

Doc. 300.3.2

07.14.318.056

Higher Education Institution's Response (Departmental)

Date: Date

- **Higher Education Institution:**
Frederick University
- **Town:** Nicosia
- **School:** Engineering
- **Department:** Mechanical Engineering
- **Programme(s) of study under evaluation**
Name (Duration, ECTS, Cycle)

Programme 1

In Greek:

Μηχανική Μηχανολόγων Μηχανικών, (4 ακαδημαϊκά έτη, 240 ECTS, Πτυχίο (BSc))

Κατεύθυνση:

1. Γενική Κατεύθυνση
2. Μηχανική Υδρογονανθράκων

In English:

Mechanical Engineering (4 academic years, 240 ECTS, Bachelor (BSc))

Specialization:

1. General
2. Oil & Gas Engineering

Programme 2

In Greek:

Ενεργειακή Μηχανική (3 ακαδημαϊκά εξάμηνα, 90 ECTS, Μάστερ (MSc))

Κατευθύνσεις:

1. Αειφόροι Ενεργειακοί Πόροι
2. Αειφόρο Δομημένο Περιβάλλον

In English:

Energy Engineering (3 academic semesters, 90 ECTS, Master (MSc))

Specializations:

1. Sustainable Energy Resources
2. Sustainable Built Environment

Programme 3

In Greek:

Μηχανική Μηχανολόγων Μηχανικών (3 ακαδημαϊκά έτη, 180 ECTS, Διδακτορικό (PhD))

In English:

Mechanical Engineering (3 academic years, 180 ECTS, Doctorate (PhD))

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.*

1. Department's academic profile and orientation

Sub-areas

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

ALL AREAS MARKED AS COMPLIANT

Areas of improvement and recommendations

- a. *DME should enhance its international cooperation in education, e.g., by establishing more exchange agreements and by a stronger involvement in joint programmes of study with other Universities.*

Department's Response:

The Department already actively encourages the international cooperation and exchange agreements of the academic staff. Indicatively, the Department of Mechanical Engineering, during the past five (5) years, sixteen (16) students have participated in mobility exchange programs, while the department has hosted nineteen (19) students and three (3) academics from Universities abroad. The COVID-19 pandemic did not enable more exchanges during the past two (2) years but more exchanges this semester are underway of both students and academics.

Furthermore, the department has signed agreements for collaboration with more than twenty (20) international Universities and the list is continuously growing. Table 1 below shows the agreements signed so far.

Table 1 Agreements with Institutions

Num.	University	Country
1.	Tallinn University of Technology	ESTONIA
2.	Helsinki Metropolia University of Applied Sciences	FINLAND
3.	Seinajoki University of Applied Sciences	FINLAND
4.	Universite d' Orleans	FRANCE
5.	University of Stuttgart	GERMANY
6.	Aristotelio University, Thessaloniki	GREECE

Num.	University	Country
7.	ASPETE	GREECE
8.	Technological Education Institute of Crete	GREECE
9.	University of Patras	GREECE
10.	TEI of Crete	GREECE
11.	ATEI of Thessaloniki	GREECE
12.	Hogeschool van Amsterdam	NETHERLANDS
13.	Instituto Politechnico de Lisboa	PORTUGAL
14.	Coventry University	UK
15.	University of Bucharest	ROMANIA
16.	Technical University of Cluj-Napoca	ROMANIA
17.	The Queen's University of Belfast	UK
18.	Wroclaw University of Technology	POLAND
19.	University of Brighton	UK
20.	University of Pireas	GREECE
21.	Kaunas University of Technology	LITHUANIA

Additionally, the department of Mechanical Engineering, during the past three (3) years, coordinated/ coordinates twenty-seven (27) research projects and participates as a partner in another nineteen (19) research projects. Our department has also participated in more than one hundred and twenty-three (123) proposals preparation and submission. This extensive level of research activity brings on a daily basis our staff in close cooperation with a large number of international academic/ research institutions.

Last but not least, our Department already forms a strategy in order to further internationalise its profile (both academics and students) through the increase of mobility via the Erasmus program, further involvement in EU-Conexus networks (Frederick University is an associate member of EU-Conexus European University for Smart Urban Coastal and Sustainability;[Link](#)). Through the EU Conexus network participation the department will be able to participate in joint programmes with the other member Universities. Additionally, the Department is already in contact with a number of Universities to investigate the possibility to for joint programmes of study.



The Department acknowledges the importance of its internationalization and in response to the EEC recommendation will work in establishing more exchange agreements. Furthermore, the Department will seek its participation in joint programs with the partner universities of the EU-Conexus European University, especially in the in the undergraduate minor programs and the joint masters and PhD programs.



b. *A formal alumni centre should be established.*

Department's Response:

The creation of the alumni community is an effort of the past two years, as per the Rector's initiative for the creation of Alumni Associations in every Department. Due to Covid-19, the effort was held back but the Departments are continuing the development starting next academic year.

Records are hold for all of alumni in the department's programmes, and an alumni meeting is be planned as early as next academic semester.

2. Quality Assurance

Sub-areas

2.1 System and quality assurance strategy

2.2 Quality assurance for the programmes of study

ALL AREAS MARKED AS COMPLIANT

Areas of improvement and recommendations

- a. *More measurable data on research outputs (for instance, number of publications and citations) could prove very useful for DME*

Department's Response:

This has been identified in the development of the University Research Strategy and all Departments of the University, including Mechanical Engineering, were required to establish a 2-year research strategy at the end of 2018 which besides the overall strategic objectives and planned actions, it included a set of relevant KPIs (including those noted in the review comment). These KPIs were measured as base values in 2018, monitored and documented again at the end of 2020 and their achievement will be evaluated against the set targets at the end of the 2-year period end of 2021 (attached in Annex 1 is the extract interim review report with the KPIs table for reference). The procedure will be iterated from there on with new targets against KPIs and revised objectives, considering the progress made and any issues faced.

- b. *At the end of their study period students could be invited to participate at an evaluation survey of the whole programme of study.*

Department's Response:

It is noted that students evaluate each course and each instructor at the end of every semester. The questionnaires (Annex 2 – Student Feedback Questionnaire) are collected after the instructor has posted the final grade and before the students know the results. Through requiring students to complete the questionnaire prior to viewing their grades we ensure a very high participation rates and the results are utilized by the Department for effective use. All responses are available to the evaluated instructors as well as the Chair of the Department.



The quality assurance scheme at the University specifies actions depending on the results, for example, if grading is below a particular threshold the instructor must provide a report on remedial actions to address the problem and for second higher threshold, the matter must be discussed in the annual staff appraisal review. The University, as per the policy in its program review guidelines, used student focus groups to include the opinions of students for the program as a whole.

In addition to the above, students' representative participates both at the department's committee and the department's internal quality assurance committee where feedback is provided about our programs of study. Last but not least, our graduates participate in the programs of study advisory committee where our students/ graduates/ employers views are taken into account for further reshaping our programs of study.

3. Administration

(ESG 1.1, 1.3, 1.6)

ALL AREAS MARKED AS COMPLIANT

Areas of improvement and recommendations

- a. *It is unclear to what extent minutes are kept of the statutory sessions and made available as appropriate.*

Department's Response:

The Department's council meets at least once a month to discuss any related issues and address the Department's strategic planning. Indicatively below is the table with the Department meetings for the last two (2) years. Furthermore, a sample of the department minutes is attached in Annex 3.

Table 2 Department Meetings in the last two years

Ημερομηνία	Αριθμός Συνεδρίασης	Ημερήσια Διάταξη
30-03-2022	149 ^η	<ol style="list-style-type: none"> Στρατηγική έρευνας Τμήματος Μηχανολόγων Μηχανικών (Δρ Λούκας Παπαδάκης) Επικείμενη Αξιολόγηση του προγράμματος σπουδών MSc in Manufacturing and Additive Engineering Design Άλλα θέματα
03-03-2022	148 ^η	<ol style="list-style-type: none"> Έγκριση πρακτικών προηγούμενων συνεδριάσεων που διεξάχθηκε 09-02-2022 Επικείμενη Αξιολόγηση του προγράμματος σπουδών MSc in Manufacturing and Additive Engineering Design Επικείμενη Αξιολόγηση του προγράμματος σπουδών BSc in Automotive Engineering Άλλα θέματα

Ημερομηνία	Αριθμός Συνεδρίασης	Ημερήσια Διάταξη
09-02-2022	147 ^η	<ol style="list-style-type: none"> Έγκριση πρακτικών προηγούμενων συνεδριάσεων που διεξάχθηκαν 18/11/2021 και 29/11/2021 Έγκριση βαθμολογιών Χειμερινού εξαμήνου 2021 Έγκριση αποφοίτων Χειμερινού εξαμήνου 2021 Έγκριση προσωπικού μερικής απασχόλησης Εαρινού εξαμήνου 2022 Στρατηγικός Σχεδιασμός Τμήματος Μηχανολόγων Μηχανικών Άλλα θέματα
29-11-2021	146 ^η	<ol style="list-style-type: none"> Προετοιμασία για Προγραμματική και Τμηματική Αξιολόγηση (21 & 22 Δεκεμβρίου 2021) Άλλα θέματα
18-11-2021	145 ^η	<ol style="list-style-type: none"> Έγκριση των πρακτικών των προηγούμενων συνεδριάσεων που διεξάχθηκαν 30/08/2021, 15/09/2021, και 27/10/2021 Συζήτηση για Στρατηγική Έρευνα του Τμήματος (Δρ. Λούκας Παπαδάκης) Διαδικασία πρόσληψης του νέου μέλους ΔΕΠ του Τμήματος Συζήτηση για την Στρατηγική Ανάπτυξης του Τμήματος Νέα Δομή προγραμμάτων σπουδών – Ωρολόγιο Πρόγραμμα Άλλα θέματα
27-10-2021	144 ^η	<ol style="list-style-type: none"> Στρατηγική Έρευνας του Τμήματος Συντονιστής Ωρολογίου Προγράμματος Άλλα θέματα
15-09-2021	143 ^η	<ol style="list-style-type: none"> Ανάγκες σε ακαδημαϊκό προσωπικό με σύμβαση ορισμένου χρόνου για το Χειμερινό Εξάμηνο 2021

Ημερομηνία	Αριθμός Συνεδρίασης	Ημερήσια Διάταξη
		<ol style="list-style-type: none"> 3. Διαδικασία Τμηματικής και Προγραμματικής Αξιολόγησης του Τμήματος Μηχανολόγων Μηχανικών 4. Ενημέρωση για τον τρόπο λειτουργίας του Χειμερινού Εξαμήνου 2021 – Ενημέρωση για τις αποφάσεις Συγκλήτου 5. Έγκριση των τελικών βαθμολογιών των μαθημάτων της Β εξεταστικής Σεπτεμβρίου 2021 6. Επικύρωση των απόφοιτων φοιτητών του Τμήματος Μηχανολόγων Μηχανικών Σεπτεμβρίου 2021 7. Άλλα θέματα
30-08-2021	142 ^η	<ol style="list-style-type: none"> 1. Έγκριση των πρακτικών της προηγούμενης συνεδρίασης που διεξάχθηκε την 01 Ιουλίου 2021 2. Διαδικασία Τμηματικής και Προγραμματικής Αξιολόγησης του Τμήματος Μηχανολόγων Μηχανικών 3. Άλλα θέματα
01-07-2021	141 ^η	<ol style="list-style-type: none"> 1. Έγκριση των πρακτικών των προηγούμενων συνεδριάσεων που διεξάχθηκαν 08/04/2021 και 07/06/2021 2. Οδηγίες Αντιπρύτανη Καθηγήτη Μιχάλη Κωμοδρόμου σχετικά με τις Ερευνητικές 3. Δραστηριότητες μελών ΔΕΠ 4. Λίστα προ απαιτούμενων μαθημάτων των προγραμμάτων σπουδών του Τμήματος 5. Ενημέρωση από βοηθούς εργαστηρίου και διδάσκοντες για την πορεία υλοποίησης των 6. εργαστηριακών ασκήσεων και εκκρεμότητες φοιτητών που δεν ολοκλήρωσαν τα εργαστήρια 7. Άλλα θέματα

Ημερομηνία	Αριθμός Συνεδρίασης	Ημερήσια Διάταξη
07-06-2021	140 ^η	<ol style="list-style-type: none"> 1. Έγκριση Βαθμολογιών εαρινού εξαμήνου 2021 2. Έγκριση Αποφοίτων εαρινού εξαμήνου 2021 3. Pre-Registration 4. Άλλα θέματα
08-04-2021	139 ^η	<ol style="list-style-type: none"> 1. Έγκριση των πρακτικών των προηγούμενων συνεδριάσεων που διεξάχθηκαν 07/12/2020 και 22/01/2021 2. Ιστοσελίδα τμήματος – δράσεις προώθησης προγραμμάτων (Δρ. Πάρις Φωκαΐδης) 3. Ενημέρωση από τον Δρ. Χαράλαμπο Χάσο σχετικά με την έγκριση από τον Οικονομικό Διευθυντή για την αγορά εξοπλισμού 4. Εκδηλώσεις Τμήματος Μηχανολόγων Μηχανικών 5. Αρχείο Δημοσιεύσεων του προσωπικού του Τμήματος Μηχανολόγων Μηχανικών 6. Υλικό μαθημάτων στην πλατφόρμα E-Learning 7. Άλλα Θέματα
22-01-2021	138 ^η	<ol style="list-style-type: none"> 1. Έγκριση Βαθμολογιών χειμερινού εξαμήνου 2020 2. Έγκριση Αποφοίτων χειμερινού εξαμήνου 2020 3. Ανάγκες σε ακαδημαϊκό προσωπικό με σύμβαση ορισμένου χρόνου για το εαρινό εξάμηνο 2021 4. Ενημέρωση από βοηθούς εργαστηρίου και διδάσκοντες για την πορεία υλοποίησης των εργαστηριακών ασκήσεων και εκκρεμότητες φοιτητών που δεν ολοκλήρωσαν τα εργαστήρια 5. Διαχείριση περιπτώσεων φοιτητών που έχασαν την εξέταση λόγω τεχνικών προβλημάτων 6. Εκκρεμότητες με έντυπα IQC 7. Παρουσιάσεις διπλωματικών 8. Άλλα θέματα

4. Learning and Teaching

Sub-areas

4.1 Planning the programmes of study

4.2 Organisation of teaching

ALL AREAS MARKED AS COMPLIANT

Areas of improvement and recommendations

a. *A shift towards software labs is advisable.*

Department's Response:

The Department of Mechanical Engineering is heavily investing in shifting towards software labs and this is also essential for our research activities. Our students, besides physical labs, they do participate in labs where simulation packages are used (e.g. AutoCAD, SolidWorks, Matlab, Automotive ESI tronic software, GaBi (Life Cycle Assessment software)).

Activities using software and simulators are well incorporated in our individual courses and key knowledge is expected in the learning outcomes.

b. *Students should have access to electronic versions of all essential course materials via the Internet.*

Department's Response:

Our students already have access to online platforms for individual course material, presentations, interactive activities videos, etc. In addition, our Library provides a number of e-books to our students.

Our research students and postgraduate students have access to online databases of scientific research articles, either for conducting research or completing their postgraduate research work.

5. Teaching Staff

(ESG 1.5)

ALL AREAS MARKED AS COMPLIANT

Areas of improvement and recommendations

- a. *During the human resources development, attention should be turned to recruiting new faculty members with respectable KPIs (especially citations, h-index, and external funding).*

Department's Response:

The University has a Regulation in place that specifies in detail the procedures and evaluation criteria and indicators for the recruitment of academic staff. Applicants are first evaluated by an Evaluation Committee formed by both internal and external members, while the final recommendation of the candidate to be selected is made by an Election Body. Both the Evaluation Committee and the Election Body are provided with the relevant evaluation criteria and indicators in advance, while their recommendations are based on these evaluation criteria and indicators through a justified report.

The research record of candidates constitutes the main area examined during the evaluation/election process. The research related evaluation criteria and indicators examined include the published work (number and type/quality of papers, number of citations and the h-index) of candidates, as well as, their research funding record.

- b. *An increase of a faculty member's research involvement should lead to a reduction of his/her teaching load.*

Department's Response:

At University level, the working time of faculty members is equally split between teaching and research, with the exception of faculty members with administrative duties. The above is also true for the faculty of the Department. The University has already in place a teaching load reduction scheme for faculty with a significant research load, such as the coordination of

externally funded research projects. With this scheme, faculty members can have a three (3) period per week teaching load reduction. Furthermore, faculty members can have extra teaching load reduction by covering (paying for) the extra costs to the University due to this teaching load reduction, using the research funds they maintain in their personal Research Account.

c. *The existing good integration between research and teaching in the energy sector should be expanded to other areas.*

Department's Response:

A good interaction between research and teaching has already been achieved in other sectors apart from energy as it can be seen from the improved Masters in Manufacturing engineering which has gone re-evaluation quite recently. Research expertise in Manufacturing engineering, such as additive materials manufacturing, advanced manufacturing processes, Rapid product development and 3D printing and advanced welding processes were all included in advanced postgraduate courses. In addition, research expertise from engineering economics, development of business plans for novel products and life cycle product analyses were included in the Postgraduate courses.

6. Research

(ESG 1.1, 1.3, 1.5, 1.6)

ALL AREAS MARKED AS COMPLIANT

Areas of improvement and recommendations

- a. *DME should increase efforts towards reaching a higher number of PhD students. There will be many benefits from this growth for the Department in terms of research capacity improvements and competitiveness increase at all levels.*

Department's Response:

The University offers 90% scholarships for PhD studies in the field of engineering in line with its campaign to attract more PhD Students. Furthermore, the University has launched a campaign called "Women in STEM" ([Link](#)) offering scholarships to all women interested in any of the programmes in the field of engineering and technology, as means to both implement the University's EDI (Equality, Diversity, Inclusion) [policy](#) goals as well as to further promote the engineering programmes.

Our Department's PhD students' figures are on the rise since 2016, when our PhD program was launched. A steady increase was observed from as low as three (3) students during 2016 to as high as ten (10) PhD students at its current levels. Attracting good quality PhD students is a difficult and challenging task and our faculty members employ a variety of methods to meet this end. A number of postgraduate students are offered research contracts on ongoing research projects with the commitment to enrol to PhD programs and the objective is to spread the news that the majority of our PhD students apart from fee waiver are offered small contracts to support their living expenses.

There is also current employment on research projects of Post-doctoral research associates who act as mentors to our PhD students and therefore facilitating the completion of successful PhDs. Our staff/ post-doctoral research associates/ PhD students participate in various events/ conferences/ seminars where the visibility of our department multiplies and potential new recruits are informed.

Last but not least, every year there is a call for PhD students in our department, which is published by the University in various places, where the specialisations at which PhD positions are offered coupled with the University's scholarship scheme are published.

b. *Research activities should expand to all areas of Mechanical Engineering.*

Department's Response:

Currently, the Mechanical Engineering Department's research activities are performed by and within following research teams/units

- SERG - Sustainable Energy Research Group
- Conventional and Alternative Energy Sources
- Engineering Management & Aquaculture Engineering
- Manufacturing Technology and Engineering Design
- Bioengineering and Imaging for Nuclear Medicine
- Automotive Engineering, ICE and Vehicle Structures

demonstrating substantial research work and publications as well as leadership and participation in collaborative national and international projects.

However, there is not an even success rate across all research teams and an effort has been made to increase research effort where research output is lacking.

Within this context, a comprehensive SWOT analysis has been conducted, followed by forging the Department's Research & Innovation goals, leading to a two-year action plan brought forward to the University's research service.

7. Resources

(ESG 1.6)

ALL AREAS MARKED AS COMPLIANT

Areas of improvement and recommendations

- a. *Seeking more external funding either associated with research activities or related to donations would increase flexibility regarding financial planning.*

Department's Response:

During the past three years our department's faculty members attracted more than 3,6 million euros in research activities to our department. This fact inevitably resulted in expansion of the Department's research infrastructure in hardware and software. This effort will be continued during the years to come, since a critical mass has been created from our faculty.

B. Conclusions and final remarks

The Department of Mechanical Engineering (DME) is part of Frederick University, a higher educational institution in Cyprus that emerged from a college existing since 1965. In the less than 15 years since its foundation, DME (together with Frederick University as a whole) is undergoing a gradual transition from a purely educational establishment to a modern department offering high quality programmes and conducting leading-edge research. The external evaluation committee members won the impression that this process is evolving smoothly, they would however strongly recommend that in case of the recruitment of new faculty members the main selection criterion should be the proven ability to contribute to excellence in research and innovation. Furthermore, the University should consider more drastic teaching load cuts for professors who are at the same time top-ranking researchers.

DME performs satisfactorily regarding participation at international competitive research activities. In this context, the committee believes that external funding will be essential for the further development of DME (and the University as a whole), especially given the conditions of the competition with public universities in Cyprus. For this to be materialized it will be necessary to secure substantial funding from competitive research in all areas of Mechanical Engineering, along the lines currently demonstrated in the example of Energy Engineering. Other potential sources of external financing would be donations from alumni – one more reason for accelerating the creation of an alumni centre, as already suggested in the present report – and synergies with industrial partners (e.g., for jointly developing test facilities of common interest). Longterm cooperation agreements with enterprises could also help further expanding the laboratory infrastructure to be used for education, research, and the provision of consulting services.

The programmes offered by the Department are appropriate at the present stage of its development. Procedures for their improvement are in place.

The committee members were satisfied to note that the University is engaged in adapting to the recommendations formulated for meeting UN's Sustainable Development Goals (SDGs) and expects that this applies to DME.

It is acknowledged that DME faculty members are aware of the significance to collaborate with other institutions in Cyprus and abroad. The committee members believe that in its next phase DME will have to strive for more internationalization, and therefore it encourages the University to increase its efforts towards MoUs for exchanges (ERASMUS etc.) based on the finding that DME, and possibly more departments in the School of Engineering, have the critical mass to attract the necessary attention of higher educational institutions all over the world. Moreover, it is recommended that schemes be developed both for inviting non-Cypriot experts to participate at educational and research activities in Nicosia, and for offering to DME faculty members the possibility to plan sabbatical stays in other countries. Apparently DME graduates easily find a job in the Cypriot market and have also good chances to be employed in other countries.

Yet, the areas in Mechanical Engineering evolve, and it is very likely that in the years to come engineers will be needed with skills in fields not yet exhaustively considered in the department programmes. Specific examples may include Sustainability Engineering and Circular Economy, 26 4th Industrial Revolution, Big Data, and Innovative Materials. It is recommended that such themes are the subject of future MSc programmes and that skilled graduates are given the opportunity to work on PhD dissertations in these emerging topics.

Department's Response:

The Department of Mechanical Engineering welcomes the suggestions of the evaluation committee and will do the utmost to meet these suggestions. In particular,

- **Faculty members:** The selection of new faculty members in the future will put research capacity of candidates as the highest criterion for selection whereas current faculty members who proved to be top-rank researchers will enjoy a reduced teaching load via various schemes to be initiated by our University.

- **Alumni:** A formal institution to monitor relations with Alumni is planned to operate as per the next academic year, and long-term cooperation with enterprises will be further strengthened.
- **UN's Sustainable Development Goals (SDGs):** Our department will align its efforts with our University to apply UN's SDGs in all individual courses across our programmes of study. This process has already been initiated by our University and our department has assumed an active role in it.
- **Department's Internationalisation:** Our department is strongly focused towards internationalisation since any future development is closely linked with synergies with other academic/ research institutions. This is realised either with common research activities, or staff/ student exchanges or with initiatives in developing common programmes of study. The foreseen increased economic activity in the energy sector due to recent discoveries in the hydrocarbon sector across the island's exclusive economic zone, brings needs for expanding research capacities and this is to be realised through increased interaction with state-of-the-art research/ educational centres. This can take the form of sabbatical stays of our faculty members to partner institutions and/ or common programmes of study and/ or common research projects.
- **Emerging areas of Mechanical Engineering:** During the years to come, new areas of Mechanical engineering will emerge. Some of these areas might fit more to the needs of the country and some less. Our department, guided by the strategy and support of the University and input from our focus groups will continuously realign its research capacity and programmes of study in order these to be market and society relevant.



C. Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
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Date:

