Doc. 300.3.2

Date: 08/04/21

Higher Education Institution's Response
(Departmental)

- **Higher Education Institution:**
  European University Cyprus
- **Town: Nicosia**

- **School/Faculty: School of Humanities, Social and Education Sciences**
- **Department: Department of Social and Behavioral Sciences**
- **Programme(s) of study under evaluation Name (Duration, ECTS, Cycle)**

Programme 1
In Greek:
"Ψυχολογία (4 Έτη, 240 ECTS, Πτυχίο)"
In English:
"Psychology (4 Years, 240 ECTS, B.Sc.)"
- **Language(s) of instruction:** Greek and English

Programme 2
In Greek:
- "Ψυχολογία: Κλινική – Συμβουλευτική (2 Έτη, 160 ECTS, Μεταπτυχιακό)"
In English:
- "Psychology: Clinical - Counselling (2 years, 160 ECTS, M.Sc.)"
- **Language(s) of instruction:** Greek and English

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

ΚΥΠΡΙΑΚΗ ΔΗΜΟΚΡΑΤΙΑ
REPUBLIC OF CYPRUS

A. Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.1.1) must justify whether actions have been taken in improving the quality of the programme of study in each assessment area.*

- *In particular, under each assessment area, the HEI must respond on, <u>without changing the format of the report</u>:*

   - *the findings, strengths, areas of improvement and recommendations of the EEC*
   - *the deficiencies noted under the quality indicators (criteria)*
   - *the conclusions and final remarks noted by the EEC*

- *The HEI's response must follow below the EEC's comments, which must be copied from the external evaluation report (Doc. 300.1.1).*

- *In case of annexes, those should be attached and sent on a separate document.*

The Department of Social and Behavioural Sciences of the European University Cyprus expresses its sincere gratitude to the External Evaluation Committee (EEC) for the evaluation of the Department of Social and Behavioural Sciences.

The collegial spirit of the members of the EEC during the evaluation process created an atmosphere of knowledge-sharing and synergy which allowed the members of the Department of Social and Behavioural Sciences to do the best of their abilities. It is thus, with great pleasure that we noted EEC's positive feedback and we appreciate its insightful recommendations, which provided us the opportunity to further improve the quality and ensure the future implementation of our programmes.

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 to ensure the successful sustainability of our Department.

1. Department's academic profile and orientation

> **Sub-areas**
>
> 1.1 **Mission and strategic planning**
> 1.2 **Connecting with society**
> 1.3 **Development processes**

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

Ratio between faculty members (12 +1 Special Teaching Personnel) and "scientific collaborators" (25). It is the EEC's understanding that scientific collaborators are on temporary (short-term) contracts and work on a part-time basis, and that they provide teaching hours according to need.

We would like the Department to reflect on the staffing model. Currently, staff are either employed on a full-time (and tenured or eligible for tenure) or part-time (as scientific collaborators). While this model appears to work, it does pose certain risks. Notably, if scientific collaborators are not available, this may compromise the quality and the quantity of the courses offered. Furthermore, this model may disadvantage some people (e.g., those who cannot undertake full-time work, due to various other responsibilities or health reasons). We also noted that awards were available for full-time but not part-time staff. Perhaps the Department/University could provide similar awards (but with different/appropriate criteria) for part-time staff also. The promotion criteria for part-time staff (or staff on short-term contracts) was unclear.

Several members of the staff are licensed practitioners, something which is vital for health-oriented study programs in Psychology. A system should be in place that allows these employees to use their University working hours to participate in continuing education and clinical engagement in order to maintain their license.

Response by EUC:

1. We would like to thank the EEC for their valuable suggestions relating to the staffing model of the Department. In what follows we address how we have been proactive in the past on minimising such a risk and following the suggestions of the EEC how we shall address this from now on.

a) *Although the part-time staff contracts are on a semester-basis, there is a stability and continuity for a large number of scientific collaborators, as some of them teach with us for more than two years continuously. We provide them with a fairly steady number of courses per academic year based on their specialty and at the same time, we have at least two scientific collaborators on the same specialization who can substitute each other in cases of emergency.*

b) *Additionally, the list of courses and sections which are offered each semester, are prepared in consultation with students' advisors at the Department of Enrolment. This allows the course coordinators plenty of time to cover the needs without any complications. More so, vacancies in specific course subjects are advertised every*

March-April for the subsequent academic year. This enables us to have a steady pool of professionals who are hired and can cover the needs of our programmes.

c) *Furthermore, a new step taken in the direction of eliminating any possible risk to our staffing model, was to shorten the list of electives courses offered on our B.Sc. Psychology programme (see 300.1.2 B.Sc. report, p 3) after the suggestions made by the EEC. We consider this change to contribute not only academically, but also in terms of organization and management.*

d) *Based on the suggestions of the EEC to consider the full-time - part-time ratio, the Department of Human Resources of the University has approved the Department's and School's request to consider renewable contracts for a number of Scientific Collaborators who cover constant teaching needs to our Department.*

e) *Finally, the School has announced for hiring two more full-time faculty positions. More specifically one position in our Department in the area of Applied Health Psychology (see Appendix I: FT Academic Position Health Psychology) and a second in the area of Research Methods in collaboration with the Department of Education (see Appendix II: FT Academic Position Research Methods) who will also cover our teaching needs in qualitative methods. Both full-time positions will be in effect in the first day of Fall semester 2021. Further to this, the Department will continue to carefully examine the future academic staff needed to support our programmes of study.*

2. Concerning the awards and promotion criteria for part-time academic staff, based on our University Charter and on National legislation, there are no such criteria for scientific collaborators (part-time staff). However, other benefits/incentives for their professional development are provided. For example at the end of each academic semester and based on the students' survey of each of their courses, we acknowledge good evaluation results concerning teaching practices for all full-time and part-time staff. Another example is the opportunity for part-time collaborators to participate in the 35-hour Faculty Development Program (FDP) which is offered in three parts in September, January and June every year. The content of the program focuses on various aspects on teaching and learning in higher education and upon its completion participants are granted a certificate of attendance and participation. The FDP is annually revised based on the feedback provided by participants and consideration is made for the external accreditation of the program as a Graduate Certificate in Higher Education Teaching. Additionally, by being employed at the University our part-time staff have the opportunity to submit research proposals for funding under their EUC affiliation and/or participate in existing funded projects of the Department. Part-time staff are also provided with the opportunity to act as supervisors on the final year thesis of both undergraduate and postgraduate research projects, which enables them to work within their research fields and produce publishable work. In other words, our part-time staff, while working at the EUC are provided with opportunities to advance their careers and enhance their C.Vs at the same time.

Furthermore, to improve the coordination between full-time faculty and part-time scientific collaborators/special scientists, in addition to its current efforts of organising meetings for part-time staff, the Department has participated in a University wide initiative under an Ad-Hoc Committee which was set-up by the Senate in March 2020 in the design of a Mentoring Scheme for all its part-time academic staff. The Mentoring scheme, which is aimed at all part-time academic staff, is based on promoting a synergetic, purposeful conversation and reflection on experience amongst all instructors. In particular, the scheme ensures that

newly hired part-time academic staff are provided with all the necessary information and support once they commence their cooperation with the Department and throughout their collaboration. To this effect, it entails an Orientation Program, so as to effectively integrate part-time academic staff in the culture and the programmes of the Department, as well as continuous, active mentoring by a senior member of the Department, who serves as a course coordinator. Such mentoring spans across an array of activities, from course content and course delivery to dealing with students issues and complaints. Details on the draft of the Mentoring Scheme to be submitted to the Senate for final discussion and approval are presented in Appendix III: Mentoring Scheme. Hence, through investing in our part-time academic staff, future collaboration becomes both more effective and efficient, which will in turn positively affect the workload of full-time faculty, by reducing in the longer term their workload.

3. ECC noted that several members of the current staff are licenced practitioners, which is very vital for our B.Sc. and M.Sc. Psychology programmes. Even though the contractual requirements of faculty members are six office hours and 12 teaching hours per week (see Appendix IV: Sample of work load per semester), plus any additional amount of hours spend for meetings or other administration work in the University, as well as any amount of hours spend for research, all their clinical work is conducted out of the university hours. Therefore, the suggestion of the EEC was taken to the University's Rectorate Committee and it has been decided that these faculty members will have a specific day per week reserved solely for clinical work without any interruptions for other Academic activities (see Appendix V: New work load per semester for Faculty/Licenced Practitioners).

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CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION

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2. Quality Assurance

Sub-areas

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

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

Quality assurance of research portfolio: should be worked out more clearly

Quality assurance of assessment grading: Processes need to be documented to ensure that scores/grades awarded are fair, reliable and comparable to those that are awarded to similar assignments within similar courses delivered by other universities (at least nationwide). There are different ways in which one can work towards this goal. Worked samples of anonymised scripts representing different levels of performance can be used for training purposes; a sample of exam scripts representing top, middle, and bottom pass grades and fail grades can be sent to external examiners from other universities to obtain their opinion of whether the scoring is in accordance with national standards.. The EEC recommends to implement procedures that ensure the comparability of assessment.

Response by EUC:

1. We would like to thank the EEC for the opportunity to provide more details on the Department's procedures of assuring the quality of the research portfolio of its members. Firstly, it is important to mention that the "EUC Research Policy" provides not only a code of conduct for research intended for those carrying out research at or on behalf of the University, but also records and monitors research activities (see Appendix VI: EUC Research Policy) in our attempt to improve the Department members' Research Portfolio. For example, the Teaching Hour Reduction (THR) award and the Performance Evaluation System (i.e., the criteria applicable for research) are two procedures to monitor research and a vital aspect for all faculty Performance Evaluation and Promotion (see Appendix VII: EUC Charter – pp. 79-87, pp. 97-101 and pp. 132-152).

Additionally to the University wide policies, based on the EEC's recommendation above on the Department's quality assurance of research, we have reviewed our portfolio and priorities in order to further improve our research culture by promoting academic excellence through participatory research. More specifically, as a Department, since the EEC visit, we reworked both our strategic plan for research and the three following departmental pillars of research by putting specific actions in place. Additionally, we created Key Performance Indicators for research as suggested by the EEC (see section 6, pp. 14-15 in this report).

For the first pillar "Promotion of applied and basic research and innovation in specific disciplines of the Department", our strategic commitment will be fulfilled based on two criteria:
i. Active search for funding and
ii. Enhancing clusters of interdisciplinary research among faculty.

The actions taken in achieving the strategic goals for the first pillar is firstly to create a list of research proposals that will be submitted by the end of July 2021 to the Cyprus National Bioethics Committee (CNBC) for approval. The Departments' list of research proposals to the CNBC or any other research bodies will be updated each academic year, thus contributing in our plan of actively engaging with ongoing research. In addition, the two representatives from our Department to the School's Committee for Research Prof. Spyros Spyrou and Dr. Paris Vogazianos, participate now in scheduled meetings with faculty members from other Schools in the University to discuss opportunities for interdisciplinary research. Finally, these two representatives are also in touch with the University's Research Office and serve as liaisons between the Office and faculty members of the Department, aiming to enhance the process of pursuing potential funds for projects, as well as the opportunities to expand our network of collaboration with other researchers internationally. The Department's KPIs "Research infrastructure" and "Research income" (see section 6, p 15 in this report) will serve as the basis for monitoring the two goals of the first pillar.

For the second pillar, "Increase the dissemination of research results worldwide" our strategic commitment will be fulfilled in two ways:

i. By increasing the Department's publication in peer-reviewed outlets, and

ii. By co-organising conferences with reputable local and international bodies, associations, universities and organisations.

The first goal will be accomplished from the actions taken in the first pillar (i.e., active search for funding and enhancing clusters of interdisciplinary research among faculty). For the second strategic goal, we have already initiated a collaboration with Cyprus Psychologists Association to co-organise a national conference at EUC premises entitled "Pancyprian Conference of Psychological Research: The Science of Psychology in changing times" in November 2021. In addition, we activated existing memorandums of collaboration with a number of clinical placement settings targeting on research. We believe that these actions will bring a higher number of publications and conference participations in the Department. The Department's KPI "Research Impact" (see section 6, pp. 14-15 in this report) will serve as the basis for monitoring the two goals of the second pillar.

Finally, for the third pillar "Increase the active involvement of students in research and linking research with teaching", our strategic commitment will be fulfilled based on three actions:

i. Firstly, by assigning Theses topics and Practicum-research projects to students that address issues in the community. The current process that students follow to choose their undergraduate and postgraduate Thesis projects, is to use the Thesis Guide and contact academic staff (faculty and scientific collaborators) of their choice with whom they believe that they can cooperate on a research project. All staff's research interests/ongoing projects are announced in the Thesis Guide, which is updated each academic year. After the necessary guidance provided by the academic staff on the student's proposed idea, the student finalize their research topic and is then allocated to that member of staff who will act as their thesis supervisor. In addition, undergraduate students through their practicum have opportunities to engage in research with any faculty member or scientific collaborator in our Department. More specifically, students can be involved by teaching staff in their ongoing research activities which are running during that semester of practicum.

ii. Secondly, a number of courses involve research activities and thus students have the opportunity to engage in ongoing research activities and projects.

iii. Finally, we established an annual meeting called "Research Day" (which will take place every June) where faculty members, scientific collaborators, undergraduate, postgraduate and doctoral students will present some of their projects. This will give the opportunity to students who will begin their Thesis the following year to get ideas and this will create a space for discussion and collaborations on psychology topics that address issues in the community. The Department's KPI "Research Degree Provision" (see section 6, p 15 in this report) will serve as the basis for monitoring the actions for the third pillar.

2. As far as the recommendation of the EEC on the quality assurance of assessment grading, we would like to inform the EEC that the Department follows relevant practices based on the instructions of the Cyprus Agency of Quality Assurance in Higher Education (CY.Q.A.A.). For instance, the Department uses external examiners in assessing students' Master and Doctoral Thesis. In addition, based on the guidelines of CY.Q.A.A., we maintain final exams for a period of three years and also do a random sampling of all courses' assignments (Good-Average-Poor) and keep them for two years (see CY.Q.A.A. instruction: https://www.dipae.ac.cy/index.php/el/nea-ekdiloseis/anakoinoseis-el/126-apofaseis-21-synodos). Courses' assignments and final exams are presented to external evaluation committees during quality assurance procedures conducted by the CY.Q.A.A.

Additionally, to safeguard the quality assurance of assessment grading, the Department of Social and Behavioural Sciences follows the process of internal blind review of the 20% of the assignments and exams. Moreover, an Appeals Procedure allows any student who believes that the grade received in the final exam of a course is different from what was expected, to ask for a re-evaluation of his/her final examination/project to a second examiner other than the original instructor. This is an official process which involves the Office of the Registrar, the Chairperson of Department, a second examiner and the Dean of School (see Appendix VII: EUC Charter – p 33). We do appreciate the suggestion of the EEC to additionally provide scripts to external examiners from other Universities in order to enhance comparability of grading, such procedures though are not mature enough locally and would exert complicating pressures to the Department. Instead of doing so, it is noteworthy to clarify that within the framework of the University's 35-hour Professional Development Programme for all faculty members and scientific collaborators which focuses on various aspects on teaching and learning, topics such as grading procedures and differentiation of grades, are offered every academic year.

Finally, once per semester we organise a special Departmental Council named "Pedagogical meeting", with all faculty members and scientific collaborators present, where we discuss matters of grading, feedback and present good practices concerning this matter.

3. Administration

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

Include student representatives to the Department council.

Investigation of academic offences: It appears this is done by one member of staff. (p71) – "a faculty member". We would like further reassurance that such investigations are conducted by a team, and not any one faculty member – so as to reduce/prevent any bias.

Response by EUC:

1. We would like to confirm that the student representation to the Department Council is according to the national regulations 20% of its membership body. Hence, one student represents the undergraduate students (student initials: SW; registration number F20151075) and a second student represents the postgraduate students (student initials CM; registration number F20201487).

2. We thank the EEC for the opportunity to clarify the University's regulations on academic offences. For the investigation of academic offences, all students adhere to the EUC Internal Regulations of Academic Ethics and Students' Discipline. More specifically, all students are made aware of what is expected of them in the beginning of each semester as they receive the Course Outline of each course (see Appendix VIII: Course Outline Template) and the course outline contains information on:
   - *Learning outcomes – the guidelines for the knowledge, understanding and skills students are expected to develop by the end of the course*
   - *Marking/assessment criteria*
   - *Internal regulations on Academic Ethics and Students' Discipline.*
   - *Appeals procedure*

Each course's Course Outline thus provides clear guidelines discussed with their instructor from the outset of the semester and this enables students to become well aware of the policies pertaining to academic offences but also the procedures that are in place when it comes to appeals.

Depending on the specific incident of offence, the initial investigation is being done by the instructor. However, before the instructor reaches a decision for action s/he discusses the matter with the programme coordinator and if necessary with the Chairperson of the Department. Based on the EUC charter (see Appendix VII: EUC Charter – p 67), the instructor informs in writing, the Chairperson of the Department and through him/her the Dean of the School, with copies sent by the Dean to the Rector's office, the imposed penalties and the description of the incident.

Finally, at EUC we have in place the "Grievance Committee" for specific cases of misconduct and this Committee is initiated by the School Council (see Appendix VII: EUC Charter – pp. 221-222).

4. Learning and Teaching

> **Sub-areas**
>
> **4.1 Planning the programmes of study**
> **4.2 Organisation of teaching**

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 like to see more stakeholder involvement in the development and updating of the taught courses. Stakeholders can include future student employers, the health sector, patients and the public, as relevant. The Department could consider having module/course advisors from the pool of stakeholders.

More attention could be put on Open Science practices.

Response by EUC:

1. We would like to thank the EEC for the opportunity to provide more details on the Department's policies and actions regarding the involvement of external stakeholders in its programmes of study. The Department's Advisory Board and its Expert Review Panel are involved in the development and update of the programmes of study.

The Advisory Board consists alongside its internal members, a minimum of four (4) external members from academia, the public sector and the industry, and at least one (1) alumnus student representative from the Psychology, Clinical-Counselling Psychology and Career Guidance and Counseling programmes of study. The aim of the Advisory Board is to support the Department's programmes of study through an independent evaluation of its activities and its constructive feedback. Overall, the Advisory Board reviews and contributes in several relevant areas, including the following:
1. Improvement(s) on academic teaching;
2. Evaluation and suggestions on the programmes' structure and content, in order to assure the provision of an enhanced learning experience to their students and high quality educational programmes;
3. Proposition of courses that link the Programmes with the needs of the local and global industries, that promote internationalization, academic and professional qualification and, foremost, the employability of graduates;
4. Developing of mutually beneficial relationships between the faculty, the industry, stakeholders and authorities, aiming to facilitate constructive exchange of ideas and people, as well as strengthen the links between them;
5. Contribution of innovative ideas for research and its implementation;
6. Promotion of the work of the faculty externally.

The Expert Review Panel comprises of academic and subject experts, namely two External members (experts on the programme thematic areas) and the Programme Coordinator (on behalf of the Programme Committee) who suggests two external experts who are forwarded

to the Department Council for approval. The Expert Review Panel provides a written review report by commenting and evaluating the findings and implementation plan presented in the Program Evaluation Review (PER) procedure of each programme of study, as well as by providing relevant recommendations. The role of the Expert Review Panel is to provide feedback only on the academic elements of the Program Evaluation Review (PER) procedure. Decisions about the viability and other aspects of the programme remain within the remit of the School and University.

Currently, in our Advisory Board we have external members from the Ministry of Education, from the Ministry of Labour, Welfare and Social Insurance, from a Public University Counselling Service, from private Psychology and other Health Services. After the latest meeting of the Advisory Board in January 2021 and the discussion we had on the outcome of the EEC evaluation on the matter of PPIE, they suggested that PPIE could be included in the Advisory Board. Therefore, we contacted the Cyprus Mental Health Committee as well as the journal "Economist" to discuss the options, the legalities and the procedures in including PPIE representatives in our Advisory Board. As this is something very new for us and Cyprus in general, it may take some time before it finalizes. We are very positive about these new additions/collaborations and believe that the new stakeholders' active involvement will hugely benefit the student selection, the academic, research, and other relevant procedures of our programmes.

2. As regards to the Department's Open Science practices, following the recommendation of the EEC for the Department to place more attention on these practices, we would like to note the following:
   a) European University Cyprus supports the principles of open access to research publications and research data. According to the bibliographic database Scopus about one third of publications with the EUC affiliation are published in open access journals.
   b) European University Cyprus faculty can get funding for publication charges in Open Access journals from an annual School budget. The scheme runs in some Schools from 2018 and in the next budget period (2021-2022) will be extended to apply to all Schools/Departments of the University.
   c) Departments' Faculty and researchers, are also advised to include funding for open access publications in the budget of research proposals submitted to either the Research & Innovation Foundation in Cyprus or the European Commission.
   d) European University Cyprus has also applied for membership of EOSC AISBL (European Open Science Cloud Association internationale sans but lucratif; https://www.eosc.eu/) and has already been accepted as a provisional member. The University will formally become a full member of the association at the next General Assembly scheduled for later this year.

Furthermore, we discussed the EEC's recommendation on Open Science Practices with the Office of the Vice-Rector of Research & External Affairs, in order to further support our Department but also the University in general. The Vice-Rector of Research & External Affairs took the following proposed actions in applying Open Science practices to the Rectorate Committee and the Senate for further discussion and approval:
   a) The relevant University policy will be revised so that each faculty member is entitled to funding of 1440 euro per year for participation in a conference or for publication charges. Faculty can apply through their School.

b) *Information on Open Science and Research has now been developed and will soon be provided to faculty and researchers on the University website at this link. The website is maintained by the Office of the Vice-Rector of Research & External Affairs and will provide additional links to other resources, e.g. Center for Open Science, OSF.*

In addition to the above, we made further steps in incorporating Open Sciences Practices to our Department's programmes of study. More specifically, these practices relate to teaching (e.g., B.Sc. and M.Sc. Psychology courses include discussions on the ethos of preregistration, open data-software-publications and relevant practices) and research (e.g., preregistration of research proposals to CNBC, Department's internal repository of research proposals, use of secondary data, etc.). For more details please see the 300.1.2 B.Sc. report (p 6) and M.Sc. report (p 6).

Finally, the Department has officially requested an annual budget for covering open access publication fees for the Department's faculty and student research work, which will help us even more with Open access journal publication fees. In conclusion, we see our actions as part of an ongoing process which will be annually updated and reworked based on the experience we gain each year.

5. Teaching Staff

<u>*Areas of improvement and recommendations*</u>
A list of problem areas followed by or linked to the recommendations of how to improve the situation.

We would encourage the Department to consider having visiting professors as this could bring something unique to the department and the students' experience.

<u>*Response by EUC*</u>:

We warmly welcome the suggestions to further consider inviting Visiting Faculty into our Department and we would like to note that this is already a common practice (under the Erasmus Programme) of the Department of Social and Behavioral Sciences. The Department has a designated member of staff (School Erasmus Representative) Dr. Andreas Philaretou who in coordination with the Erasmus Office of the University is facilitating and providing the necessary guidance to those who wish to have an Erasmus+ experience. The Department hosts a number of educators via Erasmus every year and this enables us to maintain a steady influx of visiting professors from various universities from Europe and other countries.

Below we provide some of our more recent Visiting Faculty visits as well as their areas of expertise:
1. *Dr Alina Rusu, Associate Professor/Conf. Univ. Dr. Abilitat Babes-Bolyai University, Faculty of Psychology and Educational Sciences, Special Education Department (Departamentul de Psihopedagogie Speciala), Cluj-Napoca, Romania. During the time period of April 2019 and March 2020, Dr Rusu provided lectures to our students in the courses of "Gender and Society" and "Human Sexuality". Dr Rusu also had meetings with faculty and administration of the Department and the School, as well as with the Vice-Rector of Research and External Affairs and the Erasmus Officer.*
2. *Dr Paulius Skruibis, Ascot. Professor at Department of Clinical and Organisational Psychology, Vilnius University, Lithuania. During May 2017, Dr Skruibis provided seminars for our M.Sc. Clinical/Counselling Psychology students in the areas of Suicide and Suicide Prevention.*
3. *Prof. Carmel Cefai, Department of Psychology, Faculty for Social Wellbeing, University of Malta, Director of Centre for Resilience and Socio-Emotional Health, Honorary Chair of European Network of Social and Emotional Competence. During September 2019, Dr Cefai provided a series of lectures to the Department's students in areas of his expertise. Dr Carmel also had meetings with faculty and administration of the Department and the School, as well as with the Vice-Rector of Research and External Affairs and the Erasmus Officer.*

6. Research

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

There are specific departmental goals related to research activity, and the aim is to "increase" activities (such as seeking and obtaining research grants). This is in line with the aspirations of several international universities, but specific Key Performance Indicators (KPIs) should be set, which can be quantifiably and objectively evaluated.

Obtaining ethical approval from the National Bioethics Committee was reported as time consuming and challenging, which made it difficult to promote some types of research and research methods. While, we appreciate that the functioning of the Bioethics Committee is outside the control of the Department/School, the Department/School should find ways to overcome some of the challenges (e.g., by submitting ethics applications well in advance of the studies being conducted, or using simulated data, or using publically available data (secondary data analyses).

Teaching of qualitative research methods should be increased, and students should be given the opportunity to conduct qualitative research.

Response by EUC:

1. Some additional very valuable suggestions have been provided in this section as well, which we have attempted to take into account effectively, as indicated below.

The EUC Research Policy (see Appendix VI: Research Policy) aims to provide the framework that allows the academics and research community of the University to contribute towards its mission to develop a pioneering and innovative research infrastructure with the objective of generating new knowledge. The policy makes provisions for the following:

- **Policy for Ethics and Bioethics**
- **Policy for Intellectual Property Rights**
- **A framework for the establishment of Research Centers and Laboratories**
- **Rules governing External Research Programmes.**
- **Provisions for the establishment of a Research fund.**
- **Rules governing Internal Research Awards.**
- **Procedures for the award of Teaching Hours Reductions to faculty on the basis of participation in projects, authoring of books or by accumulation of research points.**
- **Procedures for acquiring equipment purchased through external or internal research funding.**
- **Procedures for research appointments and affiliations**

Further to the University wide research policy, after the suggestions put forward by the EEC in relation to setting specific KPIs on the Department's research output, the Department uses the following KPIs:
1. Research Impact
        a. *Dissemination*: (i) Departmental Research Impact (i.e., Journal articles, journal special issue, books, book chapters), (ii) Number of citations, (iii) Faculty presentation in peer reviewed conferences.

c. Proposals: (i) Number of submitted research funded proposals per year (successful and unsuccessful), (ii) Number of successful non-funded research proposals to CNBC.

d. Research Excellence Awards: (i) Private, (ii) Institutional, (iii) Local, (iv) EU, (v) International.

e. Participation in peer-reviewed Journals: (i) Reviewer (National, International journals), (ii) Editorial board membership (National, International journals), (iii) Editor position (National, International journals).

2. Research Infrastructure

a. Teaching Hours Reduction: funded research writing a book

b. Collaborative Partnerships/Participation (Institutional, Local, EU, International): (i) Research Centres, (ii) Research Projects Advisory boards, (iii) Research evaluator in Funding Agencies, (iv) EUC Research Office.

3. Research Income

a. Research Grants: (i) Faculty participating in funded research as collaborators, (ii) Faculty participating in funded research as Principal Investigators.

b. Sources of funding: (i) Private, Institutional, (ii) National, (iii) EU, (iv) International.

4. Research Degree Provision

a. Research Students under supervision (Number of undergraduate, postgraduate and doctoral students: (i) Departmental/School/University, (ii) Inter-organisational (Galileo Global Education), (iii) External (other Universities).

b. Participation in standing committees (Undergraduate, postgraduate and doctoral level): (i) Departmental/School/University, (ii) Inter-organisational (Galileo Global Education), (iii) External (other Universities).

2. Except from the current procedure in submitting undergraduate and postgraduate Thesis research proposals to the Cyprus National Bioethics Committee, based on the EEC's suggestions we have adopted additional procedures to reduce the challenges and time constrains pointed out by the EEC. For example, our students are given the option of using anonymised secondary data for their thesis and therefore be exempted from bioethics screening since such projects do not involve interactions or interventions with humans. In order to facilitate the above and as already mentioned in page 7 of the current report, the Psychology faculty members will be submitting annually research proposals to be approved by CNBC. Hence, this will create a platform of ongoing research projects in our Department on which our students could embark on and complete their Thesis without having to go themselves through further bioethics approval.

3. Taking into account the EEC's suggestions concerning teaching of qualitative methods and providing students more opportunities for qualitative research we proceeded with the following actions:

- *B.Sc. Psychology: we revised the syllabi of PSC120 Introduction to Research Methods in Psychology and of PSC325 Research Methods in Psychology (please see 300.1.2 B.Sc. report, p 10), so that they now include more content and learning outcomes on qualitative research methods. These amendments provide more opportunities in undertaking qualitative research in undergraduate Theses as an option among the existing quantitative research options.*

- *M.Sc. Clinical/Counselling Psychology: taking into account ECC's recommendations for the need of including a qualitative research methods course, the course CCP630 - Qualitative Research Methods (please see 300.1.2 M.Sc. report, p 3) was created which will enable postgraduate students to undertake qualitative research for their master Thesis as an option among the existing quantitative and mixed methods research topics.*

- *Finally, to enhance our teaching and qualitative research profile, the School has announced the hiring of two more full-time faculty members, one of which in the area of Research Methods who will cover our teaching needs (hiring in effect in the first day of Fall semester 2021). Further to this, the Department will continue to carefully examine the future academic staff needed to support our programmes of study.*

B. Conclusions and final remarks

The EEC was impressed by the quality and thoroughness of the documents and videos we were provided with. Although it was not possible to attend the visit in person, the video meeting worked relatively well. We appreciate that this format was chosen over an in-person visit due to the Coronavirus pandemic, and we hope that future evaluation visits resume in-person formats. We would, however, like to congratulate the academic, administrative, management and student teams who attended the online meeting. We appreciate that it was a particularly long and full meeting, but we were impressed by how well all parties engaged in the process.

We felt that the staff and students were open about their experiences and receptive to feedback. We saw that they were able to reflect on the strengths and challenges they faced in designing and delivering the courses, and draw upon their learning from other experiences (and some from other universities in Cyprus and abroad).

Overall, we felt that the Department was compliant on all aspects that we were required to evaluate. We noted several strengths of the programme. We also felt that there were some areas where there is potential for growth to bring the BSc and MSc programmes in line with other programmes we are aware of internationally. We do not repeat them here, but would strongly encourage the university and departmental staff to take note of these in our report.

We are of the opinion that both the BSc and MSc courses are valuable - for students, for the university, and for society. We were informed of some new developments that are planned for the future, and we wish the Department all the best in their pursuance of excellence and service to their students and the wider society.

Response by the EUC

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 Department of Social and Behavioural Sciences made a focused effort to address each of the EEC's recommendations. As such, we believe that these actions enhance the overall workings of our Department. The suggestions of the EEC have given us the opportunity to highlight our strengths and readiness to implement all our programmes in an attractive student-friendly environment. By making these changes, we believe that our Department is in a better position to offer programmes of study which are in line with the European Qualifications Framework.

ΔΙΠΑΕ
CYQAA

ΦΟΡΕΑΣ ΔΙΑΣΦΑΛΙΣΗΣ ΚΑΙ ΠΙΣΤΟΠΟΙΗΣΗΣ ΤΗΣ ΠΟΙΟΤΗΤΑΣ ΤΗΣ ΑΝΩΤΕΡΗΣ ΕΚΠΑΙΔΕΥΣΗΣ
CYPRUS AGENCY OF QUALITY ASSURANCE AND ACCREDITATION IN HIGHER EDUCATION

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C. Higher Education Institution academic representatives

Name	Position	Signature
Prof. Marios Vryonides	Dean, School of Humanities, Social and Educational Sciences	
Dr. Panagiotis Parpottas	Chairperson, Department of Social and Behavioural Sciences	
FullName	Position	
FullName	Position	
FullName	Position	
FullName	Position	

Date: 08.04.2021

Ευρωπαϊκό Πανεπιστήμιο Κύπρου

Academic Vacancy

The **School of Humanities, Social and Education Sciences** of **European University Cyprus** is seeking to recruit qualified applicants for a full-time academic position at the rank of Lecturer or Assistant Professor in the following discipline:

Department of Social and Behavioral Sciences

- **Health Psychology**, preferably with specialization in the following area:
  Applied Health Psychology and Holding an active license as registered Psychologist with the Council of Registration of Psychologists in Cyprus - (Lecturer or Assistant Professor)

Duties and responsibilities:

- As described in the University's Charter by laws

Qualifications required:

- Doctorate degree (PhD holder in the relevant field)
- Technology oriented
- Excellent written and oral communication skills
- Fluency in Greek and English
- Very good interpersonal skills
- Global mindset
- Student Oriented
- Innovative
- Team Worker
- Emotionally Intelligent

Former Teaching and Research Experience:

- For the rank of **Lecturer** substantial proof of competence in teaching and research is required
- For the rank of **Assistant Professor** at least 3 years of continuous academic and research experience in renowned academic institutions is required

Candidates should submit the following documents:

- Letter of interest
- Curriculum Vitae
- Proof of qualifications

- 2 letters of reference

Applications Submitted:

Please submit, electronically, all required documents to the **Human Resource Department** (hrm@euc.ac.cy). **Initial deadline is the 31st of March 2021. The positions will remain open until recruitment.**

Tel: +357- 22713061
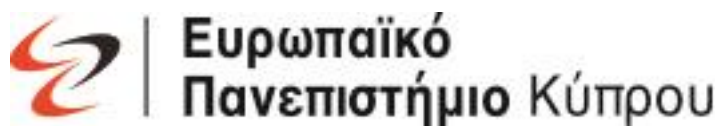
Academic Vacancy

The **School of Humanities, Social and Education Sciences, Department of Education Sciences** of **European University Cyprus** is seeking to recruit qualified applicants for a full-time academic position at the rank of Lecturer or Assistant Professor in the following discipline:

Department of Education Sciences

- **Research Methods in Education** - (Lecturer or Assistant Professor)

Duties and responsibilities:

- As described in the University's Charter by laws [link to Charter]
- Examples of courses that can be taught:
    - Educational Research Methods
    - Advanced Methods in Educational Research (Quantitative and/or Qualitative)
    - Introduction to Education Sciences
    - Learning in Early Childhood Education

Qualifications required:

- Doctorate degree (PhD in the relevant field)
- Expertise in Quantitative/Mixed Methods Research
- Strong background in Education Sciences with preferred interest in Early Childhood Education
- Experience in using research methods with innovative applications in Education.

Skills and Competences required:

- Digital Competences
- Excellent written and oral communication skills
- Excellent knowledge of Greek and English
- Excellent interpersonal skills
- Student Oriented
- Global mindset
- Innovative
- Team Worker
- Emotionally Intelligent

Former Teaching and Research Experience:

- For the rank of **Lecturer** substantial proof of competence in teaching and research is required
- For the rank of **Assistant Professor** at least 3 years of continuous academic and research experience in renowned academic institutions is required

Candidates should submit the following documents:

- Letter of interest
- Curriculum Vitae
- Proof of qualifications
- 2 letters of reference
- Sample of representative publication(s)

Applications Submitted:

Please submit, electronically, all required documents to the **Human Resource Department** (hrm@euc.ac.cy). **Initial deadline is the 31st of March 2021. The positions will remain open until recruitment.**

Tel: +357- 22713061

European University Cyprus

EUC Framework on Mentoring Scheme for Newly Hired Full-Time Academic Staff and/or Part-Time Academic Staff

Basic Premises of Mentoring:

A Mentoring program is based upon providing a support system to promote a symbiotic interchange and it embraces the primary pillars of the mentor concept:

Manages the relationship
Encourages
Nurtures
Teaches
Offers mutual respect
Responds to the Mentee's needs

Mentoring is based on promoting a synergetic purposeful conversation and reflection on experience with aim to:
1) Challenge
2) Motivate, and
3) Inspire.

The effectiveness of the process is based on mutual trust, a genuine belief in the process, helping the mentee's ideas to flourish, and inspiration of a vision.

The principles applied include:

Synergy:
- Enriching for both mentor & mentee
- It's all about learning – not teaching
- Mentee is empowered to take responsibility of their life.

Relationship:
- Mentoring is a "power-free" partnership
- Develop mentee's independent thinking – not make them independent.

Uniqueness:
- This is not coaching or counselling
- Provides direction to channel efforts
- Nourishes ideas.
.

Mentoring Scheme(s)

A. Introduction/Induction/On-Boarding/Orientation Program

Basic Premises:
- Aim to familiarise newly hired Full-Time academic staff and/or part-time academic staff with the educational model of the School and the Department, the basic principles and means of teaching, as well as the rules and policies of European University Cyprus.
- The School/Department introduces the curriculum, the facilities and other necessary information for the hired Full-Time academic staff and/or part-time academic staff to integrate effectively and quickly into the programs of study.
- As we have professionals, we began to include support information for their integration into the Cyprus professional community.
- On-boarding is offered when instructors first start. Only when significant changes have been made in the function of the School/Department, would full- or part-time instructors be invited to participate again. In addition, however, many instructors who have participated in on-boarding programs are recruited to help with the orientation of new part- or full-time staff. The process of "see one, do one, teach one", further supports their understanding, but more importantly encourages engagement and investment into the program.

B. Dyad Mentoring

Structure Meetings around Student Evaluations

- Novice newly hired Full-Time academic staff and/or part-time academic staff can actively be mentored by a senior member of the faculty or leader/line manager.
- On a yearly basis, upon receipt of the student/course evaluations/surveys, a one-on-one meeting is scheduled to discuss the outcomes.
- While the meeting is designed around the student/course evaluations, it provides the opportunity for a mentor-mentee discussion that includes not only teaching, but also research, professional development and personal dilemmas, and/or goals.
- By planning a once-a-year meeting aiming to discuss teaching, research, development and personal dilemmas, and goals based on review of student evaluation outcomes, the new members are able to reflect on their personal development. The aim is not only to improve their teaching skills under close supervision, but to help the member become more engaged and invested, and ultimately satisfied.
- At the end of this once a year programmed meeting, a form is co-signed that outlines the items discussed for teaching, research, professional development, etc., including:
    1) Observations/outcomes from the teaching evaluations
    2) Goal-development
    3) Goal-activity alignment
    4) Goal-time alignment.
- The following year, upon the next structure meeting, the form is used to gauge outcomes and development.

Peer Mentoring Model

- Peer Groups forms a critical basis of peer mentoring. Peer groups offer:
    1. Psychosocial support: friendship, confirmation, emotional support, empathy
    2. Mutual professional development
    3. Collaborative problem solving.
- Schools/Departments can support peer or near-peer mentoring by introducing new members into the networks of the School/Department. This is typically done, by putting new members into committees of the school or department. Members can be rotated among different committees, until they find a network niche that they feel comfortable in (this part will take careful monitoring by the leadership of the Department/School.)
- Hence, the school/department encourages peer mentoring by the construction of ad-hoc committees.
    1. This creates deliberate networks – giving a "jump-start" to individual networking
    2. This creates common goals among the committee/network members
    3. This ensures peer or near-peer mentoring by frequent meetings imposed by their roles in the committee.
- Finally, by participation in these committees, the newly hired academic staff is introduced and exposed to the other aspects of their duties.

C. Portfolios

- An electronic portfolio system: this will include CV material, publications prizes, etc., but reflection and professional development outline as discussed with mentor and advisors.
- Mentoring is a crucial component for portfolio learning, as they assist not only in successfully compiling the information that goes in the portfolio, but also understanding outcomes and devising goals.
- A portfolio is a "living document" that includes both CV – type material, as well as reflection upon goals, key experiences etc.
- The typical CV update material, included in a Portfolio are:

Contact Information

Biographic Information
Biographical sketch

Goals
Educational goals
Professional goals
Personal goals

Professional Development
Educational history
Certifications
Memberships
Awards/recognitions
Leadership

Clinical Achievements

According to year & discipline
End of placement report and feedback – Clinical Advisor

Academic Courses

Courses taken by semester with performance
End of semester report and feedback – Academic Advisor

Service

Professional service
Community service
Employer service

Conference Attendance

By year

In-Service Training

ALS, CPR, etc.

Scholarly Activity

Presentations
Publications
Research

Curriculum Vitae

- The second section is designed as "reflective portfolio", to support learning, personal growth and achievement.
- The aim is to be widely used in the assessment of professional learning, as it promotes individuals to review their outcomes and reflect.

Portfolios as a Mentoring Model
- Self-Assessment of Professional Growth through Reflective Portfolios:
  o This involves establishing a critical reflection and learning plan (self-directed learning plan).
  o The portfolio will provide space for reflective pieces by each individual, to reflect on performance, set goals, etc.
  o By creating a safe and supportive environment for candid reflection, this will facilitate structured meetings with a mentor/leader, for feedback on experiences and goals by senior mentors.
  o This will also provide the opportunity to discuss development and design of strategic prompts, so that the individual can move forward in their career path.
  o Portfolios are also effective in promoting leadership development.

- Mentoring Portfolios
  o Mentoring enhances the feedback process and stimulates reflection by individuals
  o During individual meetings based on the portfolio, mentors, as well as mentees are stimulated by input to introduce subjects for discussion

- o Individual meetings begin with highlight the main themes of the previous meeting, and formulating agreements for the upcoming period
- o Small group (peer group mentoring) are useful for learning to discuss experiences, developing reflective skills and sharing experiences.

Appendix IV: Sample of work load per semester

European University Cyprus

SCHOOL OF HUMANITIES, SOCIAL AND EDUCATION SCIENCES

SRING SEMESTER 2021 - *INSTRUCTOR'S SCHEDULE*

INSTRUCTOR Dr X   **OFFICE NO.** 000

PERIODS	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
1 08:15-09:05	PSC100				
2 09:15-10:05	PSC100				
3 10:00-11:00	PSC100				
4 11:00-12:00					
5 12:30-13:20					
6 13:30-14:20		OFFICE 000		OFFICE 000	
7 15:00-15:50	OFFICE 000	PSC105		PSY115	
8 16:00-16:50	OFFICE 000	PSC105		PSY115	
9 17:00-17:50		PSC105		PSY115	
10 18:10-19:00			PSC110		
11 19:10-20:00			PSC110		
12 20:10-21:00			PSC110		
13 21:10-22:00					

Approval by Chair: …………………..

Date: ……………………

Appendix V: New work load per semester for Faculty/Licenced Practitioners

European
University Cyprus

SCHOOL OF HUMANITIES, SOCIAL AND EDUCATION SCIENCES

SRING SEMESTER 2021 - *INSTRUCTOR'S SCHEDULE*

INSTRUCTOR Dr X   **OFFICE NO.** 000

PERIODS	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
1 08:15-09:05	PSC100				
2 09:15-10:05	PSC100				
3 10:00-11:00	PSC100				
4 11:00-12:00					
5 12:30-13:20					
6 13:30-14:20		OFFICE 000		OFFICE 000	
7 15:00-15:50	OFFICE 000	PSC105		PSY115	
8 16:00-16:50	OFFICE 000	PSC105		PSY115	
9 17:00-17:50		PSC105		PSY115	
10 18:10-19:00			PSC110		
11 19:10-20:00			PSC110		
12 20:10-21:00			PSC110		
13 21:10-22:00					

------Clinical Day------

Approval by Chair: …………………..

Date: ……………………

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

Table of Contents

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 meets 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.
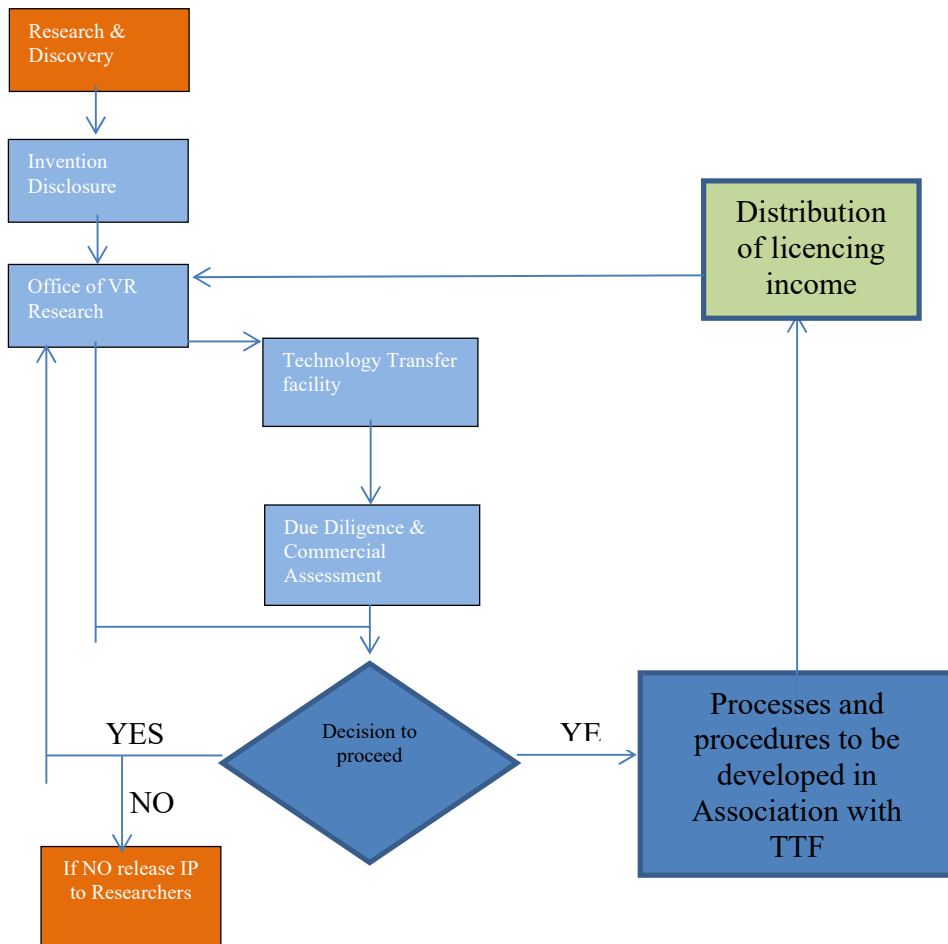
Appendix B:

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** • 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** • 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** • Competition Winner • Invited Artist (Festival – duration more than three days) **A14B** Chair of international arts/music festival

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

17. REPETITION OF WORK

If a student repeats a course, the new grade will be included in the student's cumulative grade point average. The grade previously earned will not be included in the student's overall grade point average, although it will be listed on the student's permanent academic record and transcript.

18. CHANGE OF GRADE

Once grades have been submitted to the Office of the Registrar no changes are allowed, unless an instructor completes a "Grade Change" form, in which he/she explains that a legitimate error has been made in the calculation of a student's grade.

19. APPEALS PROCEDURE

In the case where a student believes that the grade received is different from what was expected, he/she must exhaust all possibilities of resolving the problem with the pertinent instructor first. If this does not lead to a resolution, the student may appeal against the grade by filing a petition with the Office of the Registrar.

The Registrar will forward a copy of the petition to the pertinent Chairperson of Department, who will first ascertain that no error was made by the instructor, and if so will assign an anonymous re-evaluation of the final examination/project to another instructor. In the case of major discrepancy between the instructor's evaluation and the re-evaluation that will require change of grade, the average of the two evaluations will be assigned as the final grade to the final examination/project. Changes of grades resulting from an appeal require the endorsement of the Dean of School.

For a petition to be reviewed, a student must appeal within four (4) weeks from the date the results are announced.

20. PROBATION

Any student, whose cumulative G.P.A. falls below "C" or its equivalent (2.0 G.P.A.) is placed on probation. A student who remains on probationary status for two consecutive semesters faces possible dismissal from the University.

21. GRADUATION

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INTERNAL REGULATIONS ON ACADEMIC ETHICS AND STUDENTS' DISCIPLINE

1. PREAMBLE

E.U.C. European University Cyprus is a community of scholars in which the ideals of freedom of inquiry, freedom of thought, freedom of expression, and freedom of the individual are sustained. However, the exercise and preservation of these freedoms and rights require a respect for the rights of all in the community to enjoy them to the same extent. It is clear that in a community of learning, willful disruption of the educational process, destruction of property, and interference with the orderly process of the University or with the rights of other members of the University cannot be tolerated. Students enrolling in the University assume an obligation to conduct themselves in a manner compatible with the University's function as an educational institution. To fulfill its functions of imparting and gaining knowledge, the University retains the power to maintain order within the University and to exclude those who are disruptive of the educational process.

2. POLICY AND PROVISIONS ON ACADEMIC ETHICS

The University has a responsibility to uphold and promote quality scholarship and to ensure that its students understand what academic integrity is. This section outlines the University's policy on dishonest academic performance by its students. Such offences carry penalties. Students should read carefully the Internal Regulations on Academic Ethics and Students' Discipline, and are encouraged to ask Faculty for help and guidance on honest academic practice, particularly in using source material from the Internet. In this way they can avoid any unintentional dishonesty.

2.1. ORIGINALITY

For the purposes of this Policy on Academic Ethics 'original' work is work that is genuinely produced specifically for the particular assessment task by the student whose name is attached to it. Any use of the ideas or scholarship of others is acknowledged. 'Work' includes not only written material but also oral, audio, visual or other material submitted for assessment.

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2.2. ACADEMIC DISHONESTY

Academic dishonesty is determined by the extent and the level of intent. In assessing the extent or scale of the dishonesty the instructor will evaluate how much of the work is the student's own after all unacknowledged source material has been removed. In no case can work that is plagiarized be taken into account in determining a grade. Intent to deceive is the single most significant aspect of academic dishonesty. Repeated instances of deception will incur heavy penalties for the student and the violation will be officially and permanently recorded in the student's record.

2.3. PLAGIARISM

Plagiarism is representing the work of somebody else as one's own. It includes the following:

i.   submission of another student's work as one's own;
ii. paraphrasing or summarizing without acknowledgement of source material;
iii. direct quoting or word copying of all or part of a work, ideas, or scholarship of another without identification or acknowledgement or reference;
iv. submitting as one's own work purchased, borrowed or stolen research, papers, or projects.

2.4. CHEATING

Cheating is giving or receiving unauthorized help for unfair advantage before, during, or after examinations, tests, presentations or other assessments, such as:

i.   collaboration beforehand if it is specifically forbidden by the instructor
ii.   verbal collaboration during the examination, unless specifically allowed by the instructor;
iii. the use of notes, books, or other written aids during the examination, unless specifically allowed by the instructor;

iv.   the use of electronic devices and mobile telephony to store, transmit or photograph information to or from an external source;
v.   the use of codes or signals to communicate with other students in the examination room;
vi.   looking upon another student's papers and / or allowing another student to look upon one's own papers during the examination period;
vii. passing on any examination information to students who have not yet taken the examination;
viii. falsifying exam identification by arranging with another student to take an examination in their place or in one's own place;
ix.   pretending to take the exam but not submitting the paper, and later claiming that the instructor lost it.

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2.5. COLLUSION

Collusion is false representation by groups of students who knowingly assist each other in order to achieve an unfair assessment advantage. It involves:

i. representation of the work of several persons as the work of a single student with both parties knowingly involved in the arrangement;

ii. representing the work of one student as the work of a group of students with both parties knowingly involved in the arrangement;

iii. willing distribution of multiple copies of one's assignments, papers, projects to other students for submission after re-labeling the paper as their own original work.

2.6. FABRICATION

Fabrication is the false representation of research data or 'performance' material as original, authentic work for submission for assessment. Examples are:

i. invention of data;

ii. willfully omitting some data to falsely obtain desired results

2.7. PENALTIES AND PROCEDURES

A faculty member, after evaluating the extent of the dishonesty and the level of intent and proving academic dishonesty, may use one or a combination of the following penalties and procedures:

i. requiring rewriting of a paper containing some plagiarized material;

ii. lowering of a paper or project grade;

iii. giving a failing grade on a paper;

iv. lowering a course grade;

v. giving a failing grade in a course;

vi. referring the case to the Senate for further action that may include academic suspension or expulsion.

Instructors are expected to immediately report, in writing, to the pertinent Department Chairperson and through him/her to the Dean of the pertinent School, with copies sent by the Dean to the Rector's Office, elucidating on the imposed penalties and providing a brief description of the incident. Should an instructor announce a failing grade in the course because of academic dishonesty, the student under penalty shall not be permitted to withdraw from the course(s).

5.3.12. The Council, after examining the legality of the procedures followed in alignment to the Charter, the Internal Regulations and the relevant Laws, ratifies the decision.

5.3.13. The Dean of School and/or the Rector and/or the President may require from the Committee on Promotion further elaboration of specific issues/ areas of the application.

5.3.14. The ratified final decision of the Council is communicated immediately to the pertinent Dean of School via the Rector. The candidate (with copy to the pertinent Chairperson of Department) shall be informed immediately of the decision in writing by the Dean of the School.

5.3.15. The approved promotion becomes effective at the beginning of the new academic year.

Notes:
  (a) **The schedule of weeks includes academic weeks and not weekends and/or Christmas holidays, which should not be counted as part of the time period stated in each clause.   The procedure is expected to start on November 1st and be concluded by the 31st of March.**
  (b) **Special Teaching Personnel promotion procedures are similar to those applied for Faculty Promotion, as per described in the Internal Regulations and Guidelines on Election Procedures (Annex 15).**

6. PERFORMANCE EVALUATION OF FACULTY AND SPECIAL TEACHING PERSONNEL

The main purpose of the Performance Evaluation System is the development of both Faculty Members and Special Teaching Personnel.

6.1. Basic Principles and Standards

6.1.1. Teaching
Effective teaching is given the greatest weight and other factors cannot compensate for a failure to satisfy it. It involves mastery of the subject matter, the ability to stimulate the intellectual capabilities of students, and effectiveness in communicating the skills, methods and content of one's discipline. It includes a spirit of study necessary to keep courses continually revised and the

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undertaking of efforts to sustain and improve teaching skills. Effective teaching also includes success in stimulating the intellectual development of one's colleagues through disciplinary and interdisciplinary work, including course development and participation in faculty training schemes/programs organized by the University and/or other Educational Institution(s), seminars and colloquia.

6.1.2. Research

European University Cyprus requires scholarly work that may be made public in various forms. All research, however, must involve the deployment of disciplined learning, closely informed by thorough research, for the sake of edifying and serving audiences that extend beyond the boundaries of the immediate University community.

Research can take many forms, such as **published research in various forms, article(s) in a scholarly periodical(s), chapter(s) in scholarly publication(s), book(s), paper(s) presented at a professional conference(s), contribution in research conference/event organization or any other form of artistic activity and research (i.e. composition and arrangement of music works, performance and conducting of music works, workshops, master classes, clinics and seminars)** or **any other equivalent form**.

6.1.3. Service to the University, Community, and Profession, and Self-Development

In addition, to support the University's mission, purpose and objectives, the University also assumes of its faculty a congenial and collegial relationship. This includes civility in discourse and a willingness to carry one's share of the load in teaching, advising, participation in institutional research, committee work, compliance with the 'UE Professor DNA/DNA Competencies' and other forms of university service. The quality of contributions, not merely the numbers of committees and assignments, remains a significant consideration.

The University values contributions to planning and governance, leadership in achieving the goals of the University (which include student recruitment and retention), working with students outside the classroom and extending the resources of the University to the wider community

Significant and extended service to professional societies, committees pertaining to higher education formed and appointed by the government, and academic associations; contribution in event organization; training activity; appraisals of manuscripts submitted for publication to university presses or scholarly journals; grant proposals/applications submitted to government agencies or learned and

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professional societies; review of grant applications submitted to government agencies or learned and professional societies: all of these activities would count as instances of professional development. As educators, professional development includes activities and efforts to improve teaching/instructional capabilities, qualifications, etc. No amount of these activities, however, should compensate for deficiencies in Teaching or Research.

6.1.4. Transitional Period (Ranks are subject to and according to the Law on Private Universities)

6.1.4.1. Faculty

During this period, faculty members will be required to satisfy the minimal requirements concerning *Research*, i.e. **one form of research per year** as described above (S*ee 6.1.2.: Research*). They will have the obligations of such and will be evaluated like the other faculty members.

6.2. Faculty and Special Teaching Personnel Evaluation

6.2.1. Evaluation

Each full-time faculty member and special teaching personnel will be evaluated **EVERY TWO YEARS (See Appendix E: Self-Assessment Academic Staff Evaluation Report and Appendix I: Performance Evaluation System Activities Plan).**

The evaluation document(s) will be submitted to the Chairperson of Department by June 30.

6.2.1.1 Faculty

Faculty Ranks will be those of **Lecturer, Assistant Professor, Associate Professor and Professor**. The minimal requirements for each faculty rank are those that appear in the *University Charter.* One form of scholarship per year as described above (see 6.1.2 Research) will be minimal requirements for each member with the rank of faculty.

The faculty member shall engage in the process of self-evaluation as a positive force towards continued professional development and accomplishment. This initial step in the review process shall demonstrate the faculty member's performance in the areas of (i) **Teaching,** (ii) **Research**, and (iii) **Service to the University, Community, and Profession and Self -Development**.

Materials submitted by the faculty member should be evaluated in their entirety. It is recognized that any of the following evaluation categories may receive

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different weight at particular periods in a faculty member's career, reflecting changes in either individual, departmental, or university goals. For instance, some faculty members may be striving more intensively to develop new methods of teaching, while other members may be more fully engaged in the pursuit of research. **However, <u>the weight selected</u> and officially stated by a faculty member should fall within the prescribed weight parameters for each category, which are as follows:**

(i)	**Teaching:**	**30-60%**
(ii)	**Research:**	**30-60%**
(iii)	**Service to the University, Community, and Profession and Self-Development:**	**10-30%**

6.2.1.2. Special Teaching Personnel

Special Teaching personnel ranks will be those of **Instructor and Senior Instructor**. The minimal requirements for each Special Teaching Personnel rank are those that appear in the *University Charter*.

Special Teaching Personnel will be primarily dedicated to teaching. While Special Teaching Personnel will be encouraged to grow personally and professionally through scholarship activity and continuous development, Research will not be considered in annual evaluations (it will be optional.) Service to the University, Community and Profession will be part of the Interim Performance Feedback Report (See Appendix L: Interim Performance Feedback).

Instructors/Senior Instructors

The weight for Instructors/Senior Instructors is as follows:

(i)	**Teaching:**	**60%-80%**
(ii)	**Scholarship/Research:**	**0%-30%**
(iii)	**Service to the University, Community, and Profession and Self-Development:**	**10-30%**

6.2.1.3.   Faculty and Special Teaching Personnel (STP) on Probation

In the case of Faculty and Special Teaching Personnel (STP) on probation, two months prior to the end of the probation period, the Chairperson of the pertinent Department, following unannounced class observations/visits/evaluations during

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lecture hours of the member on probation, is required to complete Appendix K: Performance Evaluation (Faculty and STP members on Probations). The Dean of the pertinent School is also required to provide commends/suggestions on the same report that is referred to the Vice-Rector of Academic Affairs; and is consequently forwarded to the H.R. Department.

6.3. Interim Performance Feedback

Each faculty member or special teaching personnel, on a yearly basis, shall prepare a document which will list and assess the success of activities of the past academic year per category, within the context of that year's stated goals, justifying strengths and weaknesses (See Appendix L: Interim Performance Feedback).

The interim performance feedback meeting shall take place during the month(s) of June/July of each year, between the faculty member or special teaching personnel and the pertinent Chairperson/Dean of School, where feedback and objectives shall be discussed and agreed upon.

6.4. Content of Evaluation Categories (See Appendix F: Performance Categories and Behaviors/Activities Evaluated)

6.4.1. Teaching

Based on above Basic Principles and Standards, the faculty members (and accordingly the special teaching personnel members) should prepare a list/statement that discusses accomplishments in courses taught, and activities aimed at sustaining and improving teaching effectiveness. It involves mastery of the subject matter, the ability to stimulate the intellectual capabilities of students, and effectiveness in communicating the skills, methods and content of one's discipline. It includes a spirit of study necessary to keep courses continually revised, and the undertaking of efforts to sustain and improve teaching skills.

Effective teaching also includes success in stimulating the intellectual development of one's colleagues through disciplinary and interdisciplinary work, including course development and participation in faculty training schemes/programs organized by the University and/or other Educational Institution(s), seminars and colloquia. Effort and energy in activities such as course development, course revision, and/or development of new technologies/instructional publication/activities/methodology and/or teaching material to enhance the learning environment should be noted, as well as summaries of student evaluations.

6.4.2. Research

Based on above Basic Principles and Standards, the faculty member should prepare a list/statement that discusses current research in progress and/or completed. Research can take many forms, such as **published research in various forms, article(s) in scholarly periodical(s), book(s), chapter(s) in scholarly publication(s), paper(s) presented at professional conference(s), contribution in research conference/event organization or any other form of artistic activity and research (i.e. composition and arrangement of music works, performance and conducting of music works, workshops, master classes, clinics and seminars) or any other equivalent form.**

The faculty member is encouraged to note the degree of support received from the University (e.g. teaching load reduction, time-off, research grant, etc.) that contributed to the completion of his/her scholarly endeavors.

6.4.3. Service to the University, Community and Profession, and Self - Development

Based on above Basic Principles and Standards, the faculty member should prepare a list/statement that discusses contributions made to the University and the Community in the area of service. Activities such as committee memberships and offices held, participation in special education/training programs, outreach activities classroom working and recruitment of students, and working with students outside the classroom should be outlined. Activities demonstrating involvement in community service and commitment to social responsibility should be noted, such as membership in community organizations and volunteer work; also other activities extending the resources of the University to the wider community.

Significant and extended service to professional societies, committees pertaining to higher education formed and appointed by the government, and academic associations; appraisals of manuscripts submitted for publication to university presses or scholarly journals; grant proposals/applications submitted to government agencies or learned and professional societies; review of grant applications submitted to government agencies or learned and professional societies; contribution in event organization; participation in training seminars; pursuing of additional qualification/degrees; etc. will be taken into consideration.

(Note: A checklist (criteria) for each performance category with indicative rating of each activity/behavior (<u>See Appendix G: Summary of Grading of the Performance Evaluation System</u>) and a Description of Each Behavior (<u>See</u>

Appendix H: Performance Evaluation System) has been developed based primarily on the suggestions made by the faculty, the above basic principles and standards, and the content of the above evaluation categories.)

6.4.4.   Rating of Performance

Performance in each of the above categories is rated according to the following scale:

Truly Outstanding:	**5 points**
Exceeds Normal Expectations:	**4 points**
Completely Satisfactory:	**3 points**
Needs Improvement:	**2 points**
Below Expectations/Weak Performance:	**1 point**

6.4.5.   Process of Faculty Evaluation

The interim performance feedback review process will provide the basis for the review of the performance of faculty (and accordingly the special teaching personnel member). In doing so, both the faculty and the administration reaffirm their commitment to the principles of academic freedom.

6.4.5.1.   Interim Performance Feedback Review

6.4.5.1.1. The Review will be based on the above stated Evaluation Categories, and will also be related to the University's mission, purpose, strategy and objectives.

6.4.5.1.2. Chairpersons of Departments and Deans of Schools are charged with conveying the expectations of #1 to faculty.

6.4.5.1.3. **The Interim Performance Feedback Review** (See Appendix L: Interim Performance Feedback) will be used for recording an individual's performance, which will be submitted to the pertinent Department Chairperson by each faculty member or Special Teaching personnel member by **June-July** of the interim year.

6.4.5.1.4. **The pertinent Chairperson and the pertinent Dean of School** will carry out jointly the review/assessment of each faculty member or special teaching personnel member. **The Performance Evaluation Scoring Worksheet** (See Appendix J: Performance Evaluation Scoring Worksheet) will be used for assessing Faculty and Special Teaching Personnel (every two years).

6.4.5.1.5. All appropriately completed and signed review documents of each faculty or Special Teaching personnel member will be submitted by

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the Dean of School to the Review Committee by **10th of September.**

6.4.5.1.6. **The Review Committee** consists of the pertinent Department Chairperson, the pertinent Dean of School, one high-rank Faculty member per School and a representative of the Administration. The appointed faculty members from each School and the administration representative should review the evaluation documents in the Dean's office prior to the Review Committee meeting. This committee will review the evaluation documents, will give instructions for clarification/remedy in cases of ambiguity, will verify the outcome of the annual review of each faculty member, and will make the final assessment. [It is the right of the evaluated member to refuse the participation of any of the appointed faculty members from each School to be present, irrespective of which Department/School the faculty member is a member. However, the pertinent Department Chairperson and the Dean of School will be coordinating the review of the faculty members of their Department/School]. The outcome of the assessment by the Review Committee would normally be decided by consensus, otherwise by majority. All members of the Review Committee should sign the relevant sections of the **Performance Evaluation Scoring Worksheet** (See Appendix J: Performance Evaluation Scoring Worksheet) by **30 September**.

6.4.5.1.7. The pertinent Chairperson and the Dean of School, jointly, will then meet with each faculty member or Special Teaching personnel member under evaluation to discuss the results of the review/assessment by **30 October**. The pertinent Department Chairperson, the Dean of School and the involved faculty member or Special Teaching personnel member should sign the review at the time of their meeting, with the faculty member/Special Teaching personnel member reviewed being able to add comments

6.4.5.1.8. All appropriately completed, signed, and verified documents will be submitted by the Dean of each School to the Vice-Rector of Academic Affairs by **15 October**.

6.4.5.1.9. **Appeal / Grievance**. A committee consisting of a high-rank academic administrator, a high-rank faculty member and a high-rank external member will investigate all appeals / grievances. These individuals will not be the same as those in the Review Committee.

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6.4.6. Quantitative Outcome of Evaluation

The points received by a faculty member or special teaching personnel in the review for each evaluation category is multiplied by the percent weight for that category selected by the faculty member for the specific year. The sum of totals of all categories will be the overall evaluation result (with 0 being the lowest and 5.00 being the highest).

Example:

A faculty member selects the following weight, and achieves the following points for each evaluation category:

Teaching:	**50% - 4 points**
Scholarship/Research:	**30% - 3 points**
Service to the University, Community, Profession & Self Development:	**20% - 3 points**

The total for each category will be as follows:

Teaching:	**0.50 x 4 = 2.00**
Scholarship/Research:	**0.30 x 3 = 0.90**
Service to the University, Community, and Profession & Self Development:	**0.20 x 3 = 0.60**

Total's Sum: 3.50

Note: All provisions of the above system may be modified so that they will conform to the provisions of the Law on Private Universities of 2005 (s. 36.(1)) and the provisions of the Law on Quality Assurance and Accreditation of 2015 (s. 13-(1)).

7. COMPENSATION AND FRINGE BENEFITS

The compensation system of the University consists of the following components:
- Annual Salary
- Annual salary increase
- Fringe benefits

7.1.   Annual Salary
Monthly salary X 13

APPENDIX B

INTERNAL REGULATIONS ON TEACHING HOURS REDUCTION (THR)

Section 1:

Policy

1.1 The request for a teaching load reduction for funded research and when writing a book must be initiated at the departmental level.

1.2 The Teaching Hours Reduction (THR) Form template is available from the INTRANET.

1.3 Full-time, permanent faculty and special teaching personnel are eligible to apply.

1.4 A request for teaching load reduction associated with the publication of a book will be based on a contract between a publisher and the author. This teaching load reduction will not exceed six (6) credit hours despite the duration of the contract as agreed between the publisher and the author.

1.5 The THR Form must be received by the Department Chairperson no later than **May 1st** for the Fall Semester, and no later than **October 31st** for the Spring Semester, though early applications will better accommodate departmental scheduling.

1.6 Applications received after the above set deadlines will be considered only on an exceptional basis and at the discretion of the Department Chairperson.

1.7 The final, complete documentation packet (signed and completed hard copy of THR Form and pertinent supporting documents) will be filed in the Department Chairperson's office.

1.8 Each faculty member receiving a teaching load reduction is expected to provide a brief report on the project to the Department Chairperson (copied to the School Dean and to the Vice Rector for Research) within one month of the completion of the teaching load reduction period.

1.9 During the academic year in which a teaching load reduction has been approved, it is expected that the faculty member will not engage in teaching activities in other academic institutions, unless explicit approval is obtained through the Department Chairperson, School Dean and Vice Rector for Research.

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***Section 2*:**
Procedure

2.1 The applicant should complete a Teaching Hours Reduction (THR) Form (see Attachment A1) electronically and submit it by electronic mail (INTRANET) to the Department Chairperson. Signatures and attached documentation will be added subsequently to hard copy (see 2.5 below or digital signatures may be used).

2.2 The THR Form must be received by the Department Chairperson no later than **May 1st** for the Fall Semester, and no later than **October 31st** for the Spring Semester.

2.3 If a teaching load reduction is considered, the Department Chairperson will submit the completed THR Form via electronic mail (INTRANET), along with all pertinent supporting documents to the School Dean for review.

2.4 The Dean will review the THR Form and if supported, will forward the complete request to the Vice Rector for Research for review.

2.5 The Office of the Vice Rector for Research will produce a hard copy of the THR Form and supporting documentation which the applicant, the Department Chairperson, the School Dean and the Vice Rector for Research will sign. This full set will be filed by the Department Chairperson.

2.6 Examination and decision on the applications will be made by an Ad-Hoc Teaching Hours Reduction Committee of the Research Committee of the Senate, consisting of the Vice Rector, the Director of Human Resources and an additional member designated by the Research Committee.

2.7 The Ad- Hoc Teaching Hours Reduction Committee's decision will be forwarded to the pertinent Dean of School by **May 31st for** the Fall Semester and by **November 30th** for the Spring Semester. The Dean will duly notify the Department Chairperson who will notify the applicant.

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European University Cyprus
LAUREATE INTERNATIONAL UNIVERSITIES

Teaching Hours Reduction (THR) Form

Instructions:

This form must be completed and submitted electronically(intranet) to the Department Chairperson no later than **May 1st** prior to the effective term of Fall Semester, and no later than **October 31st** prior to the effective term of Spring Semester. Documentation will be filed in the Department Chairperson's office.

Date: _____

Faculty Name: _____

Rank: _____

Department: _____

School: _____

Teaching Hours Reduction Requested: □ **one course (3 credit hours)**
                                                                     □ **two courses (6 credit hours)**
                                                                     □ **other _____** (please specify)

Semester(s) for which reduction is requested: _____

Origin of Assignment/Project/Research (Check One):
University: □
External Source: □ _____ (please specify)
Other: □ _____ (please specify)

Justification for Request :(Attach documentation)

_____
_____
_____
_____

_____

(Applicant's Signature—to appear on final hard copy for filing)

Department Chairperson Name: _____

Date: _____

Recommendation (check one):

THR Approved □

THR Not Approved □

Comments:

_____
_____
_____

_____

(Department Chairperson's Signature—to appear on final hard copy for filing)

School Dean Name: _____

Date: _____

Recommendation (check one):

TLR Approved □

TLR Not Approved □

Comments:

_____
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_____

(School Dean's Signature—to appear on final hard copy for filing)

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Vice Rector for Research

Name: _____

Date : _____

Recommendation (check one):

TLR Approved □

TLR Not Approved □

Comments:

_____
_____
_____
_____
_____

(Vice Rector`s Signature—to appear on final hard copy for filing)

DECISION of the Ad- Hoc Teaching Hours Reduction Committee (check one):

TLR Approved □

TLR Not Approved □

Date :

Comments:

_____
_____
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(Decision will be forwarded to the pertinent Dean of School by May31 for Fall Semester and by November 30th for Spring Semester)

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APPENDIX I

PERFORMANCE EVALUATION SYSTEM
ACTIVITIES PLAN
Academic Years: 20___ – 20___

NAME: ………………………………………………………………………….…………..

DEPT: …………………………………. SCHOOL: …..………………………………….

All areas of faculty and teaching personnel activities / behaviors included in the annual performance evaluation must be included in a plan for the upcoming academic year. The total weight must equal 100%, as follows:

1. Faculty

Evaluation Category	Weight Range	Selected Weight
Teaching	**30% - 60%**	_____
Research	**30% – 60%**	_____
Service to the University, Community and Profession, and Self-Development	**10% - 30%**	_____
TOTAL	**100%**	**100%**

2. Special Teaching Personnel (Instructors and Senior Instructors) Weight Factors

Evaluation Category	Weight Range	Selected Weight
Teaching	**60% - 80%**	_____
Research	**0% – 30%**	_____
Service to the University, Community and Profession, and Self-Development	**10% - 30%**	_____
TOTAL	**100%**	**100%**

(Note: Teaching Personnel who receive teaching load reduction for research and/or doctoral studies will be evaluated as Faculty members. Teaching Personnel with 18 credit hour teaching load per semester can select a weight up to 90% for Teaching.)

At the completion of the evaluation period, both faculty and teaching personnel must submit to the Chairperson documentation that supports and reflects their performance.

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APPENDIX J

PERFORMANCE EVALUATION SCORING WORKSHEET

ACADEMIC YEARS 20…. – 20…

SCHOOL OF ……………………………………….

DEPT. OF ………………………………………….

PERFORMANCE EVALUATION SCORING WORKSHEET

Name of Faculty member/Special Teaching Personnel Evaluated	
DATE OF EVALUATION	
CHAIRPERSON	
Dean of school	

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EVALUATION CATEGORY	Truly Outstanding	Exceeds Normal Expectations	Completely Satisfactory	Needs Improvement	Below Expectations/ Weak Performance

1. Teaching

						Weights	Total
A. Accessibility, Supervision and Support for Taught Courses	5	4	3	2	1	0.25	

Comments:

						Weights	Total
B. Quality and Effectiveness including Instructional Innovation	5	4	3	2	1	0.45	

Comments:

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						Weights	Total
C. Willingness / Cooperation / Flexibility	**5**	**4**	**3**	**2**	**1**	0.30	

Comments:

TOTAL TEACHING

Multiply score of each dimension with dimension's weight and record the answer to dimension Total Box. Then add all totals for each dimension and record in the Total Teaching Box

Comments for Teaching:

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PERFORMANCE EVALUATION SCORING WORKSHEET

EVALUATION CATEGORY	Truly Outstanding	Exceeds Normal Expectations	Completely Satisfactory	Needs Improvement	Below Expectations/ Weak Performance

2. **Scholarship / Research Activities** (for the current Academic year)

						Weights	Total
Quality/Adequacy of Research (Published Research, Journal Publications, Conference/Symposium/Workshop presentations, Research Projects, Books/Book chapters, Creative Works, Performances, Contribution in research conference/Event organization or any other form of artistic activity and research, Papers submitted)	5	4	3	2	1	1.00	

Comments for Research:

TOTAL RESEARCH

Multiply score of each dimension with dimension's weight and record the answer to dimension Total Box. Then add all totals for each dimension and record in the Total Research Box

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PERFORMANCE EVALUATION SCORING WORKSHEET

EVALUATION CATEGORY	Truly Outstanding	Exceeds Normal Expectations	Completely Satisfactory	Needs Improvement	Below Expectations/ Weak Performance

3.   Service

						Weights	Total
A. Service to the University, Community	5	4	3	2	1	0.60	

Comments:

B. Service to the Profession and Self-Development	5	4	3	2	1	0.40	

Comments:
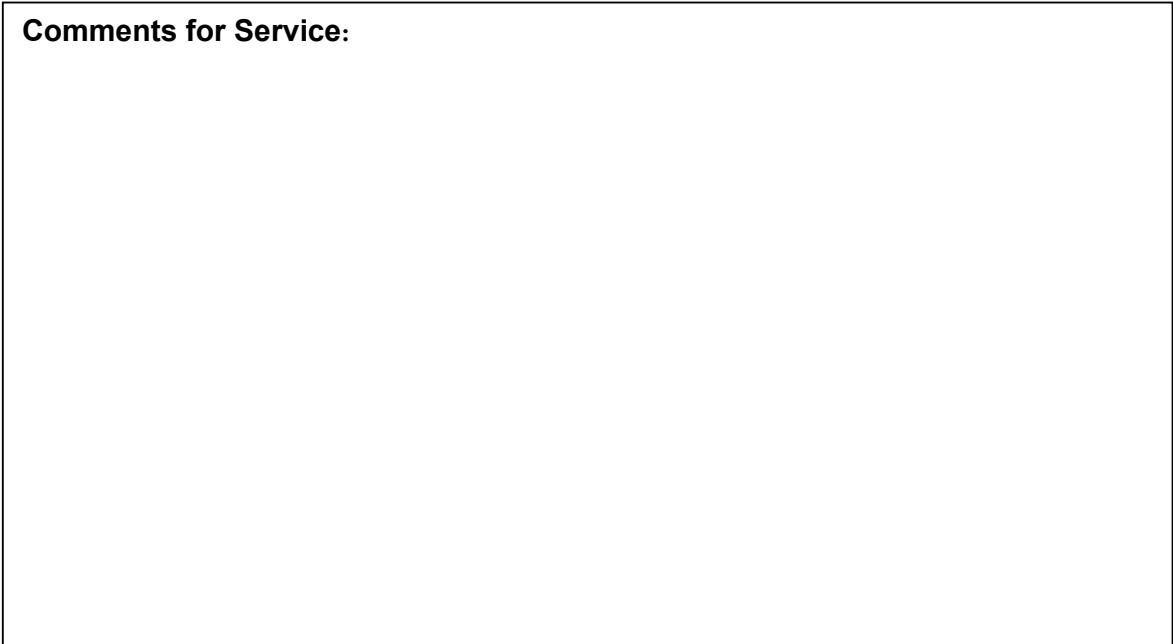
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TOTAL SERVICE

Multiply score of each dimension with dimension's weight and record the answer to dimension Total Box. Then add all totals for each dimension and record in the Total Service Box

Comments for Service:

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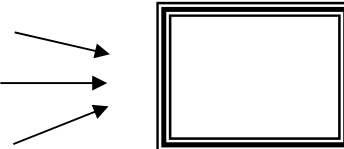
OVERALL PERFORMANCE SCORE

OVERALL PERFORMANCE SCORE
 (Copy Total scores for each Evaluation Category and multiply by the Selected weight for each Evaluation Category)

Overall Adjusted Score	Total Score X	Weight	= Adjusted Score
Teaching			
Scholarship/Research			
Service			

Comments for Overall Performance (e.g. in terms of DNA competencies):

What behaviors of the faculty member/teaching personnel are particularly effective and should be continued?

What should the faculty member/teaching personnel start doing, stop doing, or do differently?

Chairperson's Signature: …………………………………..………………………
Date: ………………………………………….

Dean's Signature: ……..…..………………………………………………..…………..
Date: ……………

Comments by Review Committee Member:
  (Separately by each Committee member)

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Comments by Review Committee Member:
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Comments by Review Committee Member:
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Comments by Review Committee Member:
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Comments by Review Committee Member:
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Summary of Review Committee:

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Name:	**Signature:**	**Date:**
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To be completed by faculty member/SPECIAL teaching personnel being evaluated

- **Given my contribution to the Department/School/European University Cyprus, I Agree/Disagree with my performance evaluation.**

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- **I understand why I was evaluated the way I was.**

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- **What can the Department/School/University do to help you improve your performance?**

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Faculty Member/Special Teaching Personnel's Signature:

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Date: ……………………

APPENDIX K

**Performance Evaluation Scoring Worksheet
(Faculty and STP Members on Probation)**

Faculty Member's Name:	
Rank and Title:	
School:	
Department:	
Review Period:	

		5_Truly outstanding	4_Exceeds Normal Expectations	3_Completely Satisfactory	2_Needs Improvement	1_Below Expectations/Weak	N/A_ Not Applicable
5_Truly outstanding:	Performance is consistently superior and significantly exceeds position requirements.						
4_Exceeds Normal Expectations:	Performance frequently exceeds position requirements.						
3_Completely Satisfactory:	Performance consistently meets position requirements.						
2_Needs Improvement:	Performance meets some, but not all position requirements.						
1_Below Expectations/ Weak:	Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.						
N/A_ Not Applicable:	Employee has not been in position long enough to have demonstrated the essential elements of the position and will be reviewed at a later agreed upon date.						

TEACHING

Please indicate the appropriate score by ticking the box (5 being the highest and 1 being the lowest)		Total
•Quality & Effectiveness of teaching (including Instructional publication, course outlines, Exams & Final Grade Rosters) *Brief comments:*	☐ ☐ ☐ ☐ ☐ ☐	
•Instructional innovations, course & program development/revision *Brief comments:*	☐ ☐ ☐ ☐ ☐ ☐	
•Accessibility, supervision and support for taught courses *Brief comments:*	☐ ☐ ☐ ☐ ☐ ☐	
•Willingness/ cooperation/ flexibility *Brief comments:*	☐ ☐ ☐ ☐ ☐ ☐	
•Organization, effectiveness and efficiency in student advising *Brief comments:*	☐ ☐ ☐ ☐ ☐ ☐	
Comments for TEACHING:		
TOTAL TEACHING: Please add the total from each part and record the sum in the Total Teaching Box.		

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	Performance description	5_Truly outstanding	4_Exceeds Normal Expectations	3_Completely Satisfactory	2_Needs Improvement	1_Below Expectations/Weak	N/A_ Not Applicable
5_Truly outstanding:	Performance is consistently superior and significantly exceeds position requirements.						
4_Exceeds Normal Expectations:	Performance frequently exceeds position requirements.						
3_Completely Satisfactory:	Performance consistently meets position requirements.						
2_Needs Improvement:	Performance meets some, but not all position requirements.						
1_Below Expectations/ Weak:	Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.						
N/A_ Not Applicable:	Employee has not been in position long enough to have demonstrated the essential elements of the position and will be reviewed at a later agreed upon date.						

SCHOLARSHIP/ RESEARCH ACTIVITIES	
Please indicate the appropriate score by ticking the box (5 being the highest and 1 being the lowest)	Total
•Quality/ Adequacy of Research (Published Research, books, Conference/ Symposium/ Workshop presentation, Journal publication, book chapter, research project, creative work and performance, research grants received and mentorship). ☐ ☐ ☐ ☐ ☐ ☐	
Comments for RESEARCH:	
TOTAL RESEARCH: Add total in the Total Teaching Box.	

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	Performance Description	5_Truly outstanding	4_Exceeds Normal Expectations	3_Completely Satisfactory	2_Needs Improvement	1_Below Expectations/Weak	N/A_ Not Applicable
5_Truly outstanding:	Performance is consistently superior and significantly exceeds position requirements.						
4_Exceeds Normal Expectations:	Performance frequently exceeds position requirements.						
3_Completely Satisfactory:	Performance consistently meets position requirements.						
2_Needs Improvement:	Performance meets some, but not all position requirements.						
1_Below Expectations/ Weak:	Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.						
N/A_ Not Applicable:	Employee has not been in position long enough to have demonstrated the essential elements of the position and will be reviewed at a later agreed upon date.						

SERVICE

Please indicate the appropriate score by ticking the box (5 being the highest and 1 being the lowest)	5	4	3	2	1	N/A	Total
•Service to the University *Brief explanation:*	☐	☐	☐	☐	☐	☐	
•Service to the community *Brief explanation:*	☐	☐	☐	☐	☐	☐	
•Service to the profession and self-development *Brief explanation:*	☐	☐	☐	☐	☐	☐	

Comments for SERVICE:

TOTAL SERVICE: Please add the total from each part and record the sum in the Total Teaching Box.	

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Overall Performance Score

Copy Total scores for each Evaluation Category

	Total Score		Overall Score
Teaching		$\longrightarrow$	
Scholarship/Research		$\longrightarrow$	
Service		$\longrightarrow$	

To be completed by the Chairperson of the Department and Dean of the School

- Faculty has successfully completed the probation period

- Faculty's probation has been extended to a period of

- Faculty has not completed probation successfully and termination is recommended (Consult with Human Resources Department)

Recommendation(s):

Chairperson's Signature: **Date:**

Commends/Observations:

Recommendation(s):

Dean's Signature: **Date:**

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APPENDIX L

INTERIM PERFORMANCE FEEDBACK

Faculty

Name: ....

School: ....

Department:..

Areas or/and objectives set jointly by the Dean, Chairperson and the evaluated Faculty member for action and development in the next two academic years	Interim Feedback and Resetting of Objectives	<u>Comments</u>
<u>Teaching</u>:	<u>Teaching</u>:	
<u>Research</u>:	<u>Research</u>:	
<u>Service to: the University, the Community, the Profession and Self -Development</u>:	<u>Service to: the University, the Community, the Profession and Self -Development</u>:	
<u>Other</u> (**eg.** 'UE Professor DNA/DNA Competencies'**)**:	<u>Other</u> (**eg.** 'UE Professor DNA/DNA Competencies'**)**::	
<u>Signatures</u>: **Dean:** …………... **Chairperson:** …………... **Faculty Member:** .... **Date:** …………..	<u>Signatures</u>: **Dean:** …………... **Chairperson:** …………... **Faculty Member:** .... **Date:** …………..	<u>Other</u>:

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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.

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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.

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Appendix VIII: Course Outline Template

European
University Cyprus

SCHOOL:	HUMANITIES, SOCIAL & EDUCATION SCIENCES
DEPARTMENT:	

COURSE OUTLINE

Course Information		
Course Title:		
Mode of Delivery: Conventional		
Course Code & Section:	**Semester: SPRING 2021**	
Day and Time:	**Lecture Room No.:**	**Lab Room No.:**
Prerequisite(s): **Co-requisite(s):**	**ECTS:**	
Level: Bachelor (1st Cycle) Master (2nd Cycle) PhD (3rd Cycle)	**Lecture Hours per week:**	**Laboratory Hours per week:**
Type of Course: Compulsory or Elective		
Instructor Information		
Name:		
Office Room No.:	**Office Telephone Number:**	
E-Mail:	*Office hours will be conducted on-line by appointment during the following times :-*	
Website Link:	**Students are strongly encouraged to have at least 2 communications with their instructor during the semester in order to receive guidance and support if needed.**	
Website/Links		
University Website: www.euc.ac.cy		
EUC App: https://mobile.euc.ac.cy/		

COURSE DESCRIPTION:

Copy and paste the 'Course Description' from the latest approved version of the course syllabus.

LEARNING OUTCOMES:

Copy and paste the 'Learning Outcomes' from the latest approved version of the course syllabus.

Upon successful completion of this course, students are expected to be able to:
1.

SUGGESTED TEXTBOOK(S):

RECOMMENDED/ADDITIONAL READINGS:

WEEKLY BREAKDOWN (excluding Easter Holidays):	
WEEK	TOPIC
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	
13	
14	*FINAL EXAMS WILL BE CONDUCTED ONLINE*

GRADE DISTRIBUTION:	
DESCRIPTION:	PERCENTAGE
1.	%
2.	%
3.	%
TOTAL	100%

ADDITIONAL NOTES:

1. The basic textbook(s) and/or the recommended/additional readings listed in this course outline are the responsibility of the student to purchase, as per instructed by the Course Instructor.
2. The final examination for this course will be taking place between **24th May – 4th June, 2021.** The final date and time will be provided at a later stage.
3. For a student who fails (one time) a course, see the 'Resit of the Final Examination' policy of European University Cyprus (EUC) at the EUC website here https://www.euc.ac.cy/en/current-students/academic-policies--regulations
4. Students with learning difficulties and disabilities are strongly encouraged to contact before the end of the third week of each academic semester the committee Ε.Φ.Ε.Ε.Α. at [e] y.christofi@euc.ac.cy and [t]+357 22559509], in order to ensure that the appropriate academic accommodations and support will be provided to them throughout the semester, as well as during the final examination.
5. Please remember to evaluate this course electronically, always in alignment to the guidelines that will be provided. **The evaluation period will be taking place the**

12th and 13th week. The links will be activated only during the course, then will be deactivated.

GRADING SYSTEM:

Letter Grade	Grade Meaning	Grade Points	Percentage Grade		Letter Grade	Grade Meaning	Grade Points	Percentage Grade
UNDERGRADUATE					**GRADUATE**			
A	Excellent	4.0	90 and above		A	Excellent	4.0	90 and above
B+	Very Good	3.5	85-89		B+	Very Good	3.5	85-89
B	Good	3.0	80-84		B	Good	3.0	80-84
C+	Above Average	2.5	75-79		C+	Above Average	2.5	75-79
C	Average	2.0	70-74		C	Average	2.0	70-74
D+	Below Average	1.5	65-69					
D	Poor	1.0	60-64					
F	Failure	0			F	Failure	0	
I	Incomplete	0			I	Incomplete	0	
W	Withdrawal	0			W	Withdrawal	0	
P	Pass	0			P	Pass	0	
AU	Audit	0			AU	Audit	0	

(a) The grade "I" is awarded to a student who has maintained satisfactory performance in a course but was unable to complete a major portion of course work (e.g. assignment/paper or final exam) and the reasons given are acceptable to the instructor. It is the responsibility of the student to bring pertinent information to the instructor to justify the reasons for the missing work and to reach an agreement on the means by which the remaining course requirements will be satisfied. A student is responsible, after consulting with the instructor, for fulfilling the remaining course requirements within the first four weeks of the following semester for which an "I was awarded. In very special cases, the instructor may extend the existing incomplete grade to the next semester. Failure of the student to complete work within this specific time-limit will result in an "F" which will be recorded as the final grade.

(b) The grade "W" indicates withdrawal from the course before the specified time as explained in the withdrawal policy.

(c) Grades of "P" will not be computed into a student's cumulative grade point average but will count towards graduation credits.

(d) Grades of "F" will be computed into the student's cumulative grade point average.

(e) Students enrolling for an Audit must designate their intent to enrol on an Audit basis at the time of registration. Students registering for a course on an Audit basis receive no credit.

UNIVERSITY EMAILS:

The University has taken the decision that all students, attending any University program of study, make use of the EUC email addresses when corresponding with EUC academic and administration staff, as well as all scientific collaborators and special scientists. It should be noted that the EUC staff will not be replying to any non-official EUC University email addresses.

UNIVERSITY EMAIL SUPPORT:

Kindly contact support@euc.ac.cy in case you do not know your University email address or face any difficulty in using it.

LIBRARY:

OpenAthens (http://openathens.euc.ac.cy/) is an Identity and Access Management System used to authenticate eligible students, faculty and staff to the electronic resources delivered by the library of the European University Cyprus. More importantly, OpenAthens provides the user with single sign-on access to both internal and external web-based resources. Student credentials are the same EUC email and password that is used to access the EUC student portal and library account.

Additionally, students and instructors can find the relevant **textbooks** used for their courses, in the **e-textbook list**, that is uploaded in the **EUC STUDENTS PORTAL**. The list includes the course number, the title and author of the suggested textbook, as well as the publisher's **link**. Students can click on the publisher's link and buy, if they wish, their textbook, either in print version or electronic, if available.

INTERNAL REGULATIONS ON ACADEMIC ETHICS AND STUDENTS' DISCIPLINE

1. PREAMBLE

E.U.C. European University - Cyprus is a community of scholars in which the ideals of freedom of inquiry, freedom of thought, freedom of expression, and freedom of the individual are sustained. However, the exercise and preservation of these freedoms and rights require a respect for the rights of all in the community to enjoy them to the same extent. It is clear that in a community of learning, willful disruption of the educational process, destruction of property, and interference with the orderly process of the University or with the rights of other members of the University cannot be tolerated. Students enrolling in the University assume an obligation to conduct themselves in a manner compatible with the University's function as an educational institution. To fulfill its functions of imparting and gaining knowledge, the University retains the power to maintain order within the University and to exclude those who are disruptive of the educational process.

2. POLICY AND PROVISIONS ON ACADEMIC ETHICS

The University has a responsibility to uphold and promote quality scholarship and to ensure that its students understand what academic integrity is. This section outlines the University's policy on dishonest academic performance by its students. Such offences carry penalties. Students should read carefully the Internal Regulations on Academic Ethics and Students' Discipline, and are encouraged to ask Faculty for help and guidance on honest academic practice, particularly in using source material from the Internet. In this way, they can avoid any unintentional dishonesty.

2.1. ORIGINALITY

For the purposes of this Policy on Academic Ethics 'original' work is work that is genuinely produced specifically for the particular assessment task by the student whose name is attached to it. Any use of the ideas or scholarship of others is acknowledged. 'Work' includes not only written material but also oral, audio, visual or other material submitted for assessment.

2.2. ACADEMIC DISHONESTY

Academic dishonesty is determined by the extent and the level of intent. In assessing the extent or scale of the dishonesty the instructor will evaluate how much of the work is the student's own after all unacknowledged source material has been removed. In no case can work that is plagiarized be taken into account in determining a grade. Intent to deceive is the single most significant aspect of academic dishonesty. Repeated instances of deception will incur heavy penalties for the student and the violation will be officially and permanently recorded in the student's record.

2.3. PLAGIARISM

Plagiarism is representing the work of somebody else as one's own. It includes the following:
i. submission of another student's work as one's own;
ii. paraphrasing or summarizing without acknowledgement of source
material;
iii. direct quoting or word copying of all or part of a work, ideas, or
scholarship of another without identification or acknowledgement or reference;
iv. submitting as one's own work purchased, borrowed or stolen research, papers, or projects.

2.4. CHEATING

Cheating is giving or receiving unauthorized help for unfair advantage before, during, or after examinations, tests, presentations or other assessments, such as:
i. collaboration beforehand if it is specifically forbidden by the instructor
ii. verbal collaboration during the examination, unless specifically allowed
by the instructor;
iii. the use of notes, books, or other written aids during the examination,
unless specifically allowed by the instructor;
iv. the use of electronic devices and mobile telephony to store, transmit or
photograph information to or from an external source;
v. the use of codes or signals to communicate with other students in the
examination room;
vi. looking upon another student's papers and / or allowing another student to look upon one's own papers during the examination period;
vii. passing on any examination information to students who have not yet
taken the examination;
viii. falsifying exam identification by arranging with another student to take an examination in their place or in one's own place;
ix. pretending to take the exam but not submitting the paper, and later claiming that the instructor lost it.

2.5. COLLUSION

Collusion is false representation by groups of students who knowingly assist each other in order to achieve an unfair assessment advantage. It involves:

i. representation of the work of several persons as the work of a single student with both parties knowingly involved in the arrangement;
ii. representing the work of one student as the work of a group of students with both parties knowingly involved in the arrangement;
iii. willing distribution of multiple copies of one's assignments, papers, projects to other students for submission after re-labeling the paper as their own original work.

2.6. FABRICATION

Fabrication is the false representation of research data or 'performance' material as original, authentic work for submission for assessment. Examples are:
i. invention of data;
ii. willfully omitting some data to falsely obtain desired results

2.7. PENALTIES AND PROCEDURES

A faculty member, after evaluating the extent of the dishonesty and the level of intent and proving academic dishonesty, may use one or a combination of the following penalties and procedures:
i. requiring rewriting of a paper containing some plagiarized material;
ii. lowering of a paper or project grade;
iii. giving a failing grade on a paper;
iv. lowering a course grade;
v. giving a failing grade in a course;
vi. referring the case to the Senate for further action that may include academic suspension or expulsion.

Instructors are expected to report in writing to the Registrar's Office (through their Chairperson of Department) all the penalties they impose, with a brief description of the incident, with copies sent to the Dean of the relevant School and the Rector. Should an instructor announce a failing grade in the course because of academic dishonesty, the student under penalty shall not be permitted to withdraw from the course.

APPEALS PROCEDURE:

In the case where a student believes that the grade received in the Final Exam is different from what was expected, he/she must exhaust all possibilities of resolving the problem with the pertinent instructor first. If this does not lead to a resolution, the student may appeal against the Final Exam grade by filing a petition with the Office of the Registrar (Petition Fee €34).

The Registrar will forward a copy of the petition to the pertinent Chairperson of Department, who will first ascertain that no error was made by the instructor, and if so will assign an anonymous re-evaluation of the final examination/project to another instructor. In the case of major discrepancy between the instructor's evaluation and the re-evaluation that will require change of grade, the average of the two evaluations will be assigned as the final grade to the final examination/project. Changes of grades resulting from an appeal require the endorsement of the Dean of School.

For a petition to be reviewed, a student must appeal within four (4) weeks from the date the results are announced.