School members not on probation appointed by the Dean of School; two administrators appointed by the Rector; and one student representative nominated by the Students' Council and approved by the Rector. Student representatives shall participate only when the Committee examines students' grievances.

c. Voting

All members of the Committee have voting rights for all Committee business and elections. Each eligible member shall have one vote in Committee meetings and in Committee elections and other relevant business.

d. Quorum

A quorum shall consist of two-thirds of the voting members. Members on official leave or excused from a particular meeting by the Dean of School are not counted in determining the quorum.

Notes: In the case that the Grievance Committee or any of the involved parties (after the decision reached by the pertinent School Grievance Committee) wish to proceed with the matter further, they can do so by sending the matter into a second – level disciplinary body, accordingly:

- (a) For matters concerning/involving a professional misconduct by a faculty member, the matter is forwarded to the Senate Committee on Faculty Affairs, whereas;
- (b) For matters concerning/involving misconduct by a student, the matter is forwarded to the Senate Committee on Student Affairs.

Section 7. Other Special Committees

Other committees (ad hoc or task forces) may be established for the purpose of facilitating business within the School.

The pertinent Dean of School, following a decision of the pertinent School Council, establishes these committees as the need arises; whereas the final composition of the Committee(s) is subject to final approval of the School Council. Academic personnel from other Schools of the University, and/or experts from outside the University, may be members of these special committees. They are appointed for a specified time period and are terminated at the end of the specified time.

Section 8. Sub-Committees

The purpose, jurisdiction, and membership of sub-committees of Standing Committees are determined annually by the Dean of School in consultation with the Council of School and the Chairs of the Standing Committees. At least one member of such a Committee, usually the Chair, must be an elected member of the pertinent Standing Committee. These committees shall continue to function until terminated or until superseded by new committees as established above.

ARTICLE IX. AMENDMENTS

Amendments to these By-Laws of the School may be proposed by the Dean of School, by the Council of School, or by a signed petition by at least one third of the voting School members.

Proposed amendments to these By-laws shall be submitted in writing to the Chair of the Council of School. The issue shall be put on the agenda for discussion at the next regular meeting of the School or at a special meeting called for that purpose, not later than six weeks from the date of submission of the amendments. In the latter case, notice of the meeting shall be sent in writing to all members of the School at least five days in advance.

Amendments must be approved by a majority vote at a School meeting. They are considered as recommendations, and only become effective upon the approval by the Senate and the Council and subject to the Charter and the Law on Private Universities of 2005 (s. 43).

APPENDIX 6 - SENATE BYLAWS (*EUC Charter pages 203-212*)**CHARTER: ANNEX 11****SENATE BYLAWS****ARTICLE I. PURPOSES AND POWERS****Section 1**

The Senate of the 'University' is the supreme academic authority of the University and shall, subject to the powers of the Council as provided in the Charter, be responsible for the academic work of the University, both in teaching and in research, and for the regulation and superintendence of the education and discipline of the students of the University. The Senate, having been created by direction of the academic community of the University to act by and for that body, is endowed with all the legislative powers and authority of the University to adopt and to amend bylaws governing its composition, organization, and procedures, such bylaws approved by the Rector and the President, and ratified by the Council. The bylaws shall provide for such standing and special committees as may be needed.

Section 2

The Senate of the 'University' shall exercise legislative functions dealing with the general educational and research policy of the University and perform all of the functions set forth in the Law on Private Universities of 2005 (s. 26-(1)) and in the Charter.

Section 3

These Bylaws and all amendments shall constitute the rules and regulations governing the conduct and procedure of the Senate of the 'University' - in the performance of those duties authorized and empowered by the 'University' Council.

ARTICLE II. MEMBERSHIP**Section 1. Members**

The composition of the Senate shall be as follows:

- (1) The Rector;
- (2) the Vice-Rector(s);
- (3) the Deans of Schools;
- (4) the Head of Administration;
- (5) two faculty members from each academic School nominated and elected from among the full-time faculty not on probation of each School;

(6) one representative of the special teaching personnel from each School nominated and elected from among the full-time special teaching personnel not on probation of each School;

(7) one student representative from each School, elected by the students of the School in good academic standing.

The Rector shall be ex officio the presiding officer of the Senate.

The elections for faculty and special teaching personnel shall be held before the end of the spring semester and shall take place in each School, department or equivalent academic unit, by secret ballot, after open nominations.

Academic member vacancies, which occur during a term of service, shall be filled for the remainder of that term in the same manner as the original election. Any student vacancy occurring during an elected term of office shall be filled by the Student Union Association, with the concurrence of the Dean of the School concerned.

The student members participate in the discussion and voting of all matters before the Senate, except those matters that the Senate deems as highly confidential. Indicatively, these may be matters related to student, staff or academic member grievances, disciplinary actions, grading, and similar sensitive issues for the University or for individuals. The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non-teaching personnel of the University or the admission and academic assessment of individual students. The Chairman of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

Additionally, as the case may warrant, the Rector may invite administrative officers, academic members, staff, or outside experts to present topics of interest to the Senate and its standing committees. Such guests shall have the privilege of the floor but without vote.

Section 2. Duties and Functions

The Senate shall be the supreme academic body of –the ‘University’ and shall, in keeping with the Charter the ‘University’ , be responsible for the totality of academic work, and in that regard exercise legislative functions dealing with the general educational policy of the University as well as student activities and affairs. These include all matters where the Rector determines there is a need for uniform policy throughout the University, as distinguished from those affecting a single School, Department or other academic unit, in order to promote the academic work of the University both in teaching and research and for the regulation and supervision of the education and discipline of the students of the University.

The Senate shall review all changes in existing policies or the establishment of new policies relating to such matters. It shall consider and make decisions on any matters referred to it.

More specifically, among others, the Senate has responsibility and authority on the following matters:

- a) All powers vested in it by the Law on Private Universities of 2005 (§26.-(1)).
- b) All powers vested in it by the Charter of the University.
- c) Reviews, makes decisions and approves new programs and academic proposals, as well as approves amendments to existing academic programs.
- d) Approves admissions and degree requirements.
- e) Approves the system of grading and student promotion.
- f) Constitutes a second-level decision body, as well as second-level disciplinary body
- g) Establishes and approves general and specific academic policies and procedures
- h) Reviews the academic standing and other affairs pertaining to students
- i) Determines the building, technological and teaching aids and facilities requirements necessary for the smooth functioning of the instructional and research needs of the University
- j) Oversees and approves the development of relations between the University and other academic institutions, research institutes and centres, European and international organizations.
- k) Reviews proposals and makes recommendations to the Council for the establishment of schools, departments, institutes and research centres.
- l) Establishes committees (standing or ad-hoc) from among its members and may at its discretion transfer to them any of its duties and functions.
- m) Exercises any powers necessary to carry out its duties and responsibilities, as well as regulates its own rules and procedures, according to the Law, the Internal Regulations and policies of the 'University'. The decisions of the Senate are forwarded to the Council of the University for final decision and ratification.

Section 3. Term of Office

The term of office of Senate members shall be two years, with eligibility for re-election. Normally, elected members shall not serve more than two consecutive terms.

Student members of the Senate shall hold office for one year.

Section 4. Jurisdiction and Appeals

The Senate may, at its discretion, prepare a statement to serve as a guide to those specific matters falling within its jurisdiction. In the event that any member of the Senate shall question the jurisdiction of the Senate in matters before it, it shall be the Senate to vote by simple majority on the issue.

ARTICLE III. OFFICERS

The Senate shall have as its Chair and presiding officer the Rector of the University.

The Chair shall appoint a secretary (ordinarily this being the Assistant to the Rector), and may also appoint other officers to perform specific assignments deemed necessary by the members of the body.

ARTICLE IV. RULES AND PROCEDURES FOR MEETINGS

Section 1. Regular Meetings

The Senate shall hold regular meetings, at least one during each academic semester.

The Rector may call meetings whenever he deems it necessary. The call to meeting, along with agenda, shall be distributed five (5) working days prior to the meeting, except where in the judgement of the Rector the matter is urgent.

With the Senate's decision, it shall be possible for matters not included in the agenda to be discussed, which by their nature were not possible to be foreseen at the time of preparing the agenda.

Section 2. Special meetings

Special meetings may be called by the Rector upon petition of one-third of the members of the Senate, provided that sufficient cause and minimum notice of two weeks is given to the Rector. Only business mentioned in the call of a special meeting can be transacted at such a meeting.

Section 3. Quorum

A simple majority of the members shall constitute a quorum. A motion, to become, effective, requires a simple majority.

Section 4. Decisions

Decisions of the Senate are taken by simple majority of the voting members present. The Chair of the Senate casts the winning vote in case of a tie.

Section 5. Access to Non-members

The Senate may decide to give access to non-members to sit in its meetings. However, only members shall have voting privileges, while non-members shall have the privilege of the floor only when specifically provided for by the Senate.

Section 6. Minutes

Minutes are kept for all meetings of the Senate. Following their approval, the minutes are communicated to its members. The decisions of the Senate shall be open to the University academic and administrative community.

Section 7. Procedures

The Rector shall determine the order of business in any meeting of the Senate, except where expressly stated otherwise in these bylaws.

Section 8. Exclusions from Meetings

Members of the Senate are excluded from the proceedings (deliberations and decisions) on matters directly relevant or affecting their person or family.

ARTICLE V. SENATE ORGANIZATION

The Senate shall have the power to establish appropriate committees as may be needed for the orderly and efficient handling of its business. Faculty members and special teaching personnel who are not members of the Senate may be included on Senate committees, except where otherwise specified.

All other matters of internal organization shall be as provided in the Bylaws.

ARTICLE VI. COMMITTEE ORGANIZATION

Section 1—Committee Review Procedures

In most cases, the regular operations of the Senate shall follow a committee review procedure, and the Senate shall submit all matters of substance for committee study, decisions, and/or action prior to definitive action. Standing committee business may be initiated by each committee, the Chair of the Senate, an individual member of the Senate, or by a vote of the academic community of the University. In certain cases, the Senate may decide to act as a committee of the whole, without prior committee review procedure.

Section 2—Committee Organization

Until such time as the Senate amends this pattern, the committees listed in Article VII of these Bylaws shall constitute the standing committees of the Senate. These committees, through their chair, shall, at all regular meetings of the Senate, make a brief verbal report of business transacted.

The text of any motions or resolutions that are to be proposed by committees at a Senate meeting shall be provided to the Rector ten (10) working days before the meeting, and shall be forwarded to Senate members by the Rector five (5) working days prior to the meeting.

In addition, each committee shall present a written, annual report or committee minutes to the Rector in the spring semester of each academic year. This report, which shall be submitted to the Rector by the end of the second full week of classes, shall include a summary of the major items considered by the committee during the full year and the disposition of each.

Section 3—Committee Elections

The Senate at the first Senate meeting of the academic year shall elect all standing committees. All members of standing committees shall serve for a two-year term, or until their successors assume office, and shall be eligible for re-election. Within ten (10) working days after the election of a new committee, the chair of the outgoing committee shall call a meeting of the new committee and transfer current committee records to it.

Section 4—Committee Service

All elected members of the Senate shall have at least one Senate committee assignment. Faculty members, special teaching personnel and students, who are not members of the Senate may be nominated to Senate committees. Committee members who are not members of the Senate shall be afforded all rights of committee membership, including voting, but shall have none of these rights in the Senate.

Section 5—Committee Vacancies

The Rector shall fill vacancies on committees that occur between regular elections, other than those resulting from a vacancy in the Senate term of service.

Section 6—Committee Procedures

Each committee functions according to the procedures approved by the Senate and as detailed in article VII, Section 2 of these Bylaws. Each committee shall decide on its meeting dates, but shall meet at least once a semester. A majority of committee members shall constitute a quorum. Prior public notice of all committee meetings shall be provided whenever practicable.

Section 7—Committee Minutes

All committees shall keep minutes of all meetings, including a list of members present and members absent. The minutes of the committee meetings shall be submitted to the Secretary of the Senate within fourteen (14) days following the date of their approval by the particular committees. The minutes of standing committees shall be in addition to reports as required by Article VI, Section 2 of these Bylaws.

The minutes of all standing committees shall be open to inspection by the academic community of the 'University'.

ARTICLE VII. COMMITTEES

Section 1. Senate Standing Committees

There shall be such standing (permanent) and/or other special committees as the Senate may determine. The objectives and membership of such committees may include but not be limited to the following:

1. COMMITTEE ON RESEARCH

- To review and make decisions for research programs
- To facilitate the promotion of research among faculty members (including evaluation procedures and evaluation criteria), and the conduct of research in general at the 'University' (including research by students at the undergraduate and graduate level)

Composition:

Vice-Rector of Research (Chair);

Deans of Schools;
Department Chairpersons (one from each School);
Faculty members (one from each School);
1 Special Teaching Personnel Member (Senate Member);
Representative of the Research Centre;
Representative of Administration.

2. COMMITTEE ON ACADEMIC PROGRAMS

- To review new programs and amendments on existing programs of study.
- To review admissions and degree requirements.
- To review the system of grading and student promotion.
- To review the academic standing and other affairs pertaining to students.

Composition:

Vice-Rector of Academic Affairs (Chair);
Deans of Schools;
Director of Admissions;
Director of Enrollment;
Department Chairpersons (one from each School);
Faculty members (one from each School);
1 Special Teaching Personnel Member (Senate Member);
President, Student Union.

3. COMMITTEE ON FACULTY AFFAIRS

- Constitutes a second-level disciplinary body to examine professional misconduct by faculty members.
- Constitutes a second-level body to examine grievances by faculty members and staff.
- To review matters pertaining to the general welfare and professional development of faculty members and staff.

Composition:

The Senate will have the authority to appoint the members of the Committee, accordingly.

4. COMMITTEE ON STUDENT AFFAIRS

- The review and publication of Student Guide for Programs of Study, University
- Policies and Student Life at the 'University'.
- Constitutes a second-level disciplinary body to examine academic misconduct by students.
- Student affairs such as career counselling, student exchanges, student transfers, etc.
- Personal matters of students, financial assistance, counselling, medical issues, special needs of students, etc.

- To oversee general student life at the 'University' and adequacy of various facilities (bookstore, cafeteria, clubs, cultural life, sports, etc.).
- To prepare and implement a Code of Conduct of students within the University and in the Community.

Composition:

The Senate will have the authority to appoint the members of the Committee, accordingly.

5. SPECIAL AND AD HOC COMMITTEES (INCLUDING MATTERS OF DISCIPLINE)

Function and composition decided by the Senate according to needs.

Note: Membership on any of the above committees is not limited to members of the Senate.

Section 2. General Standing Committee Procedures

The committees shall follow the general procedures as outlined below:

1. Committee Chairs:

- a) Committee Chairs shall normally serve a two-year term, and are to:
 - establish committee agendas;
 - organize and lead committee meetings;
 - assure that committee minutes are promptly sent to the Secretary of the Senate;
 - report committee decisions to the Senate; and
 - file a written report annually with the Senate and report otherwise as directed by the Senate.
- b) Committees may establish subcommittees that facilitate the committees' work. Subcommittee members do not need to be approved by the Senate. However, only Senate approved members may cast votes that represent decisions of the standing committees.

2. Jurisdiction

- a) A committee addresses issues relevant to its objectives statement that is decided and/or approved by the Senate. The committee decisions are subject to approval by the Senate.

ARTICLE VIII. AMENDMENTS

The Senate shall have the power to consider and adopt by a two-thirds majority vote any amendments to or modifications of these Bylaws, provided a quorum exists. Amendments to these Bylaws may be proposed at any time by one-third of the members of the Senate. Amendments decided by the Senate

shall become effectual after approval by the Council and subject to the Charter and the Law on Private Universities of 2005 (s. 43).

APPENDIX 7 – INTERNAL REGULATIONS FOR STUDENTS WITH SPECIAL NEEDS (EUC Charter pages: 55-63)

INTERNAL REGULATIONS FOR STUDENTS WITH SPECIAL NEEDS

(Prepared by the Committee for Students with Special Needs)

A. POLICIES FOR STUDENTS WITH SPECIAL NEEDS

European University Cyprus, in the framework of maintaining high quality in education, and in accordance to Law of Education of Students with Special Needs and the relevant Regulations (Ο Περί Αγωγής και Εκπαίδευσης Παιδιών με Ειδικές Ανάγκες Νόμος του 1999), (No. 113(I) of 1999), referred to as “The Law”, and particularly Part VII article 51 of the Regulations, has formulated the following policy for students with special needs:

1. General

The University offers students with special needs all the opportunities for equality in terms of the education provided and the guidance offered, so that students may develop their potential to the maximum. This is done through the policy of inclusion, where participation is promoted and support is provided according to individual needs. The definition of student with special needs is given in the definitions part of the Law.

1.1. The Role of the Special Committee

A Special Committee is appointed by the University, to which all students with special needs will be referred, and which will confirm older or specify new recommendations according to older recommendations of the District Committee (operating at Ministry of Education and Culture in accordance with the Law) or according to new examinations of the student, and will coordinate the support of the students with special needs.

1.2 Procedure of Identification

- Every student with special needs will report on the application/registration form, where there is a relevant question, upon application/registration.
- The Admissions Office will refer the student to the Special Committee.
- The student fills in the Students with Special Needs Form given out by the Admissions Office and kept by the Special Committee, where s/he gives all necessary information and documentation from previous support in school.
- The Special Committee confirms to the Admissions Office the special needs of the student and later coordinates the support, including appropriate information/ sensitization/training to the instructors and other staff involved with the student.

When a new student is suspected of having special needs, after agreement with the student, the Special Committee examines the student's case and defines his/her individual needs.

1.3 Inclusion

Students with special needs participate in University activities with the official program of studies and schedule of classes, except when this is modified according to the student's special needs, as when the student is exempted from a course, owing to the individual disability. Moreover, special new technology is provided for support of the student, and individual learning program is developed as much as possible (articles 52,55,56 of Regulations). A student with special needs has priority for residence in a residence hall (article 54 of Regulations).

2. Examples of Special Needs and Possible Provisions

Short descriptions of common examples of special needs, with possible provisions related to the ones listed in the Regulations, Part VII articles 55 and 56 for support in learning and Part VIII 61-68 for examination allowances, are as follows:

2.1 Learning Disabilities

Included are "Specific Learning Difficulties", "Reading Disability", by some called "Dyslexia" and "Attention Deficit Disorder". Central to the concept of Learning Disability (L.D.) is an obvious difficulty in reading/reading comprehension and/or Writing/written expression/spelling, and/or mathematical thinking. Also central is the discrepancy between expected achievement on the basis of intelligence (especially non-verbal) and observed achievements in these scholastic subjects.

In higher schooling and university education the disability is mostly evidenced by obvious discrepancy between oral work and other activities of the school and written achievement, the latter usually being lower. It is often the case that vocabulary and grammar may still be low, compared to other students with similar capabilities.

Reading and/or writing problems may co-exist with attention deficit disorder (A.D.D.), or the latter may be present alone. A.D.D. involves a marked difficulty in concentration, which prevents optimum learning, and, where hyperactivity is present, the movement and reactions of this student may disrupt the class.

2.1.1. Support of Students with L.D. throughout their Courses:

The lecturer may, according to the case, try as much as possible to:

- Help develop the personality of the student with L.D. in spite of reading/studying/attention in class etc. problems with the sensitivity of a person who promotes the strongest aspects of a particular student.
- Encourage participation in class and other activities of the student with the aim of helping to develop the student's self-esteem, but also work in the way of motivating him/her for creative work in the subject.
- Repeat the question or give simpler words to invite an answer.
- Help the student, if possible, to understand the main points of the presented material. This could be done in class or in separate sessions with the student.
- Help, if possible, the student to create a structure for his/her essays and other documents, on which to build and elaborate towards a final text.
- If necessary, and where possible, allow the use of a tape recorder, so that the student might listen to the class presentation again.
- Avoid the student having to read out a text to the class, if the student finds reading difficult. Avoid comments on the student's work in front of others. Supportive and friendly connections might help the student work more effectively.
- Active involvement of the students in class/work drawing on the strengths if group work (oral instead of written work, strengthening of self-esteem and relationships).
- Avoid too much homework for this student, if possible.
- Ask the student, whenever possible, to sit somewhere in class, so that the instructor can easily help him/her when needed.
- Discuss with the student (in private) the particular needs. This may lead the lecturer to take appropriate measures. This may include the student's preferred study and examination practices.

2.1.2. Possible Allowances during Examinations

It may be appropriate, according to the recommendations of the Special Committee, and which may also be based on the District Committee's recommendations, to use any of the following:

- Allowance for extension of the time-limit, according to the individual needs in special situations.
- Reading and explanation of some words or phrases provided this does not give clues as for the answer.
- Oral examination or dictation of the answers to a writer or a tape-recorder.

- Allowance of computer in the examination room for use by a student whose writing is unintelligible or very hard to read.
- Tolerance (exemption from reprimands) for poor spelling/written expression/untidy presentation of the examination paper (except where this is the subject of examination).
- Allowance for a break during examination in case of serious fatigue/difficulty to concentrate (this time is allowed after the end of the examination time-limit).
- Allowance to take the examination in a room alone.

2.2 Hearing Impairment

With diagnosed serious difficulties in hearing, a student is expected to have difficulty in scholastic learning, not only because hearing is impaired, but also because development of language (oral, written) is impaired, as is obvious in vocabulary, grammar, pronunciation, verbal expression.

When sign-language is used, translation is needed in most school activities. When oral or total language is used, serious support is needed for the reception of the material, the participation and most other activities.

The recommendation of the Special Committee, or the recommendations of the District Committee and the obvious needs of the student, may include any of the following:

2.2.1 Possible Practices to Support Students with Hearing Impairment

- Sensitive support for participation in activities, creation of relationships with the other students and development of a good self-esteem.
- Help with the use of advanced technology of hearing aids (might be necessary for the teacher to wear one piece and the student the other).
- Sound-proof room, where possible and sound proof room of support, where such support is used. Carpets and curtains minimize the sounds of the class which are multiplied in intensity by hearing aid.
- Support in preparation in advance, or after class presentations, so that the main points and the structure of the presentation are taken in by the student.
- Support in class, so that the student with hearing impairment has better acoustic and visual access to the teacher (to help lip-reading) and is better able to take down the main points and instructions.
- Encouragement for participation of the student in activities of the course and tolerance of expressive mistakes and

- generally poor oral and written language.
- Exemption from a theoretical or linguistic course, when this is not in the core curriculum of the program.

2.2.2. Possible Examination Allowances for Students with Learning Impairment

The Special Committee, on the recommendations of the District Committee and the obvious needs of the student with hearing impairment might recommend any of the following:

- Explanation of words or phrases included in the examination questions and instructions (without giving any hint as for the answer)
- Extension of the time-limit of the examination according to need
- Tolerance (no punishment) of poor vocabulary / written expression / grammar / spelling.

2.3. Visual Impairment

Students with diagnosed serious difficulties have obvious learning difficulties, since the visual modality is involved in a large proportion of learning, and in teaching. The Special Committee, on recommendations of the District Committee and the obvious needs of the student, might give recommendations that might be in the following lines:

2.3.1. Possible Support for Students with Visual Impairment

The Special Committee, on the recommendations of the District Committee and the obvious needs of the student, might recommend support, which be along the following lines:

- Any support which encourages participation in activities, contact with other students and raising of self-esteem.
- Sitting arrangement that may help the student see writings on the white board, there is some intact vision.
- Magnification of texts.
- Translation of texts into language used for the blind (in Cyprus the Braille method is used).
- Extensive use of computer and other technology, which may give magnified written texts kept electronically.
- Use of appropriate technology, which may give written texts vocally.
- The student might need support in separate room with the instructor or special teacher for better understanding of the material. This need is increased with material which is visual in nature or partially visual.
- Modification of premises as included in the Regulations (lines on the stairs and corridors, etc.).
- Books on tape for study are permitted.

2.3.2. Possible Examination Allowances

The Special Committee, based on the recommendations of the District Committee and the obvious needs of the student, might recommend allowances in the following lines:

- Magnification of examination papers.
- Translation of papers into a language appropriate for the blind (mainly Braille).
- Allowance for use of computer for answers during the examination.
- Extension of the time-limit of the examination

3. Composition of the Committee:

- One Faculty or STP member, from each School, nominated by the pertinent Dean of School;
- One Faculty or STP member in the discipline of Special (Inclusive) Education nominated by the pertinent Dean; and
- One representative from the Office of Student Affairs nominated by the Director of Student Affairs
- One Counsellor/Psychologist

The Committee shall serve for a period of three years and will be chaired by one of the Committee members, who will be elected by the members of the Committee. All members will be appointed by the Rector.

B. PROCEDURES AND GUIDELINES FOR STUDENTS WITH SPECIAL NEEDS

1. In the case where the student enters the University with an official diagnosis from the Cyprus Ministry of Education or Ministry of Health (e.g. for specific learning disability, dyslexia, hearing or visual impairment, attention deficits disorder etc.), he or she will be provided with all the rights and privileges according to the Special Education Public Law. These may include the following:
 - ❖ General encouragement and support for increased participation in classroom as well as increased motivation for completing tasks and assignments.
 - ❖ Assistance in comprehending main points of class discussions such as the topic materials, procedures, etc.
 - ❖ Assistance in completing written assignments (essays, term papers, etc.).
 - ❖ Assistance and encouragement in the use of technology devices.

- ❖ Assistance in enhancing the appropriate classroom environment (i.e. sitting arrangements).
 - ❖ Informing the student regarding his/her options for alternative methods available in completing examinations and tests. (e.g. permission for extra time in completing a test/examination / additional oral explanations of the written test/examination if required).
2. In the case where the student is admitted with a diagnosis from a private agency, the optimum and most effective processes will be employed to validate and/or re-evaluate the student's special needs status. In the absence of a diagnosis the committee may be able to provide assistance with finding private psychologists / assessors of special needs and learning difficulties. This process may also involve, whenever possible, the Education Department of the Government sector. The members of the CSSN will assist and guide the student for receiving prompt scheduling of the assessment process. Until the necessary official diagnosis is completed the student will be provided with the personal assistance of their instructors as described above.
 3. In the case where the student enters the university without a diagnosis but expresses concern about his/her learning difficulties, he/she should approach the chair of the Special Needs Committee for further assistance and guidance. The student's situation will be treated in confidence.
 4. In the case where an instructor identifies a student with learning difficulties he/she should refer the case in confidence to the Special Needs Committee chair who will then contact the student and assess the extent of the problem.
 5. The student with special needs is allocated to a member of the Special Needs Committee who is responsible to follow the student's progress and prepares a report at the end of each semester.

STUDENTS WITH SPECIAL NEEDS FORM

Name and Surname of Student: _____

High School Student Graduated From: _____

District: _____ Date: _____

Special Need Claimed: _____

Measures taken/allowances given at examinations at previous school/college:

Measures suggested by the student to help the situation:

Recommendations made by the Special Committee:

Member of Special Committee

Chairperson of the Department

Signature: _____ Signature: _____

Appendix III: Survey on 'Student Feedback on their Learning Experience'

Questionnaire

“STUDENTS’ FEEDBACK ON THEIR LEARNING EXPERIENCE”

(Conventional Programs of Study)

Dear Students,

The main goal of European University Cyprus is to offer quality academic programs tailored to your needs so that we meet all conditions for acquiring the necessary knowledge and skills, as set out in each program. In this context, we ask for your help and cooperation in evaluating your whole experience in relation to the course you are taking during the current academic semester.

Completing this confidential questionnaire is very important as it gathers useful information for the best possible course design and delivery. Of particular value are the comments that you can include at the end of the questionnaire. Therefore, please take a few minutes to answer the open-ended questions in the last section.

It takes no more than 15 minutes to complete the questionnaire.

Thank you for your participation.

Section Q

Please indicate your answer by ticking (√) the relevant box:

Q1: What is the mode with which you attend this course F2020 semester:

1. Fully online
2. Blended (some sessions online and some face-to-face on campus)
3. Fully face-to-face on-campus
4. Mixed modalities according to the COVID-19 conditions (i.e. it started in one way and during the semester it changed)

Thinking of your overall educational experience at European University Cyprus during Fall 2020 Semester:

Q2: How satisfied are you in **general**?

Very Dissatisfied 1	Rather Dissatisfied 2	Neutral 3	Quite Satisfied 4	Very Satisfied 5

Q3: a. To what extend do the following statements apply to you on a scale of 0 to 10 (0= Not at all satisfied at All and 10= Completely Satisfied)? OR tick (√) the last column in case it did not apply to you.

	0 =Not at All Satisfied				10 = Completely Satisfied	I DID NOT NEED TO COMMUNICATE WITH
1. I am satisfied with my communication with the administrative personnel of my School					
2. I am satisfied with my communication with the course coordinator of my program of studies					
3. I am satisfied with my communication with my Student Advisor					
4. I am satisfied with the support that I receive from the MIS department (IT Support) of the University					

b. And to what extend do the following statements apply to you on a scale of 0 to 10 (0= Not at all satisfied and 10= Applies Completely)?

	0 =Not at All Satisfied				10 = Completely Satisfied
5. I am satisfied with the operation of the Blackboard learning platform (for those who had their classes on Blackboard Learn)					
6. I am satisfied with the operation of the Moodle Learning platform (for those who had their classes on Moodle)					
7. I am satisfied with the tools of the Blackboard learning platform (for those who had their classes on Blackboard Learn)					
8. I am satisfied with the tools of the Moodle Learning platform (for those who had their classes on Moodle)					
9. I am satisfied with the teleconferencing system Blackboard Collaborate					

Thinking of this particular course:

Q4: How satisfied are you in relation to **the information** that was provided to you by the University regarding **the mode of delivering of this course** during Fall Semester 2020?

Very Dissatisfied 1	Rather Dissatisfied 2	Neutral 3	Quite Satisfied 4	Very Satisfied 5
------------------------	--------------------------	--------------	----------------------	---------------------

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

Very Dissatisfied 1	Rather Dissatisfied 2	Neutral 3	Quite Satisfied 4	Very Satisfied 5

Section A. To what extend do the following statements apply to you on a scale of 0 to 10 (0= Does Not Apply at All and 10= Applies Completely)					
	0 =Does Not Apply at All				10 = Applies Completely
1. The instructor clearly explains the course outline at the beginning of the course (e.g. learning outcomes, weekly material, examinations, grading)					
2. The instructor prepares and organizes the class in a way that facilitates learning					
3. The instructor teaches the course material/content in a clear way					
4. The instructor teaches the course in an interesting way					
5. The instructor is prepared for every class					
6. The instructor seems enthusiastic and enjoys teaching this course					
7. The course learning outcomes and objectives (as stated in the course outline) are met					
8. The course reading materials (books, articles, handouts) are useful					
9. The instructor uses a variety of teaching methods (e.g. group discussions, student presentations, case studies, etc.) to support the learning process					
10. The material and means of teaching (e.g. books, lecture notes, PowerPoint, videos, etc.) are suitable, useful, supportive and up-to-date					
11. The instructor often makes use of technology in his/her teaching					
12. The activities I participated in, were suitable in meeting the course objectives					
13. The instructor encourages students to ask questions and participate in discussion					
14. The assignments I completed, were suitable for the course objectives					
15. The instructor is available and willing to support students (e.g. during office hours, via email, etc.)					
16. The instructor keeps control of the class during the teaching session					
17. The assessment of course assignments and activities is conducted by the instructor in an objective manner					
18. The feedback provided by the instructor (e.g. corrections, comments, etc.) is constructive and helps me to improve my learning process					

19. The instructor is on time for the beginning and the ending of the class					
20. I find the Instructor's attitude towards students respectful and polite					
21. I find that the instructor demonstrated professionalism in interactions with me and/ or other students					
22. I find that the instructor shows genuine concern for my learning					
23. I would take classes from this instructor again					
Section B. To what extent do the following statements apply to you on a scale of 0 to 10 (0= Does not Apply at All and 10= Applies Completely)					
	0 = Does Not Apply at All				10 = Applies Completely
1. The course content meets my expectations					
2. The course contributed to the development of my ability to think critically					
3. The course provides guidance on how I can develop professional competencies					
4. The course helped me develop abilities and skills related to my program of study and/or my broader education					
The following two questions should be answered only for the <u>practical/lab</u> courses:					
5. The practical/lab sessions correspond to the theoretical content of the course					
6. Students are often provided with the opportunity to work on practical/lab activities throughout the course					

Section C. Please respond to the following open-ended questions:

1. Write down one or two positive characteristics of the course

2. Suggest one or two changes for the improvement of the specific course

3. Write down one or two positive characteristics of the instructor of this course

4. Suggest one or two ways that the instructor of this course can improve his/her teaching

5. General comments-suggestions-observations (here you can mention anything you consider important about the course that, in your opinion, the questionnaire does not sufficiently cover)

The following two questions must be answered only for courses with practical/lab sessions

6. In your opinion, is the duration of the practical/lab sessions and the number of instructors sufficient/adequate?

7. In your opinion, is the equipment available for the practical/lab sessions sufficient/adequate?



PhD scholarships award scheme

Vice Rector for Research and External Affairs

15 June 2015

1. Introduction

The purpose of this document is to describe a scheme for the annual award of a number of PhD scholarships at European University Cyprus. The general aim of the scheme is to reward faculty members who have been able to demonstrate an excellent recent research record. This is usually measured in terms of high impact publications, coordination or participation in research projects etc. The scholarships are awarded to faculty members who fulfill the selection criteria of the scheme and who have a suitable PhD candidate in their field.

2. Eligibility for the awards

All full-time faculty members of the University who have the rank of Assistant Professor or higher are eligible to apply for the award provided they have not been awarded a PhD scholarship as a Principal Investigator (PI) in the past three years.

3. Terms of the awards

The PhD scholarships will be awarded to the most promising candidates of any nationality. They cover the tuition fees of the PhD students for the duration of their studies.

4. Application procedure

The Vice Rector for Research and External Affairs initiates the selection process by issuing a call for proposals. The deadline for the submission of proposals will be announced. Application materials will be available from the office of the Vice Rector for Research and External Affairs and the proposals should be submitted electronically to the office of the Vice Rector. The proposal should have a principal investigator (PI) and may include a co-investigator (Co-I). Each faculty member can submit only one proposal as a PI but can be a Co-I on any number of proposals.

5. Selection criteria for the awards

The selection process for the awards is very simple but nevertheless ensures that the fundamental aim of the scheme, which is the reward of research excellence, is met.

The proposals submitted by faculty members of all Departments except those from the Departments of Law and Arts will be ranked according to the points calculated with the points accumulation system described in Appendix A. In the cases of proposals which have a Co-I, the sum of the points accumulated by the PI and the Co-I will be counted. Only points accumulated in the past five years will be considered. The awards will be made to the PIs of the proposals which are the most highly ranked.

The Office of the Vice Rector will ensure that when the scheme is fully developed and operational about 10% of the awards will be made to faculty members from the Department of Law and 10% to faculty members from the Department of Arts. For these two Departments faculty members will be ranked according to the average grade they received in the research category in their performance evaluation in the last five years.

6. Announcement of the awards and selection of PhD candidates

The announcement of the awards is expected to be made by the Office of the Vice Rector for Research and External Affairs one month after the deadline for submission of proposals. The PIs of the successful proposals are then expected to offer the scholarship to the most promising PhD candidate in their field. If no suitable candidate for the position is found within two weeks the award is revoked and is made to the next proposal on the ranking list.

Appendix A

Point calculation system

The point calculation system awards points by considering the research activity of the applicants in the past 5 years.

Scopus document in the past 5 years	30 points
Scopus citations to documents published in the past 5 years	2 points per citation
Submitted research proposals PI/EUC PI/EUC Researcher – National*	30/10/5 points
Submitted research proposal PI/EUC PI/EUC Researcher – EU*	60/20/10 points

* The points awarded for proposals are proportional to their grade.

Example: A Faculty member published 3 Scopus papers in the past 5 years which have 10, 1, 3 Scopus citations respectively. He/she submitted one national proposal as a PI and got a grade of 7/10. What are his/her total points?

The total points are calculated as follows:

Papers: $3 \times 30 = 90$ pts

Citations: $(10+1+3) \times 2 = 28$ pts

Proposals: $7/10 \times 30 = 21$ pts

Total points $90+28+21=139$ pts



INTERNAL REGULATION ON

RESEARCH POLICY

54th Senate Decision: 21 December 2017

60th Senate Decision: 2 October 2018

70th Senate Decision: 13 December 2019

80th Senate Decision: 28 January 2021

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Introduction

Within the framework of further contribution to the research community, the mission of the European University Cyprus (from now on referred to as the University or EUC) is to develop a pioneering and innovative research infrastructure with the objective of generating new knowledge. The university focuses on both fundamental and applied research and wherever possible the commercial application or exploitation of the research results.

The policy is guided by the following broad objectives:

- 1) The establishment of an interdisciplinary approach for researchers with attractive conditions for accessible movement among institutions, disciplines, sectors and countries, without financial and administrative obstacles.
- 2) The creation of state of the art research infrastructures, including research centres, foundations, units and/or laboratories, which are integrated and networked and accessible to research teams from across the EUC.
- 3) Introduction of a simple and harmonized regime for intellectual property rights in order to enhance the efficiency of knowledge transfer, in particular between public research and industry.
- 4) Optimization of research programs and priorities, for example by developing joint principles for the administration of European, national and regional funding programs.
- 5) The strengthening of international cooperation enabling faculty and other scholars in the world to participate in various research areas, with special emphasis on developing multilateral initiatives to address global challenges.
- 6) The transfer of research-based knowledge to EUC students

Research is conducted by faculty members, research associates/research personnel and PhD students either on their own or within the framework of external (national, European, international) and internal funding programs that are launched by the University.

The Research Policy provides a code of conduct for research and is intended for all staff, including people with honorary positions, faculty members, special teaching personnel, scientific collaborators, special scientists, research associates, and students carrying out research at or on behalf of the University.

All groups mentioned above must familiarize themselves with the Research Policy to ensure that its provisions are observed.

1. EUC Research Ethics Policy

1.1 Scope and Purpose

1. The aim of the EUC Research Ethics policy is to promote and encourage a high quality research and enterprise culture, with the highest possible standards of integrity and practice. The policy applies to all academic, contract research and administrative staff, all research students, as well as undergraduate and masters students who are undertaking research. In short, the policy applies to all disciplines and research activities within the University, or sub-contracted on its behalf.
2. All staff and students are expected to act ethically when engaged in University business. Any research involving animals, human participants, human tissue or the collection of data on individuals requires ethical consideration. While particular attention must be paid to the interests of potentially vulnerable groups, such as children, the University recognises that it has a duty of care towards all members of the wider community affected by its activities. The University also recognises that it has a duty of care to its own staff, and that this includes the avoidance of harm to those undertaking research.
3. The University will establish a framework for research ethics governance in which its Research Ethics Committee will have a central approval, monitoring and training role. The University will establish a Research Ethics Committee with representatives from all the Schools. The Research Ethics Committee will put in place the procedures needed to obtain approval.

It is, however, recognised that it may not always be appropriate or practicable for ethical approval to be sought from the Research Ethics Committee especially when it comes to short or undergraduate projects. Normally undergraduate or taught projects will not require clearance from the Research Ethics Committee and the matter can be dealt with at School and/or Department level. However, when active intervention is involved whether physically invasive or psychologically intrusive the Research Ethics Committee will need to be consulted. In particular, university staff has an obligation to ensure that not only their own research but any undergraduate or masters student research conducted under their supervision is ethically sound. Where research projects are subject to external approval, the School or Department responsible must ensure that this approval is sought and given. Where approval for a project has been given by a Research Ethics Committee at another university, as may be the case with a collaborative project, the EUC Research Ethics Committee must be provided with proof of this.

4. For some research projects it may be necessary to obtain the approval of the Cyprus National Bioethics Committee. Researchers should consult directly with the Cyprus National Bioethics Committee. Contact details and more information on the approval process can be found on <http://www.bioethics.gov.cy>.

1.2 General Principles

1. The EUC Research Ethics Policy is based on widely accepted principles and practices governing research involving human participants. The key elements are:
 - Minimal risk of harm to participants and researchers;
 - Potential for benefit to the society;
 - Maintenance of the dignity of participants;
 - Minimal risk of harm to the environment;
 - Voluntary informed consent by participants, or special safeguards where this is not possible;
 - Transparency in declaring funding sources;
 - Confidentiality of information supplied by research participants and anonymity of respondents;
 - Acknowledgement of assistance;
 - Appropriate publication and dissemination of research results;
 - Independence and impartiality of researchers.

1.3 The Definition of Human-Related Research

1. All human-related research which includes one or more of the following require ethical assessment and approval at the appropriate level:
 - Direct involvement through physically invasive procedures, such as the taking of blood samples
 - Direct involvement through non-invasive procedures, such as laboratory-based experiments, interviews, questionnaires, surveys, observation
 - Indirect involvement through access to personal information and/or tissue
 - Involvement requiring consent on behalf of others, such as by parents for a child participant

1.4 Vulnerable Participants

1. Some participants may be particularly vulnerable to harm and may require special safeguards for their welfare. In general, it may be inappropriate for undergraduates to undertake research projects involving such participants.
2. Particularly vulnerable participants might be:
 - Infants and children under the age of eighteen

- People with physiological and/or psychological impairments and/or learning difficulties.
- People in poverty
- Relatives of sick, or recently–deceased, people

1.5 The Legal Framework, the Role of Professional Associations and Research Councils

1. All research undertaken under the auspices of EUC must meet statutory requirements. Of particular relevance is the Bioethics Law (N.150 (I)/2001 and 53 (I)/2010), the Data Protection Law (2001), the Patients Protection Law (2005), and all those laws that create the legal framework for the Cyprus National Bioethics Committee.
2. Researchers in particular disciplines should comply with any research ethics guidelines set out by their professional associations.
3. Research Councils, charitable trusts and other research funding bodies in most cases require an undertaking from grant applicants that research proposals involving human participants have been approved by the University Research Ethics Committee or another appropriate body. Some also require audited compliance with their guidelines.

2. Good Research Practices / Code of Ethical Conduct in Research

2.1 Code of ethical conduct in research

Scholarly inquiry and the dissemination of knowledge are central functions of the University. They can be carried out only if faculty and research personnel abide by certain rules of conduct and accept responsibilities stemming from their research. And they can only be carried out if faculty and research personnel are guaranteed certain freedoms. The University expects that faculty and research personnel will be bound by the following research practices:

All faculty and research personnel are free to choose any research matter, to receive support from any legitimate source, and to create, analyse and derive their own findings and conclusions.

Research methods, techniques, and practices should not violate any established professional ethics, or infringe on health, safety, privacy and other personal rights of human beings and/or animals.

The above principles define the university's role with respect to research carried out on its premises. They are set forth to reinforce, and not diminish each faculty and research personnel's personal responsibilities toward their research, and to assure that each faculty and research personnel's source of funding and research applications are consistent with moral and societal conscience.

2.2 Openness in research

The University recognizes and supports the need for faculty and research personnel to protect their own rights, be they academic or intellectual property rights. Even so, the University encourages all faculty and research personnel to be as open as possible when discussing their research with other researchers and the public. This aims at the dissemination of research performed in the University to enhance the international research community's knowledge and understanding.

2.3 Integrity

Faculty and research personnel must be honest about their research and in their review of research coming from other researchers. This applies to all types of research work, including, but not limited to, analysing data, applying for funding, and publishing findings. The contributions of all involved parties should be acknowledged in all published forms of findings.

Faculty and research personnel are liable to the society, their professions, the University, their students and any funding agency that may fund their research. For this reason, faculty and research personnel are expected to understand that any form of plagiarism, deception, fabrication or falsification of research results are regarded as grave disciplinary offences managed by procedures described in detail in Section 2.4.

Any real or potential conflict of interest should be reported by faculty and research personnel to any affected party in a timely manner in all matters concerning research and peer review. According to the United States National Institute of Health "Conflict of interest occurs when individuals involved with the conduct, reporting, oversight, or review of research also have financial or other interests, from which they can benefit, depending on the results of the research." (<http://www.nih.gov>).

2.4 Misconduct in research

Misconduct in research may involve Fabrication, Falsification, or Plagiarism in proposing, performing, or reviewing research, or in reporting research results. To prove that there has been misconduct in research, the following conditions must be met: The performance of said research has significantly deviated from accepted practices used in the field that the research was performed, and there was intention in the misconduct by the researcher(s).

Any allegations about misconduct in research will be investigated by the University thoroughly, through a special committee formed as described in the University Charter, Annex 11, Article VII.

3. Intellectual Property Policy

3.1 Introduction

The EUC is dedicated to teaching, research, and the extension of knowledge to the public. Faculty, research personnel, and students at the University, hereafter referred to as "University Employees," recognize as two of their major objectives the production of new knowledge and the dissemination of both old and new knowledge. Because of these objectives, the need is created to encourage the production of creative and scholarly works and to develop new and useful materials, devices, processes, and other inventions, some of which may have potential for commercialization.

The University acknowledges the need for an Intellectual Property Rights (IPR) policy, which will promote the University's reputation as socially relevant, leading research and teaching organisation and will directly contribute to the financial position of the EUC if its commercial value is realised.

The policy is based on the principles that will govern the ownership rights emanating from research of and/or materials produced by the EUC's members of staff and students, and to establish objectively fair and equitable criteria for the transfer of knowledge. The EUC thus aims to provide support services to promote the creation of Intellectual Property (IP) whilst seeking to maximise the commercial exploitation of the resulting IPR.

Intellectual Property includes, but is not limited to, patents, registered designs, registered trademarks and applications and the right to apply for any of the foregoing, copyright, design rights, topography rights, database rights, brands, trademarks, utility model rights, rights in the nature of copyright, knowhow, rights in proprietary and confidential information and any other rights in inventions.

The EUC acknowledges that registration and commercial exploitation of Intellectual Property is often a long and costly process that is justified once it is ascertained that there exists a business case for such registration and exploitation. It is known that in practice, only a small number of works can be commercially exploited in a viable manner, depending on the nature and marketability of the work in question.

3.2 Definitions

For the purposes of this Policy:

Creator - "Creator" shall mean, employees of EUC, a student, non-employees contracted to EUC for contracts and services, or a member of a Visiting Teaching Staff involved in the production of Disclosable Work.

Disclosable Work – "Disclosable Work" shall mean such work that is novel, original, and/or important and is likely to bring impact and enhance the Creator's reputation. This work is characterised by the IP rights it generates.

Intellectual Property Policy – “IP Policy” is the name of the policy described here that outlines the regulations of the EUC in regard to disclosure and exploitation of Intellectual Property Rights (IPR).

Organisation – “Organisation” for the purpose of this document is the European University Cyprus (EUC).

Intellectual Property Adjudication Committee – is the name of the committee established to resolve disputes over interpretation or claims arising out of or relating to this policy, or dispute as to ownership rights of Intellectual Property under this policy.

Office of the Vice Rector for Research and External Affairs – is the office within the EUC responsible for the development of and enacting this IP Policy and is the interface between the EUC and the Technology Transfer Facility.

Technology Transfer Facility – “TTF” for the purpose of this policy, is the relevant body responsible for Technology Transfer support in Cyprus.

3.3 Intellectual Property Regulations

3.3.1 Responsibility

1. The IP Policy acknowledges that all members of staff and students have responsibilities with regard to IPR arising from and/or used by them in the course of their teaching/employment.
2. The IP Policy also recognises that all members of staff and students require support and assistance to help them to meet their responsibilities and this will be provided by the Office of the Vice Rector for Research and External Affairs and, subsequently, by the Technology Transfer Facility.

3.3.2 Identification of IP (including duty of confidentiality)

1. It is expected that identification will take place when employees, students, or members of staff are involved in creating and developing IP. Much of the IP which will be created by the EUC’s employees may be anticipated prior to its creation depending on the nature of the project in question and outputs and results that are expected to be generated. Examples of such outputs which are likely to have potential IP rights arising include (but are not limited to):
 - Inventions (whether or not patentable);
 - Methodologies;
 - Software;
 - Databases;
 - Educational/training materials and tools;
 - Modelling tools;
 - Solutions to technical problems; and
 - Design/artistic products.

2. A Summary of the main classes of IPR is listed below:

Patent

A registered patent provides a time-defined (up to 20 years) geographically defined monopoly right to exploit a new commercially valuable invention or process. The basis of the permission to exploit is that the invention's working is disclosed, although patenting is not possible if there has been ANY prior disclosure of the invention. Patents are governed by Cyprus Law or EU Law such as the New Patent Law of Cyprus (Law No. 16(I)/1998).

Copyright

This time-limited right (which varies between 25 and 70 years according to the material) arises automatically on the physical creation (not the idea) of software, original literary, dramatic, artistic or musical work, and in recorded (e.g. film) or published (e.g. layout) derivations. Use of the © mark and owner's name and date is the internationally recognised way of alerting the public to the copyright ownership but the protection (the right to preventing unauthorised copying) exists regardless. Copyright is governed by the Copyright Law, 59/76.

Copyright may be assigned to a third party, but until that point or until a licence is agreed it remains the property of the Creator, unless s/he creates the work 'in the course of his/her employment', in which case it is the property of the employer.

Moral rights

All European countries recognise an author's moral rights. In Cyprus, there are two moral rights: the right of paternity and the right of integrity. These rights relate to the reputation or standing of the creator in the eyes of fellow human beings. To infringe a moral right involves denigrating or harming the author's reputation. The right of integrity means the creator has the right to object to derogatory treatment of his/her work. Basically, this means changing it in a way that affects the nature of the work without permission. Moral rights can be waived (i.e. the author chooses not to exercise the rights) or they can be bequeathed. They cannot be assigned.

Performing rights

Creators of copyright works have the right to protect the physical form in which those works are created – words on the page, pigment on a canvas, or the clay or metal of a sculpture. Performers such as teachers, actors, musicians and dancers also enjoy protection of their performance, especially when recorded on film, video, tape, CD, or in other form.

Performing rights may affect the multimedia elements of online courseware, as well as the Creator's copyright in the material itself.

Database Right

This time-limited (15 years) right arises without registration to protect the compilers of non-original information from losing the benefit of their work through unauthorised copying or re-use.

Industrial Designs

There is automatic time-limited (15 years) protection (the right to prevent unauthorised copying) for unregistered designs, provided authorship can be proved, under the Legal Protection of Industrial Designs and Models Law 4(I)/2002 This design right covers "the appearance of the whole or a part of a product resulting from the features of, in particular, the lines, contours, colours, shape, texture and/or materials of the product itself and/or its ornamentation" on condition of novelty of the design.

On registration under Legal Protection of Industrial Designs and Models Law, the designer of the new pattern or shape which has aesthetic appeal (can be 2 or 3 dimensional) acquires a monopoly right of commercialisation for a maximum of 25 years from the filing of the application, divided into 5 periods of 5 years.

An unregistered community design (UCD) gives its owner the right to prevent unauthorised copying of their design throughout the European Union. It is not a monopoly right and lasts for 3 years from the date on which the design was first made available to the public within the Community.

Domain Names

Registering a domain name for Internet use gives a right to use the domain name typically for a period of two years, registered with bodies like ICANN internationally and the University of Cyprus in Cyprus. Owners of trademarks can have established rights to domain names.

Trade Marks

Registering a trade mark under the Cyprus Trade Marks Law, Chapter 268, gives a monopoly right for the use of graphically distinct trading identification signs. Unregistered trade marks have some protection through court actions against "passing off" (piracy), provided that their use has not lapsed for a period of 5 years. Cyprus legislation is fully harmonised with EU Standards applicable in trade mark protection.

3. EUC's members of staff and students undertake to keep confidential and not disclose any confidential information, data, materials, knowhow, trade secrets or any other IP, to any unauthorised third party and shall also undertake to keep such information secure and strictly confidential both during the course of research activity, be it of an Academic or Collaborative/Contract nature, and also on and following completion thereof.

4. Any breach of this confidentiality and non-disclosure obligation constitutes a serious breach and may lead to disciplinary action and does not prejudice the rights of the EUC to file any action for damages or any other rights available at law.

3.3.3 Coverage of the Regulations

1. Whom does this IP Policy apply to?
 - Employees:
By persons employed by the EUC in the course of their employment.
 - Students:
By student members in the course of or incidentally to their studies at EUC.
 - Non-employees contracted to the EUC:
By persons engaged by EUC under contracts for services during the course of or incidentally to that engagement.
2. Sabbatical, Seconded, Visiting Academics and others:
By other persons engaged in study or research in the University who, as a condition of their being granted access to the EUC's premises or facilities, have agreed in writing that this Part shall apply to them.
3. Participation of the EUC members of staff/employees and or students in Collaborative and/or Contracted Research.
The preparation and negotiation of any IP agreements or contracts involving the allocation of rights in and to IP will be undertaken by a competent person authorised for this purpose by the EUC.
Issues that will be addressed in such agreements include, but will not always be limited to:
 - ownership of Foreground IP;
 - licences to Foreground IP for uses outside the project;
 - ownership of Background IP;
 - licences to use Background IP in the project or activity in question and in relation to the use of the Foreground IP arising from such project or activity;
 - allocation of rights to use or commercialise IP arising from any such project or activity and the sharing of revenues; and
 - publications arising from the relevant project or activity and the rights arising from such projects or activities.

The terms of such agreements may be subject to negotiation.

3.3.4 Exceptions to the Regulations

1. Unless specifically commissioned, typically the EUC will NOT claim ownership of copyright in certain types of Disclosable Work described in this policy as “Creator Copyright Works”:
 - artistic works;
 - text and artwork for publication in books;
 - articles written for publication in journals;
 - papers to be presented at conferences;
 - theses and dissertations;
 - oral presentations at conferences;
 - posters for presentation at conferences; and
 - musical scores.
2. Where IP has been generated under the exception clause of this regulation, the EUC may assign the copyright to the Creator.
3. Students – undergraduate and/or postgraduate.

3.3.5 Disclosure of IP

1. All persons bound by these Regulations are required to make reasonably prompt written disclosure to the EUC’s Office of the Vice Rector for Research and External Affairs at the outset of the work or as soon as they become aware of it (by completion of the Invention Disclosure Form, the information required for which is provided in Appendix B):
 - any IP of potential commercial value arising from their work;
 - the ownership by a third party of any IP referred to or used for their work;
 - any use to be made of existing EUC IP during their work;
 - any IP which they themselves own which is proposed to be used by the EUC.
2. Creators shall keep all Disclosable Work confidential and avoid disclosing this prematurely and without consent;
3. Only disclose any Disclosable Work and the IP relating to it in accordance with the EUC’s policy and instructions;
4. Seek EUC’s consent to any publication of information relating to any Disclosable Work;
5. Creators must NOT:
 - i. apply for patents or other protection in relation to the Disclosable Work; and
 - ii. use any Disclosable Work for their own personal and/or business purposes and/or on their own account.

3.3.6 Ownership of IP

1. Ownership of IP created by an individual who is an employee is generally determined by considering:
 - Who created the IP?
 - Was the IP created in the course of the Creator's employment?
 - Are there any contractual conditions that affect ownership?
2. Assignment of ownership rights

Generally, the Creator of IP is its legal owner. From the EUC's point of view, the most important exception to this is the general rule that IP is owned by a person's employer where the IP is created as part of, or through the auspices of, the person's employment.
3. The EUC claims ownership of all the Intellectual Property specified in section 2.2, which is devised, made or created by those specified in section 3 and under the exceptions to the regulations in Section 4. It also includes but is not limited to the following:
 - i. Any work generated by computer hardware/software owned/operated by the EUC.
 - ii. Any work generated that is patentable or non-patentable.
 - iii. Any work generated with the aid of the EUC's resources and facilities including but not limited to films, videos, field and laboratory notebooks, multimedia works, photographs, typographic arrangements.
 - iv. Any work that is registered and any unregistered designs, plant varieties and topographies.
 - v. Any University commissioned work generated. Commissioned work is defined as work which the EUC has specifically employed or requested the person concerned to produce, whether in return of special payment or not and whether solely for the University or as part of a consortium.
 - vi. Know-how and information related to the above
 - vii. Any work generated as a result of the teaching process including but not limited to teaching materials, methodologies and course outlines.
 - viii. Material produced for the purposes of the design, content and delivery of an EUC course or other teaching on behalf of the school, whether used at the school's premises or used in relation to a distance learning and/or e-learning project. This type of material includes slides, examination papers, questions, case studies, and assignments ("course materials").
 - ix. Material for projects specifically commissioned by the EUC
 - x. All administrative materials and official EUC documents, e.g. software, finance records, administration reports, results and data.

3.3.7 Modus Operandi for Commercial Exploitation of the IPR

1. The EUC is entitled to commercially exploit any result obtained under its aegis (unless this entitlement is relinquished). The Office of the Vice Rector for Research and External Affairs has the responsibility for administration of Disclosures and will work with the TTF of Cyprus, which has responsibility for

- commercialisation of Disclosures. As guidance to the commercialisation process, the EUC/TTF will follow a standard process, graphically presented in Appendix A.
2. The Creator/s shall notify the Office of the Vice Rector for Research and External Affairs of all IP which might be commercially exploitable and of any associated materials, including research results, as early as possible in the research project. This notification shall be effected by means of an Invention Disclosure Form (contents as noted in Appendix B). In case of doubt as to whether research is commercially exploitable or otherwise, the Creator/s undertake/s to seek the advice of Cyprus Central TTF.
 3. The Office of the Vice Rector for Research and External Affairs shall immediately acknowledge receipt of the Disclosure Form. In consultation with the TTF and the Creator/s, shall decide whether the EUC and the TTF has an interest to protect and exploit the relevant IPR.
 4. The TTF shall communicate the decision in writing to the Office of the Vice Rector and the Creator/s by not later than three months from the date of receipt of the Invention Disclosure Form. If the EUC and TTF decide to protect and exploit the IPR, it is understood that:
 - the Creator/s shall collaborate with the EUC and the TTF, to develop an action plan for the protection and commercial exploitation of the IP;
 - the TTF in collaboration with the Creator/s shall ensure that third party rights are not infringed in any way through the process; and
 - the EUC/TTF shall seek to protect the right of the Creator/s to use the said IP for strictly non-commercial purposes.
 5. Should the EUC and TTF decide that there is no interest in protecting and exploiting the relevant IPR, or should it fail to inform the Creator/s about its decision within the stipulated time, the EUC may assign all its rights, title and interest in such IP to the Creator/s concerned, whilst the EUC retains the right to use the said IP in whichever manifestation for strictly non-commercial purposes.
 6. The Creator/s SHALL NOT enter into any sponsorships or commercial agreements with third parties related to their research at EUC without prior written authorisation by the Office of the Vice Rector for Research and External Affairs. This said, it is understood that consent shall generally be granted to Creator/s for such requests as long as the IPRs of the EUC are safeguarded; otherwise the claims on IPR expected by the third party must be agreed upon explicitly upfront.

3.3.8 IPR protection

1. Some forms of IP require active steps to be taken to obtain protection (e.g.: patents, registered trademarks and registered designs). Other forms of IP rights are protected on creation (e.g. Copyright, EU Database Rights) but still require appropriate management in order to maximise the protection available. Best practices in patent protection require that all materials made publicly available by any employees, members of staff and/or students should include a copyright notice.

2. Any decisions relating to the registration of any IP rights such as making an application for a patent or a registered trade mark or a registered design (including any decisions to continue or discontinue any such application) should be made in consultation with the Office of the Vice Rector for Research and External Affairs and the TTF. The IP registration process can be very expensive and IP protection costs should not be incurred without appropriate consideration of how such costs will be recovered.

3.3.9 Revenue Sharing Mechanism

The EUC's employees and students can benefit from the Revenue Sharing Scheme if their work generates income for the EUC. The scheme is presented in Appendix C. Note that such revenue to be shared is typically calculated after deduction of all costs incurred by the EUC and TTF in developing, protecting, exploiting, and marketing the Disclosable Work and the Intellectual Property it contains.

3.3.10 Leaving the EUC

Cessation of employment, under normal circumstances, will not affect an individual's right to receive a share of revenue. Exceptions to this rule include: cessation of employment due to disciplinary actions.

3.3.11 Applications to use the EUC's IP

1. The EUC may be willing to consider requests from its staff and/or students for a licence to use specific IP, owned by EUC for their use although the terms and decision to grant any such licences is a decision wholly made by the EUC.
2. Applications for such licence should be made in writing to the Office of the Vice Rector for Research and External Affairs.

3.3.12 Breach of the Regulations

1. Breach of the regulations listed in this Policy may be a disciplinary matter for the EUC's staff and students under the normal procedures.
2. The EUC shall consider all avenues available to it, including legal action if necessary, in respect to persons bound by these regulations who acted in breach of them.

3.3.13 Discretion to assign/licence back

1. If the EUC does not wish to pursue the commercialisation of any Intellectual Property or does not wish to maintain an interest in the IPR, it has the right to assign such IPR rights to the Creator/s of the IPR by entering into an agreement to enable the IP to be used by the Creators. This will generally only be granted where there is clear evidence that the IP provides no other benefit to the EUC and is not related to other IP, which the EUC has an interest in. However, the EUC shall not assign its IP if they consider that the commercialisation of the IP could potentially bring harm to the name of the EUC. Decisions regarding potential harm will be taken by the Research Ethics Committee of EUC.

2. Requests for any transfer of rights from the EUC to another party with rights should be made in the first instance to the Vice Rector for Research and External Affairs.

3.3.14 Amendments to the Regulations

These Regulations may be amended by the Senate of the EUC on the recommendation of the Vice Rector for Research and External Affairs.

3.3.15 Death

In the event of a researcher's death, the entitlement shall continue for the benefit of his or her estate.

3.3.16 Disputes

1. Any question of interpretation or claim arising out of or relating to this policy, or dispute as to ownership rights of intellectual property under this policy, will be settled by submitting to the EUC's Intellectual Property Adjudication Committee a letter setting forth the grievance or issue to be resolved. The committee will review the matter and then advise the parties of its decision within 60 days of submission of the letter.
2. The Intellectual Property Adjudication Committee will consist of a chair who is a member of the tenured faculty, at the rank of either a Professor or an Associate Professor, one member of the faculty from each School, at the rank of either Assistant Professor or Associate Professor or Professor, an individual from the EUC with knowledge of Intellectual Property and experience in commercialisation of Intellectual Property, and two other members representing, respectively, the EUC administration, and the student body. The chair will be appointed by the Vice Rector for Research and External Affairs, with the advice and consent of the Senate Research Committee, and the remaining members of the committee will be appointed: the faculty members, each by their School's Council, the administration representative by the University Council or its designee, and the student representative by the Student Union.
The committee will use the guidelines set forth in this policy to decide upon a fair resolution of any dispute.
3. Any disputes regarding the revenue distribution from the exploitation of Disclosable Works will be dealt with in accordance with the EUC's normal member of staff or student dispute procedures as outlined in the contractual terms of conditions.
4. The Parties shall attempt to settle any claim, dispute or controversy arising in connection with this Policy, including without limitation any controversy regarding the interpretation of this Policy, through consultation and negotiation in good faith and spirit of mutual cooperation. Where such claims or disputes cannot be settled amicably, they may be taken to court.
5. This Agreement shall be governed by, and construed in accordance with the laws of Cyprus.

4. Offices, Committees and Centres for Research

4.1 Vice Rector for Research and External Affairs

The Vice Rector for Research and External Affairs (from now on referred to as the Vice Rector) is the person responsible for representing the University on research matters and enhancing activities related to research within the University. Moreover the Vice Rector facilitates and supports, when asked by faculty or research members, all research activities, including the implementation of research projects, the organization of scientific conferences and the establishment of research units/labs. In addition, the Vice Rector is responsible for the smooth implementation of the University's Research Policy.

4.2 Senate Research Committee

The administration of the research activity is facilitated by the Senate Research Committee of the University. The Committee composition is prescribed in the University Charter and the Committee is accountable to the Senate of the University.

4.3 Research Foundations and Centres

Research is carried out in university departments, research foundations, and centres. The Senate suggests to the University Council the formation of new foundations and research centres or the discontinuation of existing ones, if necessary.

The University Council approves the establishment of these foundations and research centres. Separate regulations are issued for the establishment of University research centres. Detailed description of the mission, area of specialization, and operation of each foundation or research centre is given in a separate document.

4.4 Research Office

Detailed description of the mission, area of specialization, and operation of the Research Office is given in a separate document.

5. Rules Governing External Research Programmes

5.1 Suggested procedure for submitting and implementing a funded research project

The following rules apply for externally funded research projects:

5.1.1 Submission of research proposals:

Faculty and research personnel that are interested in submitting a proposal or participate in a proposal for ANY kind of externally funded research project

(commercial, consultancy, RPF, European etc) should consult and get the approval of the EUC Research Office. The formal procedures developed by the Research Office pertaining to the development of a research proposal and to participation in a research project should be followed in all cases. Given that in all research and consulting application forms a budget also needs to be prepared, the budget will be developed in collaboration with the EUC Research Office, sharing their expertise with the faculty and research personnel and advising them accordingly about the cost models and cost categories used in each case. This procedure should make sure that the proposal satisfies all the necessary criteria of the particular research call.

The final approval for financial and administrative issues of proposals or projects will be signed by the legal representative of EUC.

5.1.2 Project implementation

The formal procedures developed by the Research Office pertaining to the administration of a research project should be followed in all cases.

In the case where a project is awarded, a copy of the contract and all the original receipts, invoices, contracts and other accounting documents regarding expenses of the project will be maintained by the EUC Research Office without any additional remuneration or personnel costs added to the budget of a project. The researcher/s involved in an externally funded project are responsible for submitting all receipts, invoices, contracts and other accounting documents relevant to their project to this department. No payment will be processed before the submission of the aforementioned documents to the Research Office.

Timesheets should be kept for all projects. These will be used as the basis for calculating the money to be paid to researchers for all types of projects. The EUC Research Office will assist researchers to calculate the hourly and daily rate for each staff member.

The researcher must also inform the Chief Financial Officer of the University, through the EUC Research Office, in order to create a separate ledger (account) in the University's Accounts Department. After completion of the project, the Accounts Department will keep the file on record for 5 years or more if needed by the contractual agreement.

The EUC Research Office should keep a file with all the details concerning the project. The file must be made available to the Senate Research Committee upon request.

5.1.3 Financial issues concerning externally funded research projects

All incoming funds for the execution of a project are deposited in a separate account (ledger) of the University and all necessary expenses with their receipts relating to the project are paid/signed by the Vice Rector for Research and External Affairs, the CFO and the CEO of the University.

The time spent by faculty and research personnel on national, European or international research projects is, with rare exceptions, an eligible cost for inclusion in a project budget at a level which reflects the time to be spent by faculty and research personnel on the project and the employer's cost. These are real project costs and their inclusion in project budgets is strongly required.

Salary payments to faculty and research personnel will be paid out regularly by the Accounts department upon the project coordinator's request to the Research Office and provided that the allocated amount for the previous period has been received from the funding agency and all reporting requirements for the previous period to the funding agency have been met.

In cases of delay in receiving the predetermined instalment, the University will grant to the researcher the required funds (not his/her compensation/remuneration but costs such as equipment, consumables, traveling) to initiate the research, provided that a copy of the contract and all necessary documentation had been submitted to the Research Office.

Employment of additional temporary staff, budgeted for completion of the research project, will be the responsibility of the project coordinator. The remuneration for temporary staff will depend on the corresponding budget of the project and the possible allocation of funds for this purpose.

Subcontracting activities within the framework of a research project will be the responsibility of the project coordinator. These activities should be in alignment with the corresponding budget of the project, the grant rules, and the EUC subcontracting policy.

In the case where a faculty or research personnel fails to complete a research project due to failure to meet his/her contractual obligations, or if it is clear that there was an intention of misconduct and there are financial damages laid upon the University relating to this event, the faculty or research personnel is liable to pay these damages. This will not be applied in cases such as health problem, etc, where there is clearly not an intention of misconduct.

5.1.4 University research fund

All funds allocated for research from externally-funded research projects, the University as well as funds offered for research purposes from third parties will be deposited in the University Research Fund. Recommendations for the allocation of funds are made by the Senate Research Committee and are subject

to the final approval of the Management of the University. These funds can be used to finance such activities as:

- (a) Participation of academic researchers in conferences, seminars, and meetings to co-ordinate activities, which are needed for submission of external programmes.
- (b) The administration costs associated with providing support services to academic researchers.
- (c) Organisation of training seminars for the faculty and research personnel of the University; these seminars shall be organized if and only will help/assist and/or facilitate researchers to enhance and further develop their knowledge in subjects related to their research fields and help them design and implement research projects.
- (d) Purchase of software, hardware and equipment that are needed by faculty and research personnel for research projects.
- (e) The funding for the University's Internal Research Awards such as PhD scholarships
- (f) Development of Infrastructure related to the research activity of the University.
- (g) Funding of the activities of the Research Office of the University.

6. Rules Governing Internal Research Awards

The University's "Internal Research Awards" (IRA) are launched on an annual basis by the Senate Research Committee, are announced by the Vice Rector for Research & External Affairs and financed by the University Research Fund and external sponsors as described in Section 5.1.4 above.

6.1 Purpose

IRAs are awarded to EUC faculty in order to pursue research and other creative work. IRAs provide support for exploratory research projects which might result in proposals submitted for external funding or in creative work that is likely to enhance the recognition of the faculty and research personnel and the University at large. IRAs may be used for funding travel, equipment, supplies, PhD student assistants' scholarships, student assistants, research assistants and other expenses. Funding for this programme comes from the University Research Fund.

6.2 Eligibility for the awards

All full-time faculty members of the University who have the rank of Assistant Professor or higher are eligible to apply for the awards. Specific eligibility criteria may apply for each type of award.

6.3 Application Procedure

The Vice Rector for Research and External Affairs initiates the selection process by issuing a call for proposals. The deadline for the submission of proposals will be announced. Application materials will be available from the office of the Vice Rector for Research and External Affairs and the proposals will be submitted electronically to the office of the Vice Rector.

7. Teaching Hours Reduction for Research Purposes

The University rewards members of staff who excel in research by awarding them Teaching Hours Reduction (THR). A THR may be awarded if the member of staff fulfils the conditions in one or more of the three schemes outlined below.

A member of staff may be awarded a THR under more than one of the schemes described below if he/she is eligible. The minimum teaching per semester can be reduced down to 6 hours per week based on the accumulated research load reduction hours. An exemption may be considered for Deans and Chairs.

All allocations of THR under the three schemes outlined below will be made after a recommendation of an ad-hoc committee chaired by the Vice Rector for Research and External Affairs. The committee will take into account scheduling constraints and other considerations for the sustainable development of research activity at the university. The committee will meet at an appropriate time in each semester in order to make the THR allocations in time for the preparation of the schedule of classes for the next semester.

7.1 Award of a THR for participation in research projects

Members of staff are eligible to apply for a Teaching Hours Reduction (THR) when conducting funded research for the full duration and until the completion of relevant funded projects. Should their application meet with success, funded project coordinators are entitled to a three-hour teaching reduction per semester for the whole duration of the project, whereas research partners are eligible for a THR equivalent to at least one third of the duration of the project.

Based on the policy of the University with regard to THR requests, Faculty, research and Other Teaching Personnel (OTP) members are expected to submit a written request to the Chairperson of his/her Department before the beginning of the academic year/semester. The Chairperson will process the THR request by way of making a relevant recommendation to the Dean of School. The Dean will then forward his/her recommendation to the Vice Rector for final approval. After the deadline expires, applications for teaching hours reduction will not be accepted.

The deadlines for submitting a request for teaching load reduction per semester are the following:

For the Fall Semester: 1st of May
For the Spring Semester: 31st of October

If a research proposal was awarded a grant after the special case of approval of a research/grant proposal (i.e. RPF, EU etc) while an academic year is in progress, a THR request should be submitted and be approved prior to the beginning of the next semester, during which the teaching load reduction will be applied. The research project should commence at least one month before the beginning of the next semester for the THR to be awarded.

7.2 Award of a THR for writing a book

A three-hour teaching reduction per semester will be awarded for the purpose of writing a book upon submission of a publishing contract by a reputable publisher. A total of two THR allocations (maximum 6 credits) will be made under the scheme for each book contract. The same deadlines and application procedure apply as in the scheme described in section 7.1.

7.3 Award of a THR by accumulation of points

A third scheme for the award of a THR takes into account the research activity of members of staff and the points they have accumulated according to the tables given in Appendix D. A THR of 3 hours per week is awarded to faculty members once they accumulate 100 (one hundred) points and the same number of points are automatically deducted from his/her accumulated total. Points accumulated over time but not utilized by a member of staff will simply remain at his/her disposal.

Note that members of staff may consider the year 2016 as the starting point for calculating points accumulated through research. The calculation of points will be valid after it has been approved by the Dean of the School and the Vice Rector for Research and External Affairs.

New faculty members can also get THRs under this scheme from the first semester of their employment. The points accumulated from their publications in the five (5) years prior to their appointment will be taken into account.

8. Equipment Acquired through Internal and External Funding

8.1 Equipment acquired through University funds

All equipment that has been acquired through funds that come directly through the university's funds (internal research grants, university research funds) will belong solely to the University and will be used by the faculty and research personnel's affiliated department or lab, according to the affiliation used by said faculty and research personnel in the funded research proposal and/or project. The faculty and research member is entitled to use the equipment throughout the duration of the funded project and this remains within the research unit/laboratory once the project

is completed, or within the faculty member's department, under his/her direct supervision if s/he does not belong to a unit / lab. Any required maintenance of the equipment should be undertaken by the University.

8.2 Equipment purchased through external funding

Equipment (software and hardware) is often provided in full or partly in the budget of proposals for external funding to enable the faculty and research member to carry out research effectively. This kind of equipment (computers, projectors, software programmes, fax and printing machines, etc.) is the property of the University but remains in the faculty or research personnel's research unit/laboratory or when this is not applicable in his/her department, under his/her supervision. The faculty member is entitled to use the equipment throughout the duration of the externally funded project. When faculty or research personnel who have had externally funded research projects leave the University, the status of any equipment purchased remains a property of the unit/lab or department that the faculty or research personnel belonged.

Any required maintenance of the equipment should again be undertaken by the University.

In the unlikely event that a faculty or research personnel obtains equipment via external funding that is not processed through the University's budget, the status of the equipment should be negotiated with the Vice Rector to determine ownership and responsibility for repair and replacement. Faculty or research personnel are encouraged to seek outside funding to upgrade, or replace their research equipment.

The Research Office is committed to working with faculty or research personnel to develop proposals for research and teaching equipment. Equipment grants usually require an institutional match, and faculty or research members are advised to consult with the Research Office and the Director of MIS early in the process about this matter. The MIS should be able to help faculty or research personnel to identify the best hardware and software products and estimate costs for proposal budgets.

8.3 Provision of computing equipment by MIS

The MIS department supplies desktop office computers, computer teaching labs, copy and printing machines and other types of equipment needed for research (software and hardware). The Director of the MIS department is responsible for keeping the University's inventory records and adjust these in the case of equipment purchases or wearing out of equipment (being fully depreciated).

9. Policy on Research Staff

9.1 Introduction

Academic Research Staff are EUC contract employees hired to work on EUC research activities as defined below. As EUC employees, Academic Research Staff are subject to all policies and procedures related to EUC employment, and receive all benefits implied by the employment law.

9.2 Definitions of Roles

The following positions for research staff are being described in the following sections:

- Research Associate
- Research Fellow
- Senior Research Fellow
- Honorary Research Staff

9.2.1 Job Description for the Position of Research Associate

9.2.1.1 Overall Role

For researchers who are educated to first degree level (and Master's degree) and who possess sufficient breadth or depth of knowledge in the discipline of research methods and techniques to work within their own area. Role holders who gain their doctorate during the course of employment will normally be recommended for promotion to Research Fellow, if this is appropriate for the duties and responsibilities of the post.

As a team member of the Research Laboratory/Programme the Research Associate will contribute quality research outputs and conceptual support to projects. With the guidance of the supervisor/programme leader, and within the bounds of the Research Laboratory/Programme mandate, the Research Associate will:

9.2.1.2 Key Responsibilities

- Conceptualize and conduct short-term experiments and research activities in support of broadbased/longitudinal research projects, ensuring consistency with established methodological approaches and models, adherence to project timelines, and completeness of documentation;
- Conduct studies of related literature and research to support the design and implementation of projects and development of reports, ensuring conceptual relevance, comprehensiveness, and currency of information;

- Write and publish articles in peer-reviewed journals that highlight findings from research and experimental activities ensuring consistency with the highest standards of academic publication and showcasing the Centre's/Programme's scientific leadership;
- Communicate to Programme/Project team developments/progress and results of research activities ensuring that relevant information and issues in the implementation of projects/experiments are captured in as comprehensive and timely manner as possible;
- Develop collaborative links with core scientific personnel in related programme areas to gain exposure to, and build knowledge on experimental/research activities and approaches, in order to subsequently improve conceptual development and implementation of existing programmes;
- Utilize appropriate and current techniques/protocols in experimental laboratory management to ensure integrity and security of experimental process, comprehensive documentation, and replicability of experimental procedures;
- Design and organize databases along project frameworks and experimental research design that support overall research management, including the monitoring and evaluation of project inputs, actions, and outcomes, as well as the subsequent integration of these databases to other databanks;
- Identify areas of improvement within the research structure using integrated management approaches in pursuit of capacity building/strengthening and the preservation of scientific rigor in research studies.
- To contribute to the design of a range of experiments/fieldwork/research methodologies in relation to the specific project that they are working on
- To set up and run experiments/fieldwork in consultation with the Principal Investigator, ensuring that the experiments/fieldwork are appropriately supervised and supported. To record, analyse and write up the results of these experiments/fieldwork.
- To prepare and present findings of research activity to colleagues for review purposes.
- To contribute to the drafting and submitting of papers to appropriate peer reviewed journals.
- To prepare progress reports on research for funding bodies when required.
- To contribute to the preparation and drafting of research bids and proposals.
- To contribute to the overall activities of the research team and department as required.
- To analyse and interpret the results of their own research

9.2.1.3 Skills and Qualifications

Education: Level Bachelor and/or Master's in the Programme Area

Experience and Skills:

Basic research skills and knowledge of research techniques

Ability to analyse and write up data

Ability to present and communicate research results effectively to a range of audiences

9.2.1.4 EUC Pertaining Benefits

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.

- Desk, Telephone line and PC
- MS Office, SPSS, Email and Printing Rights
- Business Cards with the University Emblem and the Research Laboratory they belong to
- Full access to the library

All researchers must receive the same forms of employment documentation as other academic-related staff of the University:

- a formal contract signed by the relevant appointing authority;
- written confirmation of any changes in the terms of employment;
- job description or the generic description of the role and, where appropriate, a list of expected research goals;
- further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them.

9.2.2 Job Description for the Position of Research Fellow

9.2.2.1 Overall Role

A Research Fellow is a researcher with some research experience and who has typically been awarded a doctoral degree. A Research Fellow will often have supervisory responsibilities for more junior researchers and will often lead a team of researchers to achieve a research project's aims. They will initiate, develop, design and be responsible for the delivery of a programme of high quality research and may have full authority over several phases of project work.

9.2.2.2 Key Responsibilities

- Design, Conceptualize and conduct short-term experiments and research activities in support of broadbased/longitudinal research projects, ensuring consistency with established methodological approaches and models, adherence to project timelines, and completeness of documentation;
- Supervise and Conduct studies of related literature and research to support the design and implementation of projects and development of reports, ensuring conceptual relevance, comprehensiveness, and currency of information;
- Write and publish articles in peer-reviewed journals that highlight findings from research and experimental activities ensuring consistency with the highest standards of academic publication and showcasing the Centre's/Programme's scientific leadership;
- Take the lead within the team and communicate to Programme/Project team developments/progress and results of research activities ensuring that relevant

information and issues in the implementation of projects/experiments are captured in as comprehensive and timely manner as possible;

- Develop collaborative links with core scientific personnel in related programme areas to gain exposure to, and build knowledge on experimental/research activities and approaches, in order to subsequently improve conceptual development and implementation of existing programmes;
 - Utilize appropriate and current techniques/protocols in experimental laboratory management to ensure integrity and security of experimental process, comprehensive documentation, and replicability of experimental procedures;
 - Design and organize databases along project frameworks and experimental research design that support overall research management, including the monitoring and evaluation of project inputs, actions, and outcomes, as well as the subsequent integration of these databases to other databanks;
 - Identify areas of improvement within the research structure using integrated management approaches in pursuit of capacity building/strengthening and the preservation of scientific rigor in research studies.
 - Develop research objectives, projects and proposals.
 - Conduct individual or collaborative research projects.
 - Identify sources of funding and contribute to the process of securing funds.
-
- Act as principal investigator on research projects.
 - Manage and lead a team of researchers to achieve the aims of a research project.
 - Oversee and appropriately supervise and support the research activities (experiments, fieldwork etc.) of a research programme/project.
 - Ensure that research results are recorded, analysed and written up in a timely fashion.
 - Manage research grants in accordance with EUC Financial Regulations and the conditions of the funding body (e.g. EU, RPF etc.)
 - Prepare and present findings of research activity to colleagues for review purposes.
 - Submit papers to relevant peer reviewed journals and attend and present findings at relevant conferences.
 - Prepare progress reports on research for funding bodies when required
 - Participate in and develop external networks, for example to identify sources of funding or to build relationships for future research activities

9.2.2.3 Skills and Qualifications

Education: Level PhD in the Programme Area

Experience: at least 1-3 years relevant experience.

The candidate must possess sufficient specialist knowledge in the specific discipline to develop research programmes and methodologies.

9.2.2.4 EUC Pertaining Benefits

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.

- Desk, Telephone line and PC
- MS Office, SPSS, Email and Printing Rights
- Business Cards with the University Emblem and the Research Laboratory they belong to
- Full access to the library

All researchers must receive the same forms of employment documentation as other academic-related staff of the University:

- a formal contract signed by the relevant appointing authority;
- written confirmation of any changes in the terms of employment;
- job description or the generic description of the role and, where appropriate, a list of expected research goals;
- further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them

9.2.3 Job Description for the Position of Senior Research Fellow

9.2.3.1 Overall Role

A Senior Research Fellow is an experienced researcher holding a leadership role in a research group/centre/institute. Post-holders are expected to undertake the role of Principal Investigator on major research projects, exhibit a strong reputation for independent research, and provide academic leadership. They are also expected to support the management activity of the relevant School/Research Centre, and contribute to the delivery of the School's/ Centre's/Laboratory's research strategy.

9.2.3.2 Key Responsibilities

- Supervise postgraduate research students
- Contribute to the development of research strategies for the relevant School/Centre/Laboratory.
- Define research objectives and questions
- Develop proposals for research projects which will make a significant impact by leading to an increase in knowledge and understanding
- Actively seek research funding and secure it as far as it is reasonably possible
- Generate new research approaches
- Review and synthesise the outcomes of research studies
- Interpret findings obtained from research projects and develop new insights
- Contribute generally to the development of thought and practice in the field
- Provide academic leadership to those working within research areas - for example, by co-ordinating the work of others to ensure that research projects are delivered effectively and to time
- Contribute to the development of teams and individuals through the appraisal system and providing advice on personal development

- Act as line manager (e.g. of research teams)
- Act as a personal mentor to peers and colleagues
- Provide advice on issues such as ensuring the appropriate balance of research projects, appointment of researchers and other performance related issues
- Identify opportunities for strategic development of new projects or other areas of research activity and contribute to the development of such ideas

9.2.3.3 Skills and Qualifications

Education: Level PhD in the Programme Area

Experience: at least 7-10 years relevant experience. Significant post-qualification research experience with a track record of high-quality publications.

Experience of successful supervision of students

Experience in a leadership role in a Research Group/Centre or Laboratory

9.2.3.4 EUC Pertaining Benefits

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.

- Desk, Telephone line and PC

- MS Office, SPSS, Email and Printing Rights

- Business Cards with the University Emblem and the Research Laboratory they belong to

- Full access to the library

All researchers must receive the same forms of employment documentation as other academic-related staff of the University:

- a formal contract signed by the relevant appointing authority;
- written confirmation of any changes in the terms of employment;
- job description or the generic description of the role and, where appropriate, a list of expected research goals;
- further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them

9.3 Procedures for Appointment

9.3.1 Selection and Search Procedures

As a general rule, an appointment to the Academic Research Staff requires a search for a suitable candidate. Searches are initiated with a written vacancy announcement, such as in relevant professional journals or other publications.

The text for the announcement should be sent to the Office of the Vice Rector of Research and External Affairs and the Office of the Director of Human Resources, clearly describing the terms of employment, length of employment, identity and duration of funding sources contributing to his or her salary and line manager (the person the

researcher will be reporting to). The text should be advertised for a reasonable amount of time. A copy of a current CV, a cover letter and at least one recommendation should be sought for. A short list of the potential candidates will be created based on merit and the top part of the list will be called for a structured interview with the line manager. At the end of the procedure, the line manager will report back to the Office of the Vice Rector of Research and External Affairs and the Office of the Director of Human Resources, the name(s) of the proposed Researcher.

9.3.2 Criteria for the Appointment to Rank of Research Associate

Minimum qualifications as described in Section 9.2.1.

9.3.3 Criteria and Procedures for the Promotion to the Rank of Research Fellow

A Research Associate may, during the course of his/her appointment obtain, his/her PhD. In such cases, the employee (provided that he/she fulfills the work experience as described in Section 9.2.2) is promoted to the rank of Research Fellow. If the funding source that sponsors the program the researcher is assigned to accounts for a pay rise this is immediately applied.

9.4 Honorary Research Staff

The work of Research Centers is enhanced by the involvement and collaboration in the Research Centers' activities of personnel who are not employees of the University. To recognise the association, EUC may confer an honorary title to such individuals during the period of their association. An honorary title may not be conferred on an employee of EUC.

The title to be conferred will depend on the level of distinction and qualification of the candidate. Applications should come from the Dean of the School with:

- a copy of the person's CV
- a citation that should include:
 - a description of contributions to teaching
 - research being undertaken with academic staff as evidenced by joint publications/research projects and research grants or contracts being held jointly or a significant involvement in industry/academic joint activities within the College
 - rationale for offering the association
 - the start date and end date of the association

Honorary titles are intended to recognise ongoing attachments and are awarded for a fixed term, normally up to three years in the first instance. No monetary honorarium is associated with the offer.

The honorary research titles that can be awarded are:

9.4.1 Honorary Principal Research Fellow

Will have made an outstanding contribution to teaching and research

9.4.2 Honorary Senior Research Fellow

Extensive research experience required, the quality of which is determined by refereed publications, invitations to speak at conferences, hold an established national reputation and a known or developing international reputation. Have the ability to attract significant external research funding. Will usually lead a team of other research staff, possibly drawn from several disciplines

9.4.3 Honorary Research Fellow

Proven ability of high quality research, evidenced by authorship of a range of publications. Capable of attracting external research funding. May be required to undertake project management and/or supervise teams and other research staff; expected to provide expert advice and guidance to others

9.4.4 Honorary Research Associate

Required to produce independent original research and to take initiatives in planning of research.

9.5 Intellectual Property Rights

All IP generated throughout the employment of an Academic Research Staff Member belongs to EUC. In such cases that the Researcher is employed in a project that assigns explicit IP rights (e.g. an EU funded project) then the rules as set out by the funding agency are followed.

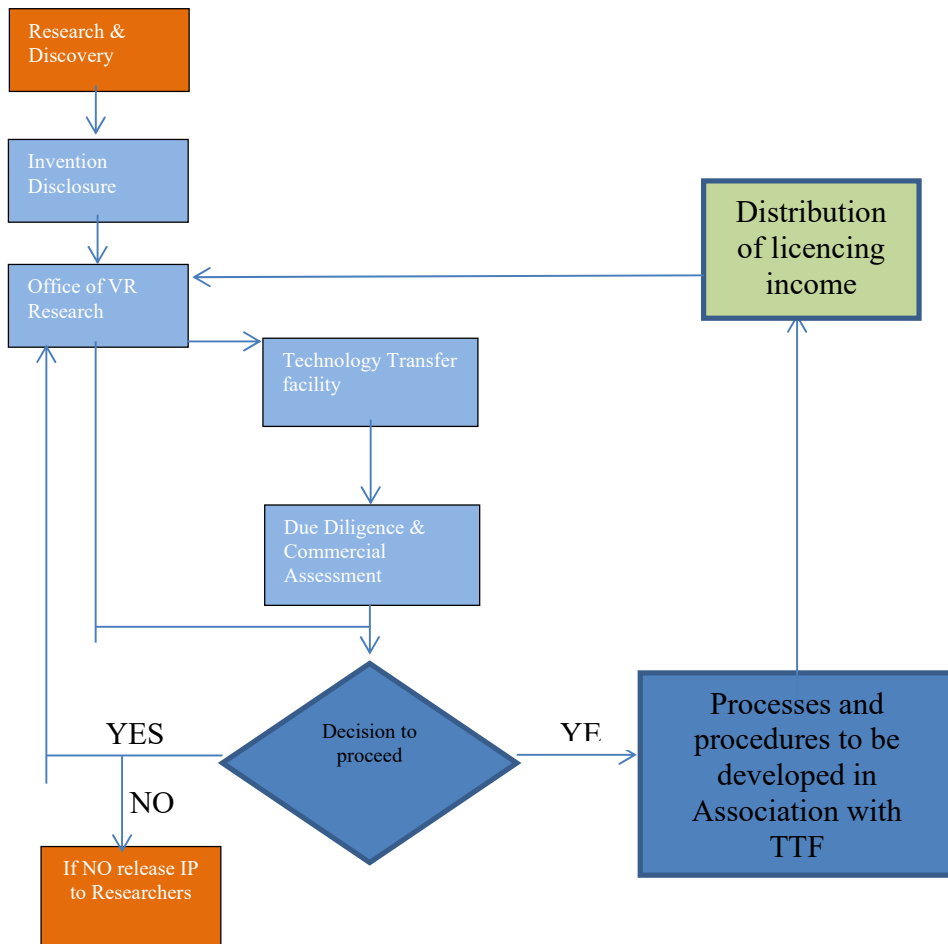
Honorary Research Staff may be required to assign the rights to any IP they create in the course of their academic activities to EUC. EUC may have obligations to organisations which are funding the research (e.g. an EU funded project) in question which it will not be able to honour without such an assignment of rights being in place. Associates are treated as if they were EUC Employees for the purposes of revenue sharing.

9.6 Involvement of Research Staff

Wherever possible, Academic Research staff should be encouraged to take part in university decision making processes, for example by inclusion in relevant departmental committees. Where appropriate, researchers should be included at University level, for example as representatives in working groups and staff consultation exercises.

Appendix A:

A Technology Transfer Process Map – to be completed when the TTF has been established.



Appendix B:

Invention Disclosure Guidelines

Invention Disclosure Form - Example

An Invention Disclosure Form (IDF) is designed to determine the basic facts relating to an invention, design, or copyright material. It is a way of capturing an invention and establishing who the inventors are, what the invention is, who is funding it, what the anticipated product/ market is and initiate Intellectual Property (IP) due diligence. Information on the following aspects of an invention should be included in an Invention Disclosure Form.

1. Descriptive Title of the Invention.
2. Who was involved? Please specify for each individual who contributed, invented or authored (if software):
 - a. Their names and if any are foreign nationals;
 - b. Who their employer is; are any contracts or arrangements in place?
 - c. What they contributed to the development of the technology (e.g. came up with the original idea; designed experiments; carried out experimental work; wrote code)
3. Detail of your invention:
 - a. What do you think your invention is?
 - b. What will your invention be used for?
 - c. What are the advantages of your invention and how does it improve on the present situation?
 - d. What is new about your invention?
 - e. How and why does it work? What is the science behind the invention
 - f. Are there any other uses of the invention?
4. Interest from external organisations and their details.
5. Information on published literature (including patents) relevant to your invention?
6. When and where the invention was first conceived?
7. What are your future plans for developing the technology?
8. Who have you told about the invention, when and where?
9. When did you first describe the invention in writing or electronically?
10. Publications, abstracts, conferences to date.
11. Publication and conference plans.
12. Funding information (comprehensive), e.g including third party support, Material Sales or Transfers, patient consents.

For inventions that include software, please provide the following additional information.
13. Application name and version number.

14. For source code developed by the researchers identified in question 2 above, include: source files used, programming languages, development tools, copyright protection in source code.
15. For new versions, include: source files changed, added or removed since the previous version, documentation required for others to use, if the source files have been distributed outside the university, and in what form, and are the source files available as a web-download – inc. URL and terms under which the download is available.
16. For other source files or libraries that are required to build the software application (external software), list the following: all external software required to use the application; who owns that software, how was the software obtained, licence terms or FOSS – name of the licence.

Appendix C:

Suggested Revenue Sharing Scheme

The EUC will share royalty income with employees and/or students involved in producing Disclosable Work whose exploitation generates revenue for the EUC. Payments are made at the Organisation's sole discretion, but the EUC will normally share royalty income in accordance with the table below. This may be either as a lump sum or as royalty income over a period of time.

Table C1

Net Revenue	Allocated to the Creator/s	Allocated to the EUC Central Budget	Allocated to the Creator'/s School of Study or Department Budget	Allocated to Support the TTF
100%	50%	20%	20%	10%

Appendix D

D1. Points accumulation from Research

Table D1 details the evaluation categories which will be used for the calculation of research points allocated to EUC researchers. The table has been constructed taking into account the following:

1. The points awarded are based on the evaluation of research accomplishments, not on the estimation / calculation of hours spent during the implementation of a research activity.
2. A research accomplishment is any research-related activity which strengthens the research portfolio and enhances the research esteem of a researcher in particular, and the EUC in general
3. It is apparent that specific research accomplishments cannot be evaluated in a similar manner across the range of research disciplines. Therefore, the following table is implicitly “averaging” the weight of these accomplishments, so that the scheme can be operational and fair.
4. The term “national”, when used in association with a conference, refers to one which is local in nature (i.e. only researchers from Cypriot Universities and other Cypriot research establishments participated in it).
5. The term “international”, when used in association with a conference, refers to one which is international in nature (i.e. researchers from Universities and other research establishments from at least two countries participated in it).
6. The term “national”, when used in association with a publication refers to one published by a Cypriot university or other Cypriot academic publishing house.
7. The term “international”, when used in association with a publication refers to one published by an international university or other international academic publishing house.

Where a publication of any type (conference, journal, book chapter, monograph, textbook, book, or other) concerns two or more authors, the following points’ calculation rules will apply: For cases up to (and including) two (2) authors, full points are awarded to the author in consideration. For each additional co-author (three (3) authors or more), a deduction of 2 points will be implemented on the full points’ allocation for the category considered. The minimum points that an author will be awarded cannot be smaller than 50% of the full points’ allocation for the category considered.

Table D1

Points	Conferences	Journals	Books	Research Projects	Other*
5	1. Presentation of poster / article in national conference (refereed) 2. Presentation as invited keynote speaker (refereed national conference)			1. Unsuccessful submission of funded research proposal in national / international organization (research partner)	Member of scientific / conference organizing committee (national / international)
10	1. Presentation of refereed poster / article in international conference (refereed) 2. Presentation as invited keynote speaker (refereed international conference) 3. Editor of national conference proceedings (refereed)	1. Publication of refereed journal article (journal not in ISI / Scopus / ACM / IEEE/etc.) 2. Editor of refereed journal special issue (journal not in ISI / Scopus / ACM / IEEE/etc.)	Publication of refereed book chapter (national)	1. Unsuccessful submission of funded research proposal in national organisation (project coordinator)	General Chair or Program Chair of refereed national conference
15	1. Editor of international conference proceedings (refereed)		Publication of refereed book chapter (international)	1. Unsuccessful submission of funded research proposal in international organization (project coordinator)	General Chair or Program Chair of refereed international conference

Table D1 (continues)

Points	Conferences	Journals	Book Chapters / Editors	Research Projects	Other*
20		1. Editor of refereed journal special issue (journal in ISI / Scopus / ACM / IEEE/etc.)	Editor of refereed book / book series		
25		1. Publication of refereed journal article (journal in ISI / Scopus / ACM / IEEE/etc.)			

* For these categories only 50% of the points will be accumulated

D2. Points accumulation from Research / Department of Arts

Due to the nature of the research conducted in the Department of Arts, Table D2 has been produced to address the research output of the Department. For all other research outputs such as journal papers, conferences, books, etc. the European University Cyprus' "Points' accumulation" table given in section D1 must be followed.

Table D2

Points	Other				
	Performance /Exhibition (Artist)		Creative works		Workshop/Seminars/Festivals /Competitions/ Broadcasts/Residencies
	Music	Graphic Design/Visual Arts	Music	Graphic Design/Visual Arts	
5	A01 Performance - National level (partial performance)	A02 Participation in local group exhibition	A03 Composition for up to 4 musicians		A04 <ul style="list-style-type: none"> National Performance or Broadcast of a composition/arrangement Adjudication of Competition Invited workshop / art lecture in national conference/festival
10	A05 Performance - International level (partial performance) Part of ensemble studio recording/ less than 3 tracks	A06 Participation in international group exhibition	A07 Composition from 5-10 musicians	A08 Publication design (national/international) - booklets covers	A09 <ul style="list-style-type: none"> International Performance or Broadcast of a composition/arrangement Competition Finalist Invited workshop / art lecture in international conference/festival Invited Artist (Workshop)
15	A10 Performance - National level (entire concert) Performance with Large Ensemble Part of ensemble studio recording/ more than 3 tracks	A11 Editor of exhibition catalogue (national/international)	A12 Composition for 10 musicians and above	A13 Publication design (international) - books and exhibition catalogues	A14A <ul style="list-style-type: none"> Competition Winner Invited Artist (Festival – duration more than three days) A14B Chair of international arts/music festival

20	<p>A15 Performer – International level (entire concert) /</p> <p>Solo studio Recording (CD) less than 3 tracks</p>	<p>A16 Participation in national solo exhibition</p>	<p>A17 Composition for Symphonic Orchestra</p>	<p>A18 Commissioned work by government/museum/ other cultural institution</p>	<p>A19 Participation in funded international residency</p>
25	<p>A20 Solo studio Recording (CD) more than 3 tracks</p>	<p>A21 Participation in international solo exhibition</p>	<p>A22 Publication of a composition (Score/CD) by an International Music Publishing House /Recording company</p>	<p>A23 Project: Curation of national / international exhibition</p>	



INTERNAL REGULATION ON

SABBATICAL LEAVE

73rd Senate Decision: 22 May 2020

Policy on Sabbatical Leave

1. Purpose

The objective of a Sabbatical Leave is to increase a faculty's value to the University and thereby improve and enrich its programs. Such leave is not regarded as a reward for service or as a vacation or rest period occurring automatically at stated intervals. Sabbatical leaves are granted for planned travel/study, formal education, research, writing of papers, monographs and books or other experience of academic value.

A Sabbatical Leave, as distinguished from a terminal leave, a leave without compensation, or a leave for reasons of health, is defined at EUC as a leave for encouraging faculty members to engage in scholarly research and international networking that will increase their scholarly achievement or their capacity for service to the University internationalization policy. A Sabbatical Leave is not granted for taking regular academic or other employment with a financial advantage elsewhere.

2. Terms

A Sabbatical Leave is granted to a faculty member, beginning September 1, for the usual teaching terms (i.e., September to June complete) of one academic year (two semesters). However, as an alternative, a faculty member who has qualified for a full year of Sabbatical Leave may apply for such sabbatical to be divided into two terms falling within a six-year period, each such term representing one semester.

The cost of replacing a faculty member during Sabbatical Leave is to be kept as low as possible by arrangements such as rotating courses, employing part-time academic staff, and making internal adjustments in the academic Departments concerned. In all cases, the relevant School must give the final approval for the implementation of the Sabbatical Leave in a particular semester so that the smooth operation of the academic programs offered by the School is not affected by severe staff shortage.

3. Procedure for Granting a Sabbatical Leave

Application for a Sabbatical Leave should be made by the faculty member and submitted to the Department Chairperson no later than December 1, preceding

the academic year in which the leave will be carried out. The faculty member should submit the completed application form which will include a plan of activities during the Sabbatical Leave. Letters of acceptance from the institutions which will host the faculty member during his/her leave should also be attached.

The Department Chairperson must forward the application with an accompanying recommendation to the appropriate Dean by the following December 15. The recommendation shall include a statement of the proposed method of handling the normal duties of the faculty member while on leave.

The Dean must forward each application and the accompanying recommendation of the Department Chairperson, together with the Dean's own recommendation, to the Office of the Rector by January 15.

The Office of the Rector will forward all applications to the Chair of the Ad-hoc Committee which will evaluate the proposals. The Ad-hoc Committee will consist of the Vice-Rector of Research & External Affairs (chair), the Vice-Rector of Academic Affairs and the Director of Human Resources. The evaluation procedure for the awards is described in the following section.

4. Evaluation Procedure for the Sabbatical Awards

The Committee will decide each year the number of new sabbatical awards which will be made to the whole University. This will not be less than 3% of EUC faculty in the current academic year.

The Committee will determine the number of new sabbatical awards which will be made to each School in the current academic year. To do this, the Committee will consider the proportion of sabbatical leave awards which have been made to faculty members of each School of the University in the last three years including the current academic year. The Committee will ensure that with the new awards this proportion for each School does not deviate by more than 20% from its proportion of faculty members. Deviations exceeding 20% from these proportions may be allowed in the first three years of the implementation of the policy (starting academic year: 2020-21).

Once the number of new sabbatical awards to each School is determined, the Committee will select the applicant(s) from each School who have the highest number of points as calculated with the scheme described in Appendix A (below).

Applicants will be notified about the outcome of their application by March 15.

5. Sabbatical Leave and Sponsored Research

A faculty member is entitled to supplement the salary provided by the University during the period of leave with funding provided by an institutional, national or international source for academic activities.

6. Eligibility

Eligibility for a Sabbatical Leave is limited to full-time faculty members who have achieved tenure rights and who have completed six years of full-time service as faculty at European University Cyprus. In general, at least six years must elapse between consecutive sabbaticals.

At the end of a sabbatical leave, the faculty member should forward to the Department Chairperson and the Dean copies of a report on activities undertaken during the period of the leave.

Chairs of Departments, Deans of Schools, Vice-Rectors and the Rector are not eligible for a sabbatical leave award during their term of office.

Appendix A

Point calculation system for Sabbatical Awards

This Appendix describes the point calculation system which will be used for selecting the candidates in each School which will be awarded a Sabbatical Leave (see section 4).

The point calculation system awards points by considering the research activity of faculty in the past 5 years.

- Scopus document in the past 5 years: 30 points
- Scopus citations to documents published in the past 5 years: 2 points per citation
- Successful research proposals–National:

Principal investigator (PI) of the whole proposal	Local Coordinator of the proposal	Participant in the proposal
50 points	20 points	10 points

- Successful research proposals–European Union

Principal investigator (PI) of the whole proposal	Local Coordinator of the proposal	Participant in the proposal
100 points	40 points	20 points

Example: A faculty member published 3 Scopus papers in the past 5 years which have 10, 1, 3 Scopus citations respectively. He/she submitted one national proposal as a PI. What are his/her total points?

The total points are calculated as follows:

Papers: $3 \times 30 = 90$ pts

Citations: $(10+1+3) \times 2 = 28$ pts

Proposals: $50 = 50$ pts

Total points $90+28+50=168$ pts