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External Evaluation Report (Departmental)

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

Programme 1

In Greek:

Programme Name

In English:

Degree in Law LL.B.

Programme 2

In Greek:

Programme Name

In English:

Degree in Law LL.M.

Programme 3

In Greek:

Programme Name

In English:

Doctorate in Law Ph.D

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

The present document has been prepared within the framework of the authority and competencies of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education, according to the provisions of the “Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency on Related Matters Laws of 2015 to 2019” [N. 136 (I)/2015 to N. 35(I)/2019].

A. Introduction

This part includes basic information regarding the onsite visit.

The site visit took place on the 3rd of February 2020 between 9.30 and 18.00. The visit was well-prepared and we met a highly motivated staff, and enthusiastic students, Ph.Ds and alumni. We visited the premises and saw all facilities including the Library. There were two power point presentation, one by the vice rector of Academic Affairs and one by the head of Department containing all the necessary information on the mission of the University, its strategy. The organisation structure, Graduate school, budget, research income, student support. Quality insurance and societal impact were sufficiently explained. We were given the opportunity to ask questions and we had open discussions. We appreciated the honesty and openness of the head of the Department and his colleagues. We were impressed by the commitment, which was also attested by more than 20 students and alumni. Some of the students came from abroad and they were very impressed by the delivery of teaching and the care and support they received from the dedicated staff. They also explained to us that the knowledge they received was relevant for their career. They still consult their student notes in the exercise of their profession. We also attended an excellent presentation in English on the working on the ECHR which was delivered by a visiting professor. Students were very attentive. Additionally we had a meeting with the secretary of the Department, the only secretary in the Department as a whole. It was clear to us that her workload is way beyond what one would expect to see in other European universities, faculties or departments. Additional administrative support is urgently needed to support the very active law department. At the end of the day we had a final session with the head of department in which we could ask additional questions for clarification.

B. External Evaluation Committee (EEC)

<i>Name</i>	<i>Position</i>	<i>University</i>
Joanne van der Leun (chair)	Professor	Leiden University
Brigitte Tag	Professor	University of Zurich
Theodora Kostakopoulou	Professor	Warwick Unievrstity
Xristos Xristodoulou	Student	Cyprus University of Technology
Melina Pyrgou	Lawyer	University
Name	Position	University

C. Guidelines on content and structure of the report

- *The external evaluation report follows the structure of assessment areas and sub-areas.*
- *Under each assessment area there are quality indicators (criteria) to be scored by the EEC on a scale from one (1) to five (5), based on the degree of compliance for the above mentioned quality indicators (criteria). The scale used is explained below:*

1 or 2:	<i>Non-compliant</i>
3:	<i>Partially compliant</i>
4 or 5:	<i>Compliant</i>

- *The EEC must justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.*
- *It is pointed out that, in the case of indicators (criteria) that cannot be applied due to the status of the Department, N/A (= Not Applicable) should be noted and a detailed explanation should be provided on the Department's corresponding policy regarding the specific quality indicator.*
- *In addition, for each assessment area, it is important to provide information regarding the compliance with the requirements. In particular, the following must be included:*

Findings

A short description of the situation in the Department based on evidence from the Department's application and the site - visit.

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

Areas of improvement and recommendations

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

- *The report may also address other issues which the EEC finds relevant.*

1. Department's academic profile and orientation

Sub-areas

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

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

1 or 2: *Non-compliant*

3: *Partially compliant*

4 or 5: *Compliant*

Quality indicators/criteria		
1. Department's academic profile and orientation		
1.1 Mission and strategic planning		1 - 5
1.1.1	The Department has formally adopted a mission statement, which is available to the public and easily accessible.	5
1.1.2	The Department has developed its strategic planning aiming at fulfilling its mission.	5
1.1.3	The Department's strategic planning includes short, medium-term and long-term goals and objectives, which are periodically revised and adapted.	4
1.1.4	The programmes of study offered by the Department reflect its academic profile and are aligned with the European and international practice.	5
1.1.5	The academic community is involved in shaping and monitoring the implementation of the Department's development strategies.	4
1.1.6	Stakeholders such as academics, students, graduates and other professional and scientific associations participate in the Department's development strategy.	4
1.1.7	The mechanism for collecting and analysing data and indicators needed to effectively design the Department's academic development is adequate and effective.	5

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

1.1.6. The panel suggests that in developing strategy and particularly in the developments in the curriculum and modules the department could have closer cooperation with professional and scientific associations.

Additionally, provide information on the following:

1. Coherence and compatibility among programmes of study offered by the Department.
2. Coherence and compatibility among Departments within the School/Faculty (to which the Department under evaluation belongs).

There is a high level of coherence and compatibility of LL.B., LL.M. and Ph.D. programs within the law school. We have noticed the LL.M.s strong orientation on EU law throughout the programs. The panel appreciated the fact that staff member only teach subject they also do research on. The different departments within the faculty cooperate in efforts to broaden their teaching, and students can follow electives in other departments.

Provide suggestions for changes in case of incompatibility.

Click to enter text.

1. Department's academic profile and orientation

1.2 Connecting with society

1 - 5

1.2.1	The Department has effective mechanisms to assess the needs and demands of society and takes them into account in its various activities.	4
1.2.2	The Department provides sufficient information to the public about its activities and offered programmes of study.	5
1.2.3	The Department ensures that its operation and activities have a positive impact on society.	5
1.2.4	The Department has an effective communication mechanism with its graduates.	4

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

1.2.3. Members of the Department are extremely active in advisory boards and committees and creating strong links with the government, international bodies and civil society. Through those links they can assess needs and demands of society, such as the lack of Text books on Cyprus law and the lack of commentary on judicial decisions. They have sought to address this laguna and more text books and legal commentary are forthcoming. 1.2.4. The department has an informative website and Twitter account and in the presentation it was made clear that the Department is creating a platform for alumni.

1. Department's academic profile and orientation

1.3 Development processes

1 - 5

1.3.1	Effective procedures and measures are in place to attract and select teaching staff to ensure that they possess the formal and substantive skills to teach, carry out research and effectively carry out their work.	5
1.3.2	Planning teaching staff recruitment and their professional development is in line with the Department's academic development plan.	5

1.3.3	The Department applies an effective strategy of attracting high-level students from Cyprus and abroad.	4
1.3.4	The funding processes for the operation of the Department and the continuous improvement of the quality of its programmes of study are adequate and transparent.	4

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

1.3.1. Being a public university the Department has to teach in Greek language. The Department has expressed the need to also be able to teach in English, since they offer some elective courses in English so as to attract students from other countries. 1.3.4. The funding process is transparent but is not seen as adequate for the needs of a very active and young law Department that is willing to expand and to make important contributions to society, the national and international reputation of the university and Cyprus law.

Additionally, write:

- Expected number of Cypriot and international students
- Countries of origin of international students and number from each country

The numbers can be found in p.18 of the application. In 2018 for the LL.B. they had 165 from Cyprus, 19 from Greece and 1 from Romania, Bulgaria and Central African Republic. For the LL.M in 2019 they had 36 from Cyprus and 4 from Greece. For the Ph.D. they have 8 from Cyprus and 1 from Greece for 2018. They also accept 12-16 Erasmus students annually (also mentioned in the presentation).

Findings

A short description of the situation in the Department based on evidence from the Department's application and the site - visit.

The Department of Law was established in 2006, it aims at excellence in teaching and research. Its mission is to provide high quality legal education to students and the legal community of Cyprus, to Greece and the broader region. It also wishes to contribute to the development of Cyprus law, the study of European systems and European integration, including their impact on Cyprus law, as well as to develop the methodological research and writing skills of the students. It aims to be an outstanding contributor to Cypriot society. The economic empowerment of the Department through its elevation to a School of Law would enable solidification, growth and competitiveness.

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

The Department is a leader in Cyprus, the faculty is proficient and enthusiastic. It has popular and high quality programs and it attracts excellent students. They make a very contribution to society and it has strong international presence. It is very active in organising events and seminars and its staff participates in various committees and advisory bodies. They have managed to build an expanding Ph.D program in addition to excellent LL.B. and LL.M. programs.

Areas of improvement and recommendations

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

The panel recommends that more funding is allocated from the university to allow the Department to achieve its mission, more administrative support to the Department, and better and more effective recognition of the specific needs of a very active law department.

Please select what is appropriate for each of the following sub-areas:

Sub-area	<i>Non-compliant / Partially Compliant / Compliant</i>
1.1 Mission and strategic planning	Compliant
1.2 Connecting with society	Compliant
1.3 Development processes	Compliant

2. Quality Assurance

Sub-areas

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

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: Non-compliant*
3: Partially compliant
4 or 5: Compliant

Quality indicators/criteria		
2. Quality Assurance		
2.1 System and quality assurance strategy		1 - 5
2.1.1	The committee and the internal quality assurance system work systematically and effectively.	5
2.1.2	Quality assurance policies are being developed with the active engagement of interested parties.	5
2.1.3	The quality assurance system adequately covers all the functions and sectors of the Department's activities:	
2.1.3.1	Teaching and learning	5
2.1.3.2	Research	5
2.1.3.3	The connection with society	5
2.1.3.4	Management and support services	5
2.1.4	The quality assurance system promotes a culture of quality.	5

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

The panel noted the requirements of the quality assurance policy of the University of Cyprus, their strategic plan 2016-2025 of the University of Cyprus, the Department's institutional assessment by the Cyprus Agency of quality assurance in 2016 and 2018 and all the specific provisions which are outlined on page 89 et seq of the application. Those provisions contain a detailed explanation and assessment of all measures or policies undertaken by the Department as well as effective feedback mechanisms following regular reviews of the activities of the Department. The panel believes that all quality assurance processes are effectively implemented. The panel appreciated the effort, the time and the commitment of the members of the department in producing all the relevant documentation for external evaluation purposes.

2. Quality Assurance

2.2 Quality assurance for the programmes of study

1 - 5

2.2.1	The responsibility for decision-making and monitoring the implementation of the programmes of study offered by the Department lies with the teaching staff.	5
2.2.2	The system and criteria for assessing students' performance in the subjects of the programmes of studies offered by the Department are clear, sufficient and known to the students.	5
2.2.3	The quality control system refers to specific indicators and is effective.	5
2.2.4	The results from student assessments are used to improve the programmes of study.	4
2.2.5	The policy dealing with plagiarism committed by students as well as mechanisms for identifying and preventing it are effective.	5
2.2.6	The established procedures for examining students' objections/ disagreements on issues of student evaluation or academic ethics are effective.	5
2.2.7	The Department publishes information related to the programmes of study, credit units, learning outcomes, methodology, student admission criteria, completion of studies, facilities, number of teaching staff and the expertise of teaching staff.	5
2.2.8	The Department has a clear and consistent policy on the admission criteria for students in the various programmes of studies offered.	5
2.2.9	The Department flexibly uses a variety of pedagogical methods.	4
2.2.10	The Department systematically collects data in relation to the academic performance of students, implements procedures for evaluating such data and has a relevant policy in place.	4
2.2.11	The Department has and analyses employability records of graduates.	N/A
2.2.12	The Department ensures adequate and appropriate learning resources in line with European and international standards and/or international practices, particularly:	
2.2.12.1	Building facilities	5
2.2.12.2	Library	5
2.2.12.3	Rooms for theoretical, practical and laboratory lessons	5
2.2.12.4	Technological infrastructure	5

	2.2.12.5	Academic support	4
2.2.13	There is a student welfare service that supports students in regard to academic, personal problems and difficulties.		5
2.2.14	The Department has the appropriate mechanisms, processes and infrastructure to facilitate students with disabilities.		5
2.2.15	Mentoring of each student is provided and the number of students per each permanent teaching member is adequate.		3
2.2.16	The provision of quality doctoral studies is ensured through doctoral studies regulations, which are publicly available.		5
2.2.17	The number of doctoral students, under the supervision of a member of the teaching staff, enables continuous and effective feedback to the students and it complies with the European and international standards.		5
2.2.18	The Department has mechanisms and funds to support writing and attending conferences of doctoral candidates.		3
2.2.19	There is a clear policy on authorship and intellectual property.		5

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

The University systematically collects data on student performance which is regularly communicated to the head of Department. The University also collects employability records of graduates but this data is not communicated to the head of Department. Greater synergy between the Department and the University is needed with respect to both student performance data and student employability data. The Department would benefit from having access to the employability data and from regular assessments of such data in view of their plan to expand and increase student numbers. The panel also felt that a written departmental policy on regular assessments of student performance data would be beneficial.

2.2.15. The panel noted that the number of students per each permanent teaching member is adequate, but found the requirement of one annual meeting between advisee and adviser to be inadequate. The panel recommends that advisers meet advisees at least once per term and that this requirement is communicated to both members of staff and students.

2.2.18. The Department expressed its wish to make funds available for the conference activity of Doctoral students in the future. Such student support is now provided on an ad hoc basis, and the panel recommends the establishment of a procedure on this and the availability of University funding.

Findings

A short description of the situation in the Department based on evidence from the Department's application and the site - visit.

Effective quality assurance processes and mechanisms exist in the Department. There is regular evaluation of existing curricula, the teaching provision, the performance and career advancement and performance of teaching research staff, a policy on plagiarism, course assessment, quality standards for LL.B., LL.M. and Doctoral Dissertations, an annual strategic plan review, clearly communicated student admission criteria, student performance and grievance procedures. The building and library facilities are excellent and all classrooms are equipped with the correct technological infrastructure. There is a clear policy on disability and the student welfare provision is adequate.

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

The above findings were confirmed during the several meetings with students, members of staff and the secretary of the Department. The panel congratulated the Department on the establishment of a successful LL.M. program and a doctoral program which have resulted in a high level of student satisfaction. Erasmus students and other visiting students expressed a complimentary assessment of their teaching and learning experience in the Law Department. Members of staff are quite accessible and display a high level of pastoral care. The student handbooks written by the Department are excellent. They contain clearly articulated admission criteria, learning aims and outcomes, and information on modules and plagiarism.

Areas of improvement and recommendations

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

The panel noticed that the information provided on the teaching staff is relatively short and it should be complemented by a brief description of the professional qualifications, expertise and their signature publications. The panel also recommends the establishment of a clear procedure on both academic advising (there should be at least one meeting per term between advisees and advisers) and on funding for doctoral candidates' conference activities.

Please ✓ what is appropriate for each of the following sub-areas:

Sub-area	<i>Non-compliant / Partially Compliant / Compliant</i>
2.1 System and quality assurance strategy	Compliant
2.2 Quality assurance for the programmes of study	Compliant

3. Administration

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: *Non-compliant*
3: *Partially compliant*
4 or 5: *Compliant*

Quality indicators/criteria		1 - 5
3. Administration		1 - 5
3.1	The administrative structure is in line with the legislation and the Department's mission.	5
3.2	The members of the teaching and administrative staff and the students participate, at a satisfactory degree and on the basis of specified procedures, in the management of the Department.	4
3.3	The administrative staff adequately supports the operation of the Department.	2
3.4	Adequate allocation of competences and responsibilities is ensured so that in academic matters, decisions are made by academics and the Department's council competently exercises legal control over such decisions.	5
3.5	The Department applies effective procedures to ensure transparency in the decision-making process.	5
3.6	Statutory sessions of the Department are held and minutes are kept.	5
3.7	The Department's council operates systematically and autonomously and exercise the full powers provided for by the law and / or the constitution of the Department without the intervention or involvement of a body or person outside the law provisions.	5
3.8	The manner in which the Department's council operates and the procedures for disseminating and implementing their decisions are clearly formulated and implemented precisely and effectively.	5
3.9	The Department applies procedures for the prevention and disciplinary control of academic misconduct of students, teaching and administrative staff, including plagiarism.	5
3.10	The Department has appropriate procedures for dealing with students' complaints.	5

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

3.3. The panel noted the excellent job that the present secretary of the Department is doing, but also felt that additional administrative support is urgently needed in order to relieve her exceptionally high workload and to support the department's various expanding activities. The panel has serious concerns about the sustainability of the present situation and strongly recommends the employment of a second secretary.

Findings

A short description of the situation in the Department based on evidence from the Department's application and the site - visit.

The administrative structure of the Department is well articulated (see pg. 127-128) and quite efficient. There are established procedures, transparency, mechanisms for the prevention of misconduct, plagiarism, staff and student complaints and minutes of committee discussions are kept. The only secretary of the Department is highly committed, professional and willing to make personal sacrifices in order to serve the needs of the Department. The panel believes that the Department ought to have more administrative support.

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

Highly dedicated members of staff sharing a great deal of administrative responsibilities. A highly dedicated secretary serving the Department. Clearly articulated procedures displaying a commitment to sound administration, discipline, transparency and accountability. The manner in which the Department operates is efficient as well as effective.

Areas of improvement and recommendations

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

The panel believes that the Department ought to have more administrative support. The employment of a second secretary is urgently needed in order to relieve the existing secretary and the members of staff, who have a number of administrative responsibilities.

Please select what is appropriate for the following assessment area:

Sub-area	<i>Non-compliant / Partially Compliant / Compliant</i>
3. Administration	Compliant

4. Learning and Teaching

Sub-areas

4.1 Planning the programmes of study

4.2 Organisation of teaching

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

1 or 2: Non-compliant

3: Partially compliant

4 or 5: Compliant

Quality indicators/criteria		
4. Learning and Teaching		
4.1 Planning the programmes of study		1 - 5
4.1.1	The Department provides an effective system for designing, approving, monitoring and revising the programmes of study.	5
4.1.2	An effective mechanism for evaluating programmes of study is ensured by the students and the teaching staff of the Department.	5
4.1.3	The content of the programmes of study, the assignments and the final exams correspond to the appropriate level as indicated by the European Qualifications Framework (EQF).	5
4.1.4	The programmes of study are in compliance with the existing legislation and meet the professional qualifications requirements in the professional courses, where applicable.	5
4.1.5	The Department ensures that its programmes of study integrate effectively theory and practice.	5
<p>Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.</p> <p>Although all the programs of study integrate effectively theory and practice, and the department's philosophy is to promote the teaching of Law in context, greater consultation with professional bodies in Cyprus would result in deepened integration of theory and practice.</p>		
4. Learning and Teaching		
4.2 Organisation of teaching		1 - 5
4.2.1	The Department establishes student admission criteria for each programme, which are adhered to consistently.	5

4.2.2	Recognition of prior studies and credit transfer is regulated by procedures and regulations that are in line with European standards and/or international practices.	5
4.2.3	The number of students in the teaching rooms is suitable for theoretical, practical and laboratory lessons.	5
4.2.4	The teaching staff of the Department has regular and effective communication with their students, promoting mutual respect within the learner-teacher relationship.	5
4.2.5	Student-centred learning and teaching plays an important role in stimulating students' motivation, self-reflection and engagement in the learning process.	4
4.2.6	The teaching staff of the Department provides timely and effective feedback to their students.	4

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

Although the students the panel spoke to were very positive about the feedback they received and their many open book exams, the department could explore further options for student-centered learning.

Findings

A short description of the situation in the Department based on evidence from the Department's application and the site - visit.

The staff is committed to high quality teaching, they are accessible for students, and learning and teaching are very well organised.

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

High quality teaching, small class size, enthusiastic teachers, highly motivated students, events and extracurricular activities such as moot courts, moot competitions, internships, research meetings, student-led academic journal, excursions, summer courses, lectures by visiting professors, all create a vibrant learning environment. The provision of Law Textbooks and the excellent library facilities enhance students' learning experience.

Areas of improvement and recommendations

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

If the Department increases the number of incoming students, tutorials might be beneficial. At present, the panel does not feel they are necessary. Concerning scholarships, the panel recommends the exploration of more options for scholarships and partial scholarships for those Ph.D. students who are in employment.

Please select what is appropriate for each of the following sub-areas:

Sub-area	<i>Non-compliant / Partially Compliant / Compliant</i>
4.1 Planning the programmes of study	Compliant
4.2 Organisation of teaching	Compliant

5. Teaching Staff

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: *Non-compliant*
3: *Partially compliant*
4 or 5: *Compliant*

Quality indicators/criteria		
5. Teaching Staff		1 - 5
5.1	The number of teaching staff - full-time and exclusive work - and the subject area of the staff sufficiently support the programmes of study.	3
5.2	The teaching staff of the Department has the relevant formal and substantive qualifications for teaching the individual subjects as described in the relevant legislation.	5
5.3	The visiting Professors' subject areas adequately support the Department's programmes of study.	5
5.4	The special teaching staff and special scientists have the required qualifications, sufficient professional experience and expertise to teach a limited number of programmes of study.	5
5.5	The ratio of special teaching staff to the total number of teaching staff is satisfactory.	5
5.6	The ratio of the number of subjects of the programme of study taught by teaching staff working fulltime and exclusively to the number of subjects taught by part-time teaching staff ensures the quality of the programme of study.	4
5.7	The ratio of the number of students to the total number of teaching staff is sufficient to support and ensure the quality of the programme of study.	3
5.8	The criteria and the method of assessment as well as the criteria for marking are published in advance.	5
5.9	The assessment allows students to demonstrate the extent to which the intended learning outcomes have been achieved.	5
5.10	Feedback processes for teaching staff in regard to the evaluation of their teaching work, by the students, are satisfactory.	5

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

The number of full time teaching staff members is too small. Although it has grown to 11 members since this year some subjects such as Family Law, Tax Law, Civil Procedure Law and Maritime Law can only be covered with the help of

external teaching staff. Overall the workload of the professors is very high. This is partly due to the fact that they have only one administrative staff member for the entire department. This means that, in addition to their tasks in research and teaching, the professors have to deal with a number of administrative tasks which should be handled by administrative staff.

Also, write the following:

- Number of teaching staff working full-time and having exclusive work
- Number of special teaching staff working full-time and having exclusive work
- Number of visiting Professors
- Number of special scientists on lease services

The Department employs 11 faculty members (see pg. 148-150), 3-5 special teaching staff (see pg. 152), 2 visiting professors (see pg. 151).

Findings

A short description of the situation in the Department based on evidence from the Department's application and the site - visit.

During the site visit the panel met highly committed members of staff. Student satisfaction (the cohort we met in the afternoon) confirmed this. However, the number of full time teaching staff members needs addressing. Although it has grown to 11 members since this year, some subjects such as Family Law, Tax Law, Civil Procedure Law and Maritime Law can only be covered with the help of external teaching staff. Overall, the workload of the professors is very high. This is partly due to the fact that they have only one administrative staff member for the entire department. This means that in addition to their tasks in research and teaching the professors have to deal with administrative tasks which should be handled by administrative staff.

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

Highly committed well qualified staff, good training opportunities, financial support in settlement of new staff members, small distance between professors and students. It is crucial for the Law Department to be in the vicinity of the excellent library because students and staff members need to be able to consult different books and resources.

Areas of improvement and recommendations

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

Additional members of staff would be needed to provide teaching in areas that are in demand and not currently covered.

Please ✓ what is appropriate for the following assessment area:

Assessment area	<i>Non-compliant / Partially Compliant / Compliant</i>
5. Teaching Staff	Compliant

6. Research

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

1 or 2: *Non-compliant*
3: *Partially compliant*
4 or 5: *Compliant*

Quality indicators/criteria		
6. Research		1 - 5
6.1	The Department has a research policy formulated in line with its mission.	5
6.2	The Department consistently applies internal regulations and procedures of research activity, which promote the set out research policy and ensure compliance with the regulations of research projects financing programmes.	5
6.3	The Department provides adequate facilities and equipment to cover the staff and students' research activities.	4
6.4	The Department has the appropriate mechanisms for the development of students' research skills.	5
6.5	The results of the teaching staff research activity are published to a satisfactory extent in international journals which work with critics, international conferences, conference proceedings, publications, etc. The Department also uses an open access policy for publications, which is consistent with the corresponding national and European policy.	4
6.6	The Department ensures that research results are integrated into teaching and, to the extent applicable, promotes and implements a policy of transferring know-how to society and the production sector.	5
6.7	The Department provides mechanisms which ensure compliance with international rules of research ethics, both in relation to research activity and the rights of researchers.	5
6.8	The external, non-governmental, funding of research activities of teaching staff is similar to other Departments in Cyprus and abroad.	4
6.9	The policy, indirect or direct of internal funding of the research activities of the teaching staff is satisfactory, based on European and international practices.	5

Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.

Staff members are very productive and they integrate their research into teaching. They have a broad publication profile and they wish to maintain a leadership position in a competitive market. The level of external funding is comparable to

that attained by other European law schools of the same size. The internal policy of basic support for research activities is generous.

Findings

A short description of the situation in the Department based on evidence from the Department's application and the site - visit.

For a relatively young Law Department which has grown rapidly and which had to start from scratch, with even basic text books lacking, the research activity is impressive. There are now 11 staff members engaging in teaching, admin, societal impact and research. In line with the university policy, research is seen as a central pillar, which was also evident during the site visit. The staff is highly committed to extend the academic knowledge internationally and they do so successfully. Yet, from the start, the Law department has also focused on strengthening the Greek-language literature on the Cyprus legal system. As there was and is a huge gap in the literature in this respect, the committee feels this is a major societal task which deserves more recognition in output-assessments and promotion procedures that now seem to focus primarily on English-language publications in peer review Journals, whereas the discipline of law also needs critical legal commentaries and text books. The University has a Department which is a leading actor in research and development of Cyprus law and critical legal thinking in their midst. The panel advises the University to adapt some of their procedures and mechanisms to its needs.

Teaching and research generally go hand in hand. All staff members teach on subjects that they also write about, which is not always the case in other Law Schools across Europe. Moreover, courses are clearly being updated to reflect recent developments in the various fields, while at the same time the academic staff develop new courses or content based on their research interests. Staff members also organise a large number of events and extracurricular activities that ensure the transfer of findings to students and to the professional field (6.6)

The University as a whole has adopted policies to respect Academic Ethics in Research and Teaching and the department of law is compliant. The fact that the research methodology is largely a legal methodology relying on doctrinal research and the use of open sources implies that there is little need at the moment to have an active ethics committee. The staff is aware, however, of the requirements should this change in the future. The expertise is present and the chair of the Department was a member of the Cyprus National Bioethics Committee.

In terms of securing funding for research, the Department is doing well, especially when considering all other tasks that they have to perform and do perform. They rank somewhere in the middle compared to other Departments which is very good for a Law School.

Staff members receive start-up funding for their research and they receive extra means to fund research activities such as attending conferences or events and hiring some assistance (6.9). This is partially merit-based and the committee is positive about these provisions.

Based on their research the Department of Law greatly contributes to society and to the legal field in Cyprus. They regularly advise on legal matters and actively participate in governmental bodies. To a large extent these activities, that tie in directly with the aims of the university, seem to fall outside the criteria of research evaluation as a result of using evaluation measures that are more effective in other disciplines (maybe strengthened by the fact that the voice of the Department is not always heard when it comes to decision making at the faculty-level or University-level)

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

The Department is strong in research and in the integration of research and teaching. They deploy high standards, not only on paper, but also in reality as students, former students and exchange students expressed during the site visit.

Department members are top experts in their field in Cyprus, educated in a variety of countries including Greece, UK, US, Germany, and France. They have a strong research record and they are visible nationally and internationally. The Department has a very good reputation.

The committee was impressed by the enthusiasm, energy and commitment of the staff members. Within a relatively short time frame they have managed to publish internationally, secure funding and also write major Text books on the mixed legal system of Cyprus. In this respect, their publication culture appears to differ from the other disciplines in the School.

The Ph.D program is still young but already expanding and the Ph.D students the committee spoke to were very happy with the research environment they were working in.

Areas of improvement and recommendations

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

When evaluating research activities, the committee suggests to the University to better take into account the importance of the specificities of legal research by for instance also valuing Greek language publications on the Cyprus system rather than using output measures that are based on different disciplinary contexts (H-indices, Peer reviewed International articles etc).

The rather one-sided system of evaluating performance and promoting staff members imposes a workload that appears to be unacceptable and may even threaten the viability of a very productive and highly reputed Department in the future. This problem is exacerbated by an organisational structure which does not allow the Department to have an effective role in important decision-making with respect to allocation of faculty positions, premises, budget, and scholarships.

The above-mentioned challenge was already noted in the earlier accreditation process but in fact has become more serious because of the success and growth of the Department.

Two smaller suggestions:

For students funding for research is so far lacking. Given the fact that students produce high quality work the committee suggests looking into the possibility of also offering some funding in case they want to visit a conference or other event where they can present their work. This can be very beneficial for students and it can be a good preparation when pursuing a Ph.D. With respect to the Ph.D programme committee advises to explore options of more scholarships and part time scholarships. This may also help attracting full time Ph.D students as well as catering better to the needs of more experienced Ph.D students that also work as lawyers.

Please ✓ what is appropriate for the following assessment area:

Assessment area	<i>Non-compliant / Partially Compliant / Compliant</i>
6. Research	Compliant

7. Resources

Mark from 1 to 5 the degree of compliance for each quality indicator/criterion

- 1 or 2: *Non-compliant*
3: *Partially compliant*
4 or 5: *Compliant*

Quality indicators/criteria		
7. Resources		1 - 5
7.1	The Department has sufficient financial resources to support its functions, managed by the Institutional and Departmental bodies.	4
7.2	The Department follows sound and efficient management of the available financial resources in order to develop academically and research wise.	5
7.3	The Department's profits and donations are used for its development and for the benefit of the university community.	5
7.4	The Department's budget is appropriate for its mission and adequate for the implementation of strategic planning.	4
7.5	The Department carries out an assessment of the risks and sustainability of the programmes of study and adequately provides feedback on their operation.	5
7.6	The Department's external audit and the transparent management of its finances are ensured.	5
<p>Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.</p> <p>Although the Department is successful at the moment, the SWOT analysis of the head of Department indicated the possibility of financial and institutional vulnerability which could be accentuated by the threat of relocation. The Department would like to receive more favourable treatment in the allocation of new positions and the distribution of internal funding. The panel witnessed the exceptionally high administrative workload at present and for this reason it recommends the employment of a second secretary.</p>		

Findings

A short description of the situation in the Department based on evidence from the Department's application and the site - visit.

The department follows sound and efficient collective management of the available financial resources (p. 227) and is externally audited. They have expanded over the years and there appears to be room for more expansion. In such a case the budget would have to be adjusted in order to allow them to develop academically and researchwise. At present the panel believes that more administrative support ought to be provided.

Strengths

A list of strengths, e.g. examples of good practices, achievements, innovative solutions etc.

There is generous policy of basic research funding for new staff members. The Department has been able to hire new staff members recently. The expansion of the LL.M program as well as the Ph.D program has led to better resources.

Areas of improvement and recommendations

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

The need for more administrative support has been noted throughout this report. Flexible adjustments of the budget would be needed to address increasing numbers of students and activities in the near future. For instance if the Doctoral intake continues at the present level or increases, additional members of staff would be required.

Please ✓ what is appropriate for the following assessment area:

Assessment area	<i>Non-compliant / Partially Compliant / Compliant</i>
7. Resources	Compliant

D. Conclusions and final remarks

Please provide constructive conclusions and final remarks, which may form the basis upon which improvements of the quality of the Department under review may be achieved.

The panel visited the Department of Law which was established in 2006 and read all the documentation. It concludes that the Department is a leader in Cyprus, the faculty is proficient and enthusiastic. It has popular and high quality programs and it is able to attract excellent students. The Department makes a strong contribution to society and has a good international presence. It is very active in organizing events and seminars available to the university community and the public at large. Its staff participates in various committees and advisory bodies. It is an outstanding contributor to Cypriot society.

Overall, the Department aims at excellence in teaching and research. They have managed to build an expanding Ph.D program in addition to excellent LL.B. and LL.M. programs. Its mission is to provide high quality legal education to students and the legal community of Cyprus, to Greece and the broader region. It also wishes to contribute to the development of Cyprus law, the study of European systems and European integration, including their impact on Cyprus law.

The above could be even more effectively achieved through the extension of English taught courses and closer collaborations with the Cyprus Bar Association and Legal Council. The head of Department should explore the possibility of obtaining exemptions for its graduates taking the Bar exams.

High quality teaching, small class size, enthusiastic teachers, highly motivated students, events and extracurricular activities such as moot courts, moot competitions, internships, research meetings, student-led academic journal, excursions, summer courses, lectures by visiting professors, all create a vibrant learning environment. The provision of Law Textbooks and the excellent library facilities enhance students' learning experience.

The panel also recommends the establishment of a clear procedure on both academic advising (there should be at least one meeting per term between advisees and advisers) and on funding for doctoral candidates' conference activities. Concerning scholarships, the panel recommends the exploration of more options for scholarships and partial scholarships for those Ph.D. students who are in employment.

The administrative structure of the Department is well articulated and quite efficient. There are established procedures, transparency, mechanisms for the prevention of misconduct, plagiarism, staff and student complaints and minutes of committee discussions are kept.

The panel believes that the Department ought to have more administrative support.

Effective quality assurance processes and mechanisms exist in the Department. There is regular evaluation of existing curricula, the teaching provision, the performance and career advancement and performance of teaching research staff, a policy on plagiarism, course assessment, quality standards for LL.B., LL.M. and Doctoral Dissertations, an annual strategic plan review, clearly communicated student admission criteria, student performance and grievance procedures. The building and library facilities are excellent and all classrooms are equipped with the correct technological infrastructure. There is a clear policy on disability and the student welfare provision is adequate. The student handbooks written by the Department are excellent. They contain clearly articulated admission criteria, learning aims and outcomes, and information on modules and plagiarism.

The department follows sound and efficient collective management of the available financial resources and is externally audited. They have expanded over the years and there appears to be room for more expansion. In such a case the budget would have to be adjusted in order to allow them to develop academically and research wise.

The panel recommends that more funding is allocated from the university to allow the Department to achieve its mission, more administrative support to the Department, and better and more effective recognition of the specific needs of a very active law department. Some subjects such as Family Law, Tax Law, Civil Procedure Law and Maritime Law can only be covered with the help of external teaching staff.

The economic empowerment of the Department through its elevation to a School of Law would enable solidification, growth and competitiveness.

Flexible adjustments of the budget would be needed to address increasing numbers of students and activities in the near future. It is crucial for the Law Department to be in the vicinity of the excellent library because students and staff members need to be able to consult different books and resources.

When evaluating research activities, the committee suggests to the University to better take into account the importance of the specificities of legal research by for instance also valuing Greek language publications on the Cyprus system rather than using output measures that are based on different disciplinary contexts. The rather one-sided system of evaluating performance and promoting staff members could be perceived to be a risk for the future viability of a very productive and highly reputed Department.

E. Signatures of the EEC

<i>Name</i>	<i>Signature</i>
FullName	

Date: 04 02 2020

