

# Higher Education Institute Accreditation



## EIMF Reply to Comments of Reviewers

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## Introduction:

EIMF greatly appreciates the comments made by the External Evaluation Committee (EEC) and the constructive approach it adopted during its visit at the Institute. These comments have guided EIMF in doing the necessary adjustments that will allow the Institute to function better and secure the high quality standards it seeks to maintain.

EIMF has gathered all the comments made by EEC that require action and/or clarification and grouped them in seven thematic areas:

1. Institution's Academic Profile and Orientation
2. Quality Assurance
3. Administration
4. Teaching and Learning
5. Academic and Teaching Staff
6. Research
7. Resources
8. Building Facilities

Accordingly, under each category and for each relevant comment of the EEC, the reply of EIMF is provided. For all other comments, EIMF commits that it will strive to maintain the level of quality as this was noted by EEC.

Importantly, to ensure that suggested changes are incorporated in the best possible way, the Research Policy of EIMF has been clearly defined (Annex 1), the terms of reference of the relevant Committees of EIMF have been adjusted accordingly (Annex 2), while the establishment of an Advisory Council has also been secured (Annex 3). In addition, a list of the Academics in both programmes to be offered is included (Annex 4) and an update of Library resources (Annex 5), and Building Facilities approvals (Annex 6, 7, 8).

Table 1: EEC Comments and EIMF Responses

1. INSTITUTION'S ACADEMIC PROFILE AND ORIENTATION	
- Mission and Strategic planning	
- Connecting with society	
- Development processes	
EEC Comments	EIMF Response
<p><b>Main Findings:</b> <i>'EIMF has presented a clear mission, which is 'to equip individuals with the knowledge, skills and qualifications that are required to be successful in their career and life'. This rings true, given the nature of the institution. However, it is <u>not reflected consistently</u> in the institutional submission (for example on page 27) but should be apparent in all, that its academic staff do (as the institution is at the state of seeking approval for its higher education provision this is not currently an important consideration)'.</i></p> <p>In relation to the EIMF Mission, EEC under section 1.1 (p.19) note that <i>'The mission should guide the actions of all academic staff do (as the institution is at the state of seeking approval for its higher education provision this is not an important consideration now). It is important that the mission is used in order to direct all strategic actions of EIMF'.</i></p>	<p>In general, EIMF would like to clarify that following the initial submission of our application, the academic committee decided to make certain changes/adjustments to the submitted application, as part of our continuous efforts to improve. This is the reason behind discrepancies between the initial document submitted and the document presented to the EEC.</p> <p>More specifically, the mission and vision statements of EIMF as presented to the EEC are now final and reflected in all relevant documents so as to guide actions of both the staff and committees:</p> <p><u>EIMF's mission:</u> To equip individuals with essential knowledge, skills and qualifications so as to be successful in their career and life.</p> <p><u>EIMF's vision:</u> To become an established academic institution, producing high quality research and providing both premium academic programmes and specialised professional training, thus bridging the gap between Academia and the Business Community.</p> <p>Given the clear mission and vision statements, the academic community will accordingly be</p>

	involved in the development of the Institute's strategic plans.
<p><b>Main Findings:</b> <i>'Furthermore, there is a brief discussion of the institution's <b>social contribution</b> on page 30 of the institutional submission. However, this does not do justice to the strong industrial linkages that EIMF has with practitioners and the contribution that it makes in developing business practice as well as the development of an environment for the advancement of work on regulation, risk and compliance. This gives a very significant opportunity for EIMF to leverage its linkages and networks in society at large for the benefit of its students. We believe that it would be advantageous for EIMF to develop a strategy for this purpose. The implementation of this strategy will be particularly helpful in demonstrating the distinctiveness of its mission and programmes and in achieving success in the market for higher education provision in Cyprus.</i></p> <p>In relation to Social Contribution, EEC also notes in 1.2 (p.20) that <i>'the institution can have a positive impact on society but needs to articulate more clearly how it will leverage current links for the benefit of its students and society at large'.</i></p> <p>In addition EEC also notes in 2.1 (p.22): <i>'Quality assurance regarding connections with society must be developed further after advances have been achieved in relation to recommendations in the relevant area'</i></p>	<p>Through the programmes offered, EIMF aims to strengthen the level of professional and financial services offered in Cyprus. This will have a benign effect on the economy at large, given the dependence of the local economy on the provision of high quality professional and financial services.</p> <p>Also EIMF aims to secure a high employment rate of recent graduates, given the market demand for the specific courses EIMF purports to offer after its accreditation. In doing so, EIMF has a Career Office that will guide and assist EIMF students in their job search.</p> <p>Also, in an attempt to utilise the strong industrial linkages that EIMF has via its professional school of studies, a series of events and actions will be incorporated in the activities of the academic programmes for the benefit of the students. More precisely, EIMF will (1) organise company visits where the students will have a chance to visit established corporations and through their on-site visit understand their corporate structure and the role of each relevant department separately, (2) host career days where various companies will present the needs of the market and accordingly guide the students in their job search and (3) invite distinguished professionals to offer their perspective on strengthening employability and how the programmes of study can best be utilised for professional advancement. All these will be part of strategy to be finalised and adopted by EIMF once the programmes planned to be offered are accredited.</p>

	<p>In addition, EIMF has already reached agreement with a number of industry participants for the recruitment of at least 20 students as summer interns, as of next year. Also, we aim to leverage on one of the members of our wider Group, a recruitment company, so as to enhance employability of our students. Post-accreditation, the Institute will also seek further employment options for our students via firms—associates from our professional studies branch.</p> <p>For wider connections with society, we underline the public lectures that are already taking place, the 'EIMF talks', which are open and deal with topical issues and roundtable discussions that seek the engagement of society at large. Additionally, EIMF has already a record of participation in projects that have a positive impact on society at large such as the Public Sector Governance Code (EIMF has actively participated and supported for the past four years the National Governance Team in the preparation and publication of the Cyprus Public Sector Governance Code), free training events in partnership with other organizations (e.g. ACAMS Cyprus Chapter and CIFA (Cyprus Investment Funds Association) as well as other relevant activities.</p>
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**2. QUALITY ASSURANCE**

- System and quality assurance strategy
- Ensuring Quality for the Programmes of Study

EEC Comments	EIMF Response
<p><b>Main Findings:</b> <i>The institution has established a <b>quality assurance</b> committee and set out acceptable regulations for its operations. The challenge for EIMF is to translate this into reality and create a culture that encourages debates around quality assurance and the pursuit of continuously enhanced standards. A key challenge in achieving this is balancing the competing pressures of compliance with professional bodies that may offer accreditation for the Diploma, with the need to develop an institutional quality culture and processes.</i></p> <p>In relation to Quality Assurance, EEC states in 2.1 (p.22): <i>There is active engagement of professional bodies in the development of programmatic standards at EIMF. This is particularly appropriate in the case of the Diploma. However, there is less evidence of academic involvement and the use of the Quality Assurance Committee in the development of the programmes.</i></p>	<p>The terms of reference of the Quality Assurance Committee have been adjusted accordingly in order to incorporate the comments of the reviewers:</p> <p>The Quality Assurance Committee has a clearly defined role in carrying out an additional quality test to the programmes offered, after the Academic Committee decides on these programmes. This is clearly outlined in the document attached where the Terms of Reference of the Quality Assurance Committee have been expanded/clarified accordingly. (see <b>Annex 2</b>)</p>
<p><b>Main Findings:</b> <i>The <b>quality assurance processes</b> and regulations must be further strengthened in ensuring that programme learning outcomes are achieved by students in specific assessments.</i></p> <p>In relation to Quality Assurance Processes, EEC also note in 2.1 (p.22): <i>The quality assurance process should be strengthened further in terms of continuous enhancement of the curriculum.</i></p>	<p>In its terms of reference (see <b>Annex 2</b>), the Quality Assurance Committee has a clearly assigned role in ensuring that learning outcomes are achieved, suggesting adjustments where necessary.</p> <p>In addition, EIMF recognises the importance of research in the efficient and effective academic development of students. To achieve this, it is necessary to create a solid foundation and an organizational culture that recognizes the importance of research, by incorporating new research results within the content of the program</p>

	<p>study. This will be done by including - in the bibliography - the most recent academic (peer reviewed) articles and update the course content based on the findings of these articles. In addition, visiting professors will be expected to present their research work. And once EIMF academic staff start producing their own results this will mark a continuous supply of the Institute's academic process.</p>
<p>In addition, in relation to <b>quality assurance processes</b>, the EEC in its concluding remarks (p.33) notes: <i>We request that EIMF takes action in strengthening its quality assurance processes: particularly in terms of linking module and programme outcomes, and empowering academic staff to engage proactively with the process.</i></p>	<p>We confirm that the modules of each programme are prepared by the specific academic(s) to be teaching the module and reviewed by the Programme Coordinator and other members of the academic staff where necessary. Any modifications and adjustments are made in coordination between the Academic (teaching the course) and the Programme Coordinator. The Programme Coordinator has the responsibility of presenting the Programme to the Academic Committee which has the final say in approving or not the Programme. The active engagement of the academics in the process is assessed by the Quality Assurance Committee as described in the relevant Annex, following advice and comments by the EEC. (<b>see Annex 2</b>)</p>
<p>In section 2.2 (p. 23-25), EEC comments: <b>Learning resources</b> need to be developed significantly. During the site visit print book availability was very limited. Whilst we appreciate that this is work in progress this needs to be advanced quickly if students are to be enrolled in September.</p> <p>On p.14 the EEC comments: <i>Our main concern is the <b>library resources</b>, which need to be enriched with more books, including e-books,</i></p>	<p>EIMF recognises the importance of having a properly functioning comprehensive <b>library</b>. Access to the relevant material for both students and academic staff is a vital part of any academic institute, covering both academic studies and research. In response to the EEC comments, EIMF wants to highlight the following actions taken:</p> <ul style="list-style-type: none"> <li>• More than 90 print books have already been ordered since the day of the on-site inspection (see Annex 5 for complete list).</li> </ul>

<p><i>and access to academic journals and resources like EBSCO. During the visit it was apparent that students do not have access to other university libraries in the region, perhaps through collaborations/ partnership arrangements with relevant institutions. This should be established as it would help students in their studies.</i></p> <p>Also in their general comments (p. 15), the EEC notes: <i>We recommend that EIMF strengthens its <b>Library resources</b> in print and electronic format.</i></p>	<p>These additional books are part of an ongoing process of further expanding available reading material.</p> <ul style="list-style-type: none"> <li>• The EIMF librarian has had several meetings with relevant providers and, following an exchange of emails, secured an offer from Inter-Optics which is an agent of ProQuest covering eBook Subscription and access to full texts of electronic journals (including essential scholarly journals and the most important trade journals). The suggested package for EIMF, included in Annex 5, will be put in effect once the courses commence and will be made available to all students and staff.</li> <li>• An initial exchange of views has taken place between the UCY (University of Cyprus) library and EIMF and soon an agreement will be finalised where all students and staff will be allowed to have access to the UCY library (including on-site access to their e-platform, journals and data bases)</li> </ul>
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**3. ADMINISTRATION**

<b>EEC Comments</b>	<b>EIMF Response</b>
<p><b>Main Findings:</b> <i>It is noted that there is no Senate envisaged as part of the administrative structure of EIMF. This is not particularly unexpected given the size and mission of EIMF. It may be worth considering developing an <b>external advisory council</b> to assist the development of the institution and provide the necessary <b>checks and balances</b>.</i></p> <p>In addition in relation to the Advisory Council the EEC notes (p.15): <i>Development of an advisory</i></p>	<p>Following the advice and comments of the EEC, an <b>Advisory Council</b> comprised of international academics and professionals of high standard has now been established so as to take into account the comments of the Review Committee and ensure that ‘checks and balances’ are in place at all levels. The Terms of Reference available in the relevant Annex reflect the commitment of EIMF in dealing with raised concerns (<b>see Annex 3</b>)</p>

<p><i>council to balance governance arrangements in the absence of a senate</i></p> <p>Also, in section 3.1 (p.26-27) the EEC comments: <i>However, it may be worth considering developing an external advisory council to assist the development of the institution and provide the necessary checks and balances</i></p>	
<p>In section 3.1 the EEC notes: <i>EIMF is a new institution currently seeking approval. Therefore, there is no evidence of track-record of the effectiveness of its administrative structures.</i></p>	<p>EIMF is confident that the existing administrative structure, following the relevant adjustments and the incorporation of the Review Committee's comments, will secure the long-term desired results and academic quality of the programmes on offer.</p>
<p><b>4. TEACHING AND LEARNING</b></p> <ul style="list-style-type: none"> <li>- <b>Planning the Programmes of Study</b></li> <li>- <b>Teaching Organization</b></li> </ul>	
<p><b>EEC Comments</b></p>	<p><b>EIMF Response</b></p>
<p><b>Main Findings:</b> <i>EIMF must work towards strengthening <b>academic involvement in the design of programmes of study</b>, particularly in creating auditable trails (through committee minutes, emails etc) of this. This is an area that is distant from the current operations of the institution (executive education) and the Council must be proactive in encouraging such practice. There is a need to strengthen either the Internal Rules and Regulations or the Institutional Charter in order to achieve this.</i></p> <p>In relation to development of the programmes of study, EEC also note in 4.1 (p.27): <i>The institution</i></p>	<p>Following the advice and comments by the EEC, through the revised terms of reference of the Committees in place at the EIMF, the direct involvement of the academic staff is ensured and will be reviewed by the Quality Assurance Committee. (see Annex 2 and EIMF's replies in the quality assurance sections)</p>

<p><i>must strengthen academic involvement in the design of programmes of study, particularly in creating auditable trails (through committee minutes, emails etc) of this. This may need to be strengthened either in the Internal Rules and Regulations or the Institutional Charter.</i></p>	
<p><b>Main Findings:</b> <i>The regulations governing the <b>evaluation of programmes of study</b> must be strengthened further (particularly in linking module achievements with the learning outcomes of the programmes) in order to enhance the continuous enhancement of the programmes.</i></p>	<p>The revised terms of reference of the Committees established at EIMF specifically refer to the need for the link between module achievements and learning outcomes of the programmes to be reviewed and to secure that this link is not side-lined after the various modules are developed (see Annex 2).</p>
<p><b>5. ACADEMIC AND TEACHING STAFF</b></p> <p><b>- Suitability of Academic and Teaching Staff</b></p> <p><b>- Qualifications</b></p>	
<p><b>EEC Comments</b></p>	<p><b>EIMF Response</b></p>
<p><b>Main Findings:</b> <i>The <b>balance of different categories of staff</b> in the delivery of the programmes is <b>not consistent</b> across the documentation, and also between the documentation formally submitted and programme handbooks circulated during the site visit. It is important that EIMF submits a final list of modules (in <b>both programmes</b>) with the named individual responsible for its delivery and his/her employment status so that compliance with regulatory constraints on the composition of academic staffing can be established conclusively.</i></p> <p>In its overall remarks (p. 15) EEC notes: <i>We would like more clarity on the contractual nature</i></p>	<p>EIMF is not yet an accredited academic institution and until it has officially been accredited it cannot openly recruit permanent members of staff for the requirements of the programmes to be offered. Despite this limitation, there has been a pre-agreement with certain academics and, upon accreditation, a permanent contract will be offered. The relevant list of academic staff for both programmes is available in <b>Annex 4</b>. This should be considered the final list.</p> <p>Moreover, the intention of EIMF to expand the number of permanent academic staff is clearly reflected in the feasibility study that has been presented to the Review Committee.</p>

*of its academic staff in order to establish and ensure compliance with regulation regarding the balance of delivery between **permanent** (70%) **and other categories** (no more than 30%) **of staff**. Whilst we acknowledge the professional nature of its programmes we believe that a strong core of permanent staff that remain with the institution over a period of years is essential*

In addition, EEC comments in section 5.1 (p. 29):

*The application for institutional evaluation include 17 named academics in pages 64-74, 18 named academics in pages 94-99, and 18 CVs in annex 14. However, it does not include information on their employment status at EIMF.*

In its concluding remarks – suggestions (p.33), EEC notes: *We would like more clarity on the **contractual nature of its academic staff** in order to establish compliance with regulation regarding the balance of delivery between permanent and other categories of staff. In the long-term the balance between permanent and other types of staff should be improved further in favour of the former (p. 33)*

**Main Findings:** *It would be useful if EIMF could forward the **contracts used for non-permanent staff** in order to provide evidence of good practice regarding the allocation of remuneration for module design, communication with students and full participation in the academic life of the institution (such as the teaching association).*

As already mentioned, given that EIMF is not yet an accredited academic institution, it cannot commit to contracts with academic staff. Instead, it has secured the commitment of the academic staff through a pre-agreement and once accreditation has been secured the official contracts will be signed.

Taking into consideration the comments of EEC, the EIMF will have the following points clearly defined in the contracts to be signed:

**Duties and Responsibilities:**

- Teaching Hours Per Semester:
  - MSc Courses (including office hours availability and availability by appointment online so as to secure an open line of communication with students)
  - Undergraduate Courses (including office hours availability and availability by appointment online so as to secure an open line of communication with students)
- Supervision and Mentoring:
  - MSc Dissertation Supervision

**Remuneration and other Benefits:**

- Remuneration per course: Each academic will receive a fixed amount for each study guide designed and will be paid separately for the delivery of the course (including office hours and exams preparation)
- MSc Dissertation supervision: For each MSc dissertation supervised each academic will receive a fixed amount
- Research support: A fixed sum bonus incentive will be offered for peer-reviewed publications achieved under the name of EIMF. In addition, non-permanent academic staff will be allowed to request research support as part of research conducted under the EIMF name

	<ul style="list-style-type: none"> <li>• Non-permanent academic staff will be offered working space at the EIMF and will be included in all staff activities</li> </ul>
<b>6. RESEARCH</b>	
<b>EEC Comments</b>	<b>EIMF Response</b>
<p><b>Main Findings:</b> <i>Overall, this is a teaching-oriented institution. While this is not a disadvantage in itself, and might even be expected for an institute, this does not match its research policy. In essence, capacity and competence now need to catch up with the vision of the Institute.</i></p>	<p>Following the advice and comments by the EEC, EIMF has adjusted its research policy strategy accordingly (outlined in detail in <b>Annex 1</b>). The EIMF Board's commitment in financing research-related activities is a given and the academics will be supported financially and otherwise in conducting quality research. The research outputs of each academic will be taken into consideration regarding his/her career development thus securing their commitment in conducting research.</p>
<p><b>Main Findings:</b> <i>While there are pockets of research that a very small fraction of the staff have engaged with in the past (including recent past), there <b>is no precise research activity currently going on</b>, in terms of recent publications in reputable outlets.</i></p>	<p>EIMF has secured that once it has been accredited as a Tertiary-level Education Institution the necessary framework is in place (under the guidance of the Research Committee) that will promote quality research from the academic staff and pursue joint research projects.</p>
<p><b>Main Findings:</b> There is a need for a <b>clearer research policy</b> and a written and <b>supporting strategy</b> that matches the aspirations. This may include plans to recruit and retain researchers on permanent/fractional appointments as well as plans to train colleagues in terms of research, with the ultimate benefit being to supervise research dissertations.</p>	<p>The Research Policy of EIMF has been adjusted accordingly. The establishment of an Advisory Council with experienced academics/researchers will provide valuable guidance towards this cause. In addition, the EIMF has already reached initial agreements with academics that have the flexibility to commit to a fractional appointment. Namely, the two academics are Professor Waymond Rodgers</p>

<p>In addition, EEC notes in section 6.1 (p. 30-31) <i>Overall, although the institute's leadership and some members of the academic staff are interested in research, there doesn't seem to have been any significant push towards research, attracting researchers, funding research or promoting research led education.</i></p>	<p>(University of Hull) and Peter Clarke (Emeritus Professor University College Dublin) and they will have an active role in research activities of EIMF. Professor Rodgers is expected to additionally have a specific role as Senior Research Advisor. Such collaborations will definitely strengthen the development of research capabilities.</p>
<p><b>Main Findings:</b> <i>One or two <b>visiting professors</b> with editorial experience and significant publishing track-record may be able to contribute in such a fractional way, in order to build capacity at the institute.</i></p> <p>In its overall comments (p.15-16), EEC also notes: <i>Research professors on a fractional capacity could strengthen the development of research capabilities amongst all academics in EIMF</i></p>	<p>The EIMF has already secured cooperation with established academics (via the proposed Advisory Council) that have a strong research record. In addition, two of these academics are expected to have a greater role in research activities of EIMF (Professor Waymond Rodgers (University of Hull) and Peter Clarke (Emeritus Professor University College Dublin). The involvement of these academics will bring added value to EIMF's efforts to promote quality research by its academic staff.</p>
<p><b>Main Findings:</b> <i>Also, <b>clearer guidance on publication requirements</b> for career progression are required.</i></p>	<p>The research record of each academic will be evaluated based on the 'Research Evaluation' criteria that are part of EIMF's revised Research Policy (see Annex 1 – Research Evaluation) Quality will be a critical factor in the career progress of the teaching/academic staff</p>
<p><b>Main Findings:</b> <i>Additionally, needs will arise for professional research support services, including methodologies towards grant applications, ethics clearance, research expenditures and procurement amongst others. EIMF also encourages collaboration and there is a potential one with the University of Manchester – opportunities like this should be maximized in</i></p>	<p>Following recommendations and comments by the EEC, EIMF has already conducted the relevant local research agency (Research Promotion Foundation) so as to initiate a direct line of communication and has registered in IRIS to access the Research Promotion Foundation's (RPF) online services. A member of the administrative staff will be responsible for acting</p>

<p><i>ways which will lead to joint publications, joint grant applications and university exchange visits.</i></p>	<p>as the contact point between research agencies (including RPF) and the academic staff so as to inform them of all call-openings and provide the necessary administrative support where necessary. Furthermore, communication has been established with GrantXpert, the leading local consulting firm specialising in consulting services for EU funding programmes and structural funds. GrantXpert provides training in relation to EU funding opportunities and project management and this is an area EIMF intends to build expertise by initiating a collaboration agreement with GrantXpert.</p> <p>In addition, other collaborations with academic institutes (in addition to the one with the University of Manchester) are currently pursued so as to further strengthen the potential of EIMF to engage in international research projects and joint publications.</p>
<p><i>In section 6.1 (p.31), the EEC notes: We would like to see more detail on how research will inform teaching. We believe that this is a critical part of the research policy that helps alignment with the institutional mission</i></p>	<p>EIMF agrees and adopts the recommendation of the EEC and has decided to include academic journals in its core bibliography which will be used as part of the reading syllabus. Thus, most research findings shall be included in the content of the programme of study. Bibliography will include latest academic (peer reviewed) articles and tutors, together with the programme coordinator, will be updating the course content frequently based on such findings.</p> <p>There will be systematic update of the content of courses to include new developments and results reached by researchers.</p> <p>Research conducted by academic staff will be coordinated accordingly with the Research Committee so as to ensure that it is in line with the objectives of the EIMF. Therefore, upon</p>

	publication, the relevant material will be easily incorporated in teaching modules.
<b>7. RESOURCES</b>	
<b>EEC Comments</b>	<b>EIMF Response</b>
The institution's financial resources are viewed as appropriate in relation to its ambition in the next three years. Not unexpectedly given its origin, EIMF has efficient and robust management processes and it is committed in redirecting nearly three quarters of its operating profit to reinvestment. Risk assessment and external auditing are robust.	EIMF welcomes EEC's remarks and has no further comments.
<b>8. BUILDING FACILITIES</b>	
<b>EEC Comments</b>	<b>EIMF Response</b>
<b>Main Findings:</b> <i>A topographical plan was presented, but it did not display in a clear manner the extent of the development.</i>	A new topographical plan was created, which shows the development is included, also the new Title Deed which shows the new plot number (see Annex 6).
<b>Main Findings:</b> <i>Even though an operating license for use as offices was issued at the inspection day, a college operating license is still not issued. The users have already made all the changes in their building in order to be compliant with the new architectural plans to change the operating license for use as a college. We were informed by them that they are ready to apply to the Department of Town Planning and Housing for the specific planning permit.</i>	The application for Use Change and Additions/Diversions Permission is issued to Planning Department with numbers ΛEY/915/2019 and ΛEY/916/2019 and date 03/06/2019 (See Annex 7). The application was delayed as we waited for to get the Final Approval Certificates first (See Annex 8) from the owner.
<b>Main Findings:</b> <i>Fire Safety Certificate, issued by the Fire Department was not</i>	The Fire Department checked the building about 3 months ago in order to issue the Approval

<p><i>presented, but we have to mention that the building was inspected few months ago by the Fire Department, since that is required for the issuance of the operating permit as offices.</i></p>	<p>Certificates. A new application was made in order to check it again and issue a Safety Certificate, but since the building got Approval Certificate with date 24/05/2019 it shows that the building covers all Fire Department's requirements.</p>
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## Annex 1: Research Policy

EIMF's mission: To equip individuals with essential knowledge, skills and qualifications so as to be successful in their career and life.

EIMF's vision: To become an established academic institution, producing high quality research and providing both premium academic programmes and specialised professional training, thus bridging the gap between Academia and the Business Community.

### Research Strategy – Interdisciplinary Research Approach

Through its research strategy the Research Committee aims to support the EIMF's mission and vision statements by supporting research activities and outcomes that will:

- achieve high quality publications in reputable international journals
- be integrated in the programmes of study, where possible, and thus enhance the quality of teaching
- support public events that will allow for dissemination of knowledge, directed both to the financial and professional services sectors but also to society at large

In implementing its research objectives, EIMF promotes an interdisciplinary research approach that covers the areas related to Finance, Regulation, Corporate Governance, Risk and Compliance. This will allow members of the academic staff that come from different theoretical backgrounds to engage in common research projects. The Research Committee will have an active role in coordinating and ensuring that publications are achieved in reputable outlets.

Importantly, EIMF has also concluded a pre-agreement (to come in effect once the Institute is accredited) with Professor Waymond Rodgers (University of Hull) to be appointed as **Senior Research Advisor** based on a fractional appointment. Professor Rodgers will attend research committee meetings and provide guidance on strategic objectives and on undertaken or scheduled research by EIMF academic staff. Furthermore, he will assess research methodologies adopted by EIMF academics and suggest various research trainings that will assist these academics; suggest other research institutions that EIMF can cooperate with; examine possible research synergies with EIMF staff and joint projects or publications, etc.

#### Research Committee Terms of Reference:

1. Provides guidance and coordination to the academic staff so that research conducted is in line with the Institute's overall research objectives
2. Secures compliance mechanisms with International research ethics
3. Coordinates the process of preparation, formulation and implementation of research programmes and activities - Oversees that regular meetings are conducted between members of the academic staff so as to pave the way for a **better coordination** of their research work and to ensure that **joint research projects under the EIMF's institutional capacity** are pursued.
4. Creates the framework that will allow for the continuous development of research in the Foundation, as well as its visibility.
5. Ensures that teaching and learning are adequately enlightened by research work
6. Examines the funding requests submitted by academic staff members
7. Assesses the research output of academic staff - the number and quality of publications, as well as the impact factor of the journal will be a determining factor in the professional advancement of each member
8. Prepares and submits a report to the EIMF's Academic Committee concerning research activities and fund allocation on an annual basis (see Internal Research Funding)
9. Assists in developing EIMF's strategic relationships with (1) research sponsors and funding agencies and (2) industry and international partners in research - It should also make suggestions for improving research cooperation with other educational institutions in Cyprus and abroad
10. Ensures that academic staff receive the relevant training in relation to research methodologies, ethics and publication processes and techniques. This can be achieved through a collaboration with established external professors
11. Organises information events that do not merely engage with the academic community but seek to involve society at large
12. Approves and monitors policies that ensure regulatory compliance and promote good practice in the conduct of research and development of researchers.

### Research Committee Composition:

Academic Director
Head of Research Coordination: Christina Livada (Committee Chairwoman)
Senior Research Advisor
Finance Director
Head of Schools
Two representatives of the Academic Staff
Student Representative

### Internal Research Funding

Based on a Board Decision, 2% of the EIMF's total revenues will be allocated towards research. Once the academic programmes start running, the percentage will be re-examined and decided according to revenues deriving solely from these.

For each permanent member of the EIMF faculty a fixed amount (1,000 euro) will be available annually for his/her research activities (e.g. participation in international conferences, purchase of relevant literature, etc.). Each academic will receive the amount only after submitting the relevant justification to the Research Committee. In case the academic requires a higher amount, a formal request with the relevant justification should be submitted for approval by the Research Committee.

Non-permanent academic staff will be entitled to a fixed sum (remuneration) following publication in a peer-reviewed journal that is done under the EIMF's name. The sum will be 2,000 euro for a single-authored journal or 1,000 euro if there are more than one authors.

### Research Evaluation

The number and quality of publications will be a determining factor in the professional advancement of each academic. Each academic (member of faculty) will be expected to:

- Have 2-3 publications every 5 years in reputable peer-reviewed journals. The median impact factor of the discipline area of the journal will be taken into consideration when the Research Committee evaluates the quality of the journal. In case an academic article is published in a

non-English-speaking academic journal, the Research Committee will examine its quality accordingly and on an ad-hoc basis.

- Participate in International Conferences on an annual basis
- Have at least a monograph or book publication in a recognized publishing house in order to advance to the position of Professor

In relation to Research Ethics, the relevant EIMF direction has been extensively analysed in the original application (please see below)

#### **Included in Section (J) RESEARCH of Application**

##### **5. Compliance mechanisms with International research ethics (*M. Specific Guidelines*)**

EIMF Research Strategy includes a reference to ethical issues where participants in research activities are encouraged to operate with a sense of responsibility and professionalism. Upon accreditation, EIMF will undertake the preparation of a Code of Conduct that provides the fundamental ethical principles and serves as a guide to ethically sound decision making in conducting research activities. The Code of Conduct is expected to facilitate compliance with international ethics rules. It is clearly defined in the Terms of Reference of the Research Committee that it must apply compliance mechanisms with International research ethics.

The compliance mechanisms that will be applied are the following:

- Researchers must keep up with the current legislation, the international rules which result from international agreements or from international organisations decisions in which our country also takes part.
- Staff members must abstain from research activities which could cause damage to the society or to the ecosystem.
- Staff members must abstain from research activities which could offend or put in danger the value or a person's dignity and rights of citizens, as well as cause or support racial or social discrimination.
- Staff members have the same abstention obligations when they know for sure or are almost certain of harmful or dangerous use of research findings by third parties.
- When research is conducted by teams, the collective responsibility of operation and of compliance with relevant ethics from all members, belongs to the team leader.
- The research, basic and applied, individual and collective, promotes scientific knowledge and educational procedure and contributes to the application of scientific data.

- Researchers must apply all safety rules recognised in their scientific field.
- Researchers who direct specific programmes must inform all participants and take all necessary and obligatory scientific measures towards the protecting the health of all people who work on these programmes.
- During the process, researchers must show appropriate respect to the dignity and personal rights of third parties who are involved in the research activity.
- Researchers must inform with sincerity and efficiency citizens who are about to take part in their projects about their targets.
- During the conduct of research activity, researchers must keep in mind not to offend in any way copyrights of third parties.
- Any person who is officially or unofficially informed on the progress or outcome of the specific research must maintain full confidentiality and avoid activities that take advantage of the knowledge or the outcome for his own benefit.
- A copyright concerns programmes of electronic processing as well as of preparatory material.
- A copyright includes the right for exploitation of the research project and the right for protection of the personal bond with it, according to Copyright Law 59/76, as amended.
- For conducting research, the use of the Institute's facilities and equipment is essential as well as the use of the Institute's staff for the various categories.
- Problems arising during the execution of research projects are solved based on prevailing legislation.
- Announcements and other means of presenting programmes are developed and promoted in a way that serves the update of knowledge of the scientific society or citizens and not for illicit professional advancement.
- Announcements and general printed matter of the programs must mention all participants in the research.

## Annex 2: EIMF Committees – Terms of Reference (Supplementary Note)

### Academic Committee

The Academic Committee will consider and advise the EIMF Institute Council on all academic matters (including the educational policy, the organisation of teaching, the conduct of research and the programmes offered) and the mechanisms in place to ensure the necessary quality.

#### Composition of Academic Committee:

General Manager
Academic Director
Heads of Schools
Registrar Officer
Three Members of the Academic Staff
Student Representative

#### **Terms and References** (supplementary note in addition to those included in the application)

- **Strategy:** To decide on the strategic mission and key objectives of the academic school of the EIMF.
  
- **Academic Programmes:**
  - The Academic Committee will be responsible for reviewing and assessing existing programmes and approving new programmes of studies. The feedback from students is a critical factor to be taken into consideration when reviewing existing programmes.
  - For each new programme the involved academics responsible for its development under the coordination of the Programme Coordinator, will present the programme to the Committee which, accordingly, will approve or not and/or recommend the necessary changes.

- The Academic Committee needs to ensure that module and programme outcomes are linked and that these are in line with the mission of the EIMF.
  - The Academic Committee needs to ensure that the appropriate admission requirements are set so that the quality of the student body is maintained
- **Academic Staff**
    - Academic Staff Development: The Academic Committee will review the career development of academic staff and follow clear and transparent rules and procedures regarding their promotion to higher rankings.
    - Academic Staff Hiring: The Academic Committee will present academic staff requirements to the Institute Council and, after getting approval, it will define the job description for the specific post and oversee the hiring process. The Academic Committee will approve any academic staff agreement (for a permanent or adjunct status member).
- **International Collaborations:** The academic co-operation between EIMF and any other body will be approved by the Academic Committee.
- **Research:** The Academic Committee will receive an annual report from the Research Committee and provide the necessary guidance on research activities.

**Quality Assurance Committee**

The Quality Assurance Committee will have the critical role of assessing the quality of EIMF on all issues including: Academic Programmes, Student Support and Research. The Committee meets at least once each semester.

Composition of Quality Assurance Committee:

General Manager
Academic Director
Head of Research Coordination

Heads of Schools
Registrar
2 Academic Staff Members
Student Representative (MSc)
Student Representative (Diploma)

### Terms and References (supplementary note)

- **Programmes**
  - The Quality Assurance Committee shall seek to trace the involvement of all relevant academics in the development of the programmes offered through auditable trails that will include for example (1) the exchange of communication between the involved academics and the programme coordinator and (2) the relevant minutes of the Academic Committee which is responsible for approving the programmes. Any comments from the Quality Assurance Committee are forwarded to the Programme Coordinator and the Academic Committee that needs to ensure that the comments are incorporated accordingly in the relevant programme of studies.
  - In assessing the quality of the programmes offered, the Quality Assurance Committee will examine how the feedback received from students was appropriately incorporated in the relevant programmes
  - To assess that the learning outcomes of each programme have been achieved by the students as well as the methodology employed for achieving this goal
  - The Committee will be allowed to invite external reviewers (established academics with relevant expertise) when deemed necessary to help in the assessment of programmes (existing and new ones)
  
- **Student Satisfaction** To review and monitor key performance indicators of the quality of the student experience and determine any necessary interventions.

- **Strategy:** To assess whether the School's mission, the research strategy and the learning outcomes of the programmes offered, are aligned.
- **Committees:** To review the Minutes of all meetings of standing committees and ensure that their key functions (based on their terms of reference) are performed.

## Annex 3: Advisory Council

The establishment of an Advisory Council aims to strengthen our Academic position as well as quality control systems of the EIMF.

The Council will act in an independent capacity, offering guidance and expertise on Academic as well as quality standards and processes of the Institute.

In particular, the Advisory Council will meet on an annual basis and its Members will have the following responsibilities:

- Review the agenda and supporting materials prior to board meetings
- Provide key information on developments in academia and/or the industry.
- Identify and present relevant best practices.
- Be informed about the programmes, research, its students, curriculum, services/supports, and activities and accordingly offer feedback and guidance on existing programmes and on the development of new programmes.
- Ensure that the EIMF programmes are delivering learning that is current, up to date, and relevant to developments in academia and industry.
- Ensure that the graduates of the EIMF are equipped with the skills required to meet employment needs.
- Review and offer feedback on the design and implementation of the Institute's research strategy.
- Assess the support mechanisms that are offered to students and how the students are supported in teaching their academic goals.
- Assist the EIMF to form collaborations/partnerships and links in both academia and the business sector.

EIMF has already contacted established academics and professionals to invite them as possible members of the Advisory Council. The academics will provide experienced Academic guidance in order to enhance academic and research resources while business professionals will provide a more practical perspective that will have added value in strengthening the employment potential of EIMF graduates and the relevance of the programmes offered with what is required by employers.

Already there have been certain positive replies and the aim is for the Advisory Council not to exceed a total of nine members.

Analytically, the academics/professionals contacted up to now are the following:

Name	Affiliation	Reply
<p><b>Professor</b> <b>Kevin Featherstone</b></p>	<p><b>London School of Economics and Political Science</b> Eleftherios Venizelos Professor in Contemporary Greek Studies and Professor in European Politics. He is the Director of the Hellenic Observatory and Co-Chair of LSEE: Research on South-East Europe within the European Institute</p>	<p>Pending</p>
<p><b>Professor</b> <b>Dimitris Papadimitriou</b></p>	<p><b>University of Manchester</b> Director of the Manchester Jean Monnet Centre of Excellence (JMCE), the Co-Convenor of the ECPR Standing Group on Southeast Europe and the Co-Editor of the book series on European Politics at Manchester University Press</p>	<p>Accepted</p>
<p><b>Dr Stelios Tofaris</b></p>	<p><b>University of Cambridge</b> Brenda Hale Fellow in Law at Girton College, Cambridge, and Lecturer in Private Law in the Faculty of Law, University of Cambridge.</p>	<p>Accepted</p>
<p><b>Professor</b> <b>Peter Clarke</b></p>	<p><b>University College Dublin</b> Emeritus Professor (Accountancy)</p>	<p>Pending</p>
<p><b>Professor</b> <b>Waymond Rodgers</b></p>	<p><b>University of Hull</b> Chair Professor of Accounting</p>	<p>Accepted</p>
<p><b>Mr. Danny Corrigan (MCSI)</b></p>	<p><b>Head of International Development ED&amp;F Man Capital Markets Ltd</b> ED&amp;F Man Capital Markets is a global financial brokerage business and the financial services division of ED&amp;F Man Group) with previous relevant professional experience. Mr Carrigan has an MBA in Finance from Cass Business School, an Honours Degree in Economics from the University of Liverpool and has written several books the most recent of</p>	<p>Accepted</p>

	which is on Collateral: Securities Lending, Repo, OTC Derivatives and the Future of Finance	
<b>Mr Stelios Iordanou</b> <a href="#">(Link)</a>	<b>General Manager of the Institute of Certified Public Accountants of Cyprus</b>  Kyriakos qualified as a Certified Accountant in 1997 and is now a Fellow of ACCA. He is also a member of ICPAC and of the Chartered Institute of Public Finance and Accountancy (CIPFA) of UK. In addition he is a Fellow member of the Institute of Chartered Secretaries and Administrators (FCIS), a Certified Internal Auditor (CIA), a member of Institute of Internal Auditors (IIA) and a holder of an MBA degree from MSM. He is also a member of the Chartered Institute of Marketing, UK. He also served as a council member of the Cyprus Institute of Internal Auditors (2006-2011).	Pending approval of the Board of ICPAC
<b>Mr Paul Grainger</b> <a href="#">(Link)</a>	<b>Chief Executive Officer of Complyport</b> (complyport.com)  Chairman of Financial Planning Standards Board for the UK (FPSB UK) and a former Director and Steering Council Member of the Association Professional Compliance Consultants (APCC).  Chartered Fellow of Chartered Institute for Securities & Investment (FCSI), a Fellow of the Institute of Financial Planning (FIFP), a Certified Financial Planner (CFP) and an Associate of the Personal Finance Society (APFS)	Accepted

## Annex 4: List of Academics

In the two tables below are the names of the academics and the course they will teach for programme.

The Full-Time (FT) staff is in light grey while FT\* is for all those EIMF partners that will become full-time staff following accreditation.

### List of Academics and Courses for Diploma in Accounting and Financial Management

A/A	Name and Surname	Qualifications	FT/P T	Diploma Courses
1.	Dr. Stelios Platis	PhD (Cantab) in Finance and Macroeconomics MSc in Finance BSc in Applied Economics	FT	BUS100 - The Business Environment, FIN101 – Principles of Business Finance, MGM 101 – Principles of Management FIN201 – Financial Theory and Analysis
2.	Dr. Adonis Pegasiou	PhD in Politics MSc in European Policy Studies BSc in Economics	FT	ECO 100 - Principles of Economics ACC 213 - Corporate Governance, Compliance and Business Ethics
3.	Dr. Pantelitsa Sfiniadaki	PhD in Public, Administrative Law LL.M. (Master of Laws), Degree in Law	FT (*)	LAW201 - Principles of Business Law (Cyprus Variant)
4.	Dr. Demetra Valianti Plati	BA in Law PhD in Law LLB in Law	FT (*)	LAW 216 - Corporate Law (Cyprus Variant)
5.	Dr. Zoe Pocha Tsadira	PhD in Business Administration MSc in Investment Management	FT (*)	FIN 205 - Corporate Financial Management

		BA in Accounting & Finance		
6.	Marios Mortis (PhD Equivalent)	ACCA Full Member MSc in Finance & Banking BSc in Business Administration in accounting	FT	ACC211 Advanced Managerial Accounting ACC208 Advanced Financial Reporting FIN206 Corporate Performance Management
7.	Alexis Kartalis	MBA in Finance BSc in Statistics	PT	MAT101 Business Mathematics & Statistics
8.	Stefanos Metaxas	MSc in Human Resources Management MSc in Finance and Banking BA in Business Management	FT	ENG100 Academic and Business Writing Skills
9.	Chrystalla Kazara	ACCA MBA in Business BSc in Business Administration	FT (*)	ACC102 - Principles of Management Accounting ACC105 - Advanced Financial Accounting
10.	Marios Athanasiou	MSc in Audit and Information Systems BSc in Accounting	PT	ACC205 - Accounting Information Systems ACC215 - Audit Principles & Procedures
11.	Mikaella Savva	ACCA MSc in Financial Services – Investments/Banking/Insurance Certificate in Forensic Financial Procedures and Fraud Schemes	FT (*)	Diploma ACC101 - Introduction to Financial Accounting ACC210 - Business Taxation

### List of Academics and Courses for MSc in Governance, Risk and Compliance

A/A	Name and Surname	Qualifications	FT/ PT	MSc Modules
1.	Dr. Stelios Platis	PhD (Cantab) in Finance and Macroeconomics MSc in Finance BSc in Applied Economics	FT	GRC 730 – Leadership and Strategy in Regulated Industries
2.	Dr. Adonis Pegasiou	PhD in Politics MSc in European Policy Studies BSc in Economics	FT	GRC 740 - Business Ethics and Corporate Social Responsibility GRC725 - Thesis
3.	Dr. Pantelitsa Sfiniadaki	PhD in Public, Administrative Law LL.M. (Master of Laws), Degree in Law	FT (*)	GRC 700 - The Financial System: International Regulatory Framework
4.	Dr. Demetra Valianti Plati	BA in Law PhD in Law LLB in Law	FT (*)	GRC 710 - Compliance Regulation
5.	Dr. Christina Livada	PhD in Law MSc in Law BSc in Law	PT	GRC 705 - Corporate Governance GRC725 - Thesis
6.	Dr Maria Papadaki	PhD in Risk Management MSc Management of Projects BSc Business Economics	PT	GRC 715 Risk Management
7.	Alla Konnikov	Legal Practice Course in Law Common Professional Examination in Law MSc in Psychology BA in International Relations and Psychology	FT	GRC735 Business Skills – Communication, Negotiation, Critical Thinking, Emotional Intelligence(elective)

8.	Dr. Anna Elmirzayeva	PhD in Law LLM in European Law LLM in International Law BA in Interantional Relations	PT	GRC745 Technology and Law (elective)
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## Annex 5: Library

### List of additional books ordered

A/A	Title	Author's Name	Publisher	Year of Publication
1	Frank Wood's Business Accounting Volume 1	Wood, F and Sangster A.	Pearsons	2018
2	Management and Cost Accounting	Colin Drury	Cengage Learning	
3	Financial and managerial accounting: the basis for business decisions	Williams, J., Bettner, M. and Carcello, J.	McGraw-Hill Education	2017
4	Managerial accounting	Hilton, R. and Platt, D.	McGraw-Hill Education	2017
5	Performance management systems	Demartini, C.	Springer	2014
6	Frank Wood's Business Accounting Volume 2	Alan Sangster and Frank Wood	Pearson Education Limited	2018
7	Core Concepts of Accounting Information Systems	Simkin M., Norman C. and Rose J.	John Wiley and Sons	2014
8	Accounting information systems	Paul J. Steinbart	Pearson Education Limited	2017
9	Intermediate Accounting	Donald and Kieso	John Wiley and Sons	2018
10	International Financial Reporting: A Practical Guide	Alan Melville	Pearson Education Limited	2018
11	<i>International Financial Reporting Standards and New Directions in Earnings Management</i>	Oliveira, J., et al	IGI Global	2018
12	Intermediate Accounting	Spiceland, Nelson and Thomas	McGraw-Hill Education	2017

13	Taxation	Melville, A.	FT Prentice Hall	2018
14	Fundamentals of Financial management	Brigham, E. and Ehrhardt, M.	South-Western College	2018
15	Management Accounting for Decision Makers	Eddie McLaney, Peter Atrill	Coronet Books	2018
16	Management and Cost Accounting	Colin Drury	Cengage Learning EMEA	2018
17	Corporate Governance: Principles, Policies, and Practices	R. I. (Bob) Tricker (Author)	Oxford University Press	2015
18	Corporate governance	Monks, R.G., Minow	Wiley -Blackwell	2011
19	Principles of Contemporary Corporate Governance	Jean J. du Plessis	Cambridge University Press	2018
20	The Audit Process: Principles, Practice and Cases	Iain Gray	Cengage Learning EMEA	2019
21	Contemporary marketing	Boone, Louis	John Wiley & Sons Inc	2015
22	Economics	Taylor, J.B.	Cengage Learning	2017
23	Economics	McEachern, W.A.	Cengage Learning	2016
24	Principles of microeconomics	Mankiw, N. Gregory	Cengage Learning	
25	Write that essay! Tertiary edition: a practical guide to writing better essays and achieving higher grades	Ian Hunter	Hunter Publishing	2013
26	Lesikar's Business Communication		McGraw-Hill Education	2013
27	Fundamentals of Corporate Finance	Brealey	McGraw-Hill Education	2017
28	Financial Markets and Institutions	Frederic S. Mishkin and	Pearson Education Limited	2018

		Stanley G. Eakins		
29	Principles of corporate finance	Richard Brealey	McGraw-Hill Education	2018
30	Modern Portfolio Theory and Investment Analysis	Elton, Gruber, Brown, and Goetzmann	International edition, John Wiley & Sons	2010
31	Investments	Zvi Bodie, Alex Kane, Alan J. Marcus Professor	McGraw-Hill Education	2017
32	Applied Statistics in Business and Economics	Doane, D. and Seward, L.	McGraw-Hill Education	2015
33	Applied Statistics for Business and Management using Microsoft Excel	Linda Herkenhoff and John Fogli	Springer	2013
34	Statistics for management and Economics	Keller, Gerald	South-Western College Pub	2017
35	MGMT 9 – Principles of Management	Chuck Williams	Cengage Learning	2017
36	Contemporary Management	Jones, G.R. et al.	McGraw-Hill	2014
37	HBR's 10 Must Reads for New Managers (with bonus article “How Managers Become Leaders”)	Michael D. Watkins	Harvard Business Review	2017
38	Writing That Works: How to Communicate Effectively in Business	Kenneth Roman	HarperCollins Publishers Inc	2000
39	The Business Writer’s Handbook	Gerald Alred, Walter Oliu, and Charles Brusaw	<a href="#">Bedford/Saint Martin's</a>	2019
40	The Elements of Style	William Strunk and E.B. White	Bnpublishing	2006

41	Words that Sell	Richard Bayan	McGraw-Hill Education - Europe	2006
42	Writing Essays in English Language and Linguistics: Principles, Tips and Strategies for Undergraduates	Neil Murray	CAMBRIDGE UNIVERSITY PRESS	2017
43	The Quick Fix Guide to Academic Writing: How to Avoid Big Mistakes and Small Errors	Phillip C. Shon	Sage	2018
44	Academic Writing and Plagiarism: A Linguistic Analysis	Diane Pecorari	Bloomsbury Publishing PLC	2017
45	Theory and Practice of Corporate Governance : An Integrated Approach	Stephen Bloomfield	CAMBRIDGE UNIVERSITY PRESS	2014
46	Statistics for Management and Economics	Gerald Keller	Cengage Learning	2017
47	Corporate governance and accountability	Solomon, J.	John Wiley & Sons Inc	2016
48	Corporate governance: Principles, policies, and practices	Tricker, R. B., & Tricker, R. I.	Oxford University Press	2015
49	Corporate Governance	Monks, R. A., & Minow, N.	Wiley	2012
50	Rethinking Political Risk, Routledge	Sottilotta, C. E	Routledge	2018
51	Global Governance of Financial Systems : The International Regulation of Systemic Risk	Kern Alexander , Rahul Dhumale , John Eatwell Share	Oxford University Press Inc	2005
52	The Second Machine Age : Work, Progress, and Prosperity in a Time of Brilliant Technologies	Erik Brynjolfsson , Andrew McAfee	WW Norton & Co	2016
53	Interpersonal Savvy: Building and Maintaining Solid Working Relationships	Center for Creative Leadership	Pfeiffer	2013

<b>54</b>	The Regulatory Compliance Matrix: Regulation of Financial Services, Information and Communication Technology, and Generally Related Matters	Guido Reinke	GOLD RUSH Publishing	2015
<b>55</b>	Essential Strategies for Financial Services Compliance	Mills, Annie	John Wiley	2015
<b>56</b>	Statistics for Business & Economics	Anderson, R.D., Sweeney, J.D. & Williams, A.T.	Cengage Learning	2019
<b>57</b>	Architects of Intelligence : The truth about AI from the people building it	Martin Ford	Packt Publishing Limited	2018
<b>58</b>	Machine Learning : The Ultimate Beginner's Guide to Understanding Machine Learning	Sebastian Dark	Independently Published	2018
<b>59</b>	Blockchain Basics : A Non-Technical Introduction in 25 Steps	Daniel Drescher	aPress	2017
<b>60</b>	Corporate Social Responsibility	Michael Blowfield , Alan Murray	Oxford University Press	2014
<b>61</b>	Business Ethics : Managing Corporate Citizenship and Sustainability in the Age of Globalization	Crane, A., & Matten, D.	Oxford University Press	2019
<b>62</b>	Business Ethics: A stakeholder, governance and risk approach.	Tricker, B., & Tricker, G.	ROUTLEDGE	2014
<b>63</b>	English- Greek and Greek- English word to word bilingual dictionary	Sesma, C	Bilingual Dictionaries	2013
<b>64</b>	Managerial accounting: creating value in a dynamic business environment	Ronald W Hilton Professor, David Platt	McGraw-Hill Education	2016
<b>65</b>	Financial markets and institutions	Frederic S Mishkin	Pearson Education Ltd	2018

66	Keeping the books: the basic recording and accounting for small business	Linda Pinson		2014
67	Introduction to modern finance: 15 principles	Stephane Reverre	Stéphane Reverre	2019
68	Anti-Money laundering: what you need to know (UK banking edition): a concise guide to anti-money laundering and countering the financing of terrorism	Susan Grossey	CreateSpace Independent Publishing Platform	2014
69	How to be a wildly effective compliance officer: learn the secrets of Influence, motivation and persuasion to become an In-Demand business asset	Kristy Grant-Hart Joseph E. Murphy	Brentham House Publishing Company Ltd	2015
70	Business speaking: B1-C2	James Schofield, Anna Osborn	Collins	2011
71	How to write effective business english: excel at e-mail, social media and all your professional communications	Fiona Talbot	Kogan Page	2016
72	Business grammar and practice: B1-B2	Nick Brieger, Simon Sweeney	Collins	2011
73	Compliance management: a how-to guide for executives, lawyers and other compliance professionals	Nitish Singh, Thomas Bussen	Praeger	2015
74	Brexit: Why Britain Voted to Leave the European Union	Clarke, Harold D.	Cambridge University Press	2017
75	The European Union: How does it work?	Kenealy, Daniel	OUP Oxford	2018
76	Leadership:Plain and Simple: Plain and Simple	Radcliffe, Steve	Financial Times Series	2012
77	The Leader's Guide to Managing People: How to Use Soft Skills to Get Hard Results	Brent, Mike	FT Publishing International	2013

78	Corporate Communication: A Guide to Theory and Practice	Cornelissen, Joep	SAGE Publications Ltd;	2017
79	Business Research Methods	Carr, Jon	Cengage Learning EMEA	2019
80	Business Research Methods	Bell, Emma	OUP Oxford	2018
81	Leadership (Harper Perennial Political Classics)	Burns, James M.	Harper Perennial Modern Classics	2010
82	Leadership: Theory and Practice	Northouse, Peter G	Sage Publications	2018
83	Principles of Corporate Finance Law	Ferran, Ellis	Oxford University Press	2014
84	Gower & Davies: Principles of Modern Company Law (Classics)	Paul Davies	weet & Maxwell	2016
85	Corporate Finance Law: Principles and Policy	Louise Gullifer	Hart Publishing	2015
86	But Can I Start a Sentence with "but"?: Advice from the Chicago Style Q&A	The University of Chicago Press Editorial Staff	The University of Chicago Press	2016
87	Cite Right: a quick Guide to Citation Styles--MLA, APA, Chicago, the Sciences, Professions, and More	Charles Lipson	The University of Chicago Press	2018
88	The 5 Elements of Effective Thinking	Edward B. Burger, Michael Starbird	<a href="#">Princeton University Press</a>	2012
89	300+ Successful Business Letters for All Occasions	Alan Bond, Nancy Schuman	<a href="#">Barron's Educational Series Inc.,U.S.</a>	2010
90	Leadership and Self-Deception	Arbinger Institute	Berrett-Koehler Publishers	2018

91	Critical Thinking : The Beginners User Manual to Improve Your Communication and Self Confidence Skills Everyday. the Tools and the Concepts for Problem Solving and Decision Making.	Ray Manson and Jocko Babin	<a href="#">Independently Published</a>	2019
92	Crashed : How a Decade of Financial Crises Changed the World	Adam Tooze	Penguin Books Ltd	2018
93	Critical Reading and Writing for Postgraduates	Mike Wallace and Alison Wray	<a href="#">SAGE Publications Inc</a>	2016
94	Principles of Economics	Karl E. Case , Ray C. Fair and Sharon E. Oster	Pearson Education Limited	2016

Receipts are available for all the above books that have been purchased.

#### E-sources accessibility

Given the EIMF's size and expected programmes to be offered and after the Institute's librarian contacted a number of providers over the past weeks, the conclusion is that the most appropriate package to be offered to students and staff is the one by ProQuest. The package is available in the relevant box below and trial access has been secured with full access to be finalized upon accreditation.

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**First with the Most Authoritative Business News**

Keep up to date with the current full text of the most widely read business news publications including The Economist and Wall Street Journal.

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**FW: Παροχή προσφοράς για ΒΔ ABI/INFORM GLOBAL**

Lambidona Panteli

Δευ 3/6/2019 3:53 μ.μ.

Προς: Marios Mortis &lt;mmortis@eimf.eu&gt;

---

**From:** Lambidona Panteli  
**Sent:** 03 June 2019 14:58  
**To:** Marios Siathas <msiathas@eimf.eu>  
**Subject:** FW: Παροχή προσφοράς για ΒΔ ABI/INFORM GLOBAL

---

**From:** Maria Paradise <[mparadise@interoptics.com.gr](mailto:mparadise@interoptics.com.gr)>  
**Sent:** 29 May 2019 15:54  
**To:** Lambidona Panteli <[lpanteli@eimf.eu](mailto:lpanteli@eimf.eu)>  
**Subject:** RE: Παροχή προσφοράς για ΒΔ ABI/INFORM GLOBAL

Αγαπητή μου Δόνα,

Προχώρησα το αίτημα για τα free trials. Η ABI/Global είναι προσβάσιμη και με username password, αλλά η Business eBook Collection όχι. Πάντως ζήτησα να το δουν και να μου το επιβεβαιώσουν.

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Καλό απόγευμα, χαιρετισμούς πολλούς,

Μαρία

6/3/2019

Αλληλογραφία - Marios Mortis -Outlook

*Maria Paradise*

*InterOPTICS SA*



*+30 210 9753961*

ΑΝΤΙΓΡΑΦΟΣ ΤΙΤΛΟΥ ΠΟΥ ΕΚΔΟΘΗΚΕ

ΔΥΝΑΜΕΙ ΑΠΗΣΕΩΣ Α.Τ. Π. 13119

Επαρχία : 1 ΛΕΥΚΩΣΙΑ

Δήμος/Κοινότητα : 012 ΔΗΜΟΣ ΣΤΡΟΒΟΛΟΥ

Ενορία : 03 ΑΠΟΣΤΟΛΟΣ ΒΑΡΝΑΒΑΣ &amp; ΑΓΙΟΣ ΜΑΚΑΡΙΟΣ

Τοποθεσία : ΚΟΛΙΟΚΡΕΜΜΟΣ

Διεύθυνση :

Εκταση : Δεκάρια : 3 Τετρ. Μέτρα : 953

Σύνορα : Όπως φαίνονται στο επίσημο Κτηματικό σχέδιο

Αριθμός Εγγραφής

0/17840

Αναφορά Κτηματικού  
Σχεδίου

Φύλλο : 30

Σχέδιο : 14Ε1

Τμήμα : 11

Τεμάχιο : 1575

Κλίμακα : 1:2500

## . ΣΤΟΙΧΕΙΑ ΙΔΙΟΚΤΗΤΗ ΚΑΙ ΣΥΜΦΕΡΟΝ

Διακριτικός Αριθμός	Όνομα και Διεύθυνση	Μερίδιο
10678/3/23	CYFIELD - NEMESIS ΛΕΩΦΟΡΟΣ ΛΕΜΕΣΟΥ 132 , 2015, ΑΠΟΣΤΟΛΟΣ ΒΑΡΝΑΒΑΣ & ΑΓΙΟΣ ΜΑΚΑΡΙΟΣ, ΔΗΜΟΣ ΣΤΡΟΒΟΛΟΥ, ΛΕΥΚΩΣΙΑ	ΟΛΟ

Ημερομηνία Εγγραφής : 02/10/2017

Αριθμός φακέλου : 1/ΑΧ/268/2016

ΠΕΡΙΓΡΑΦΗ ΑΚΙΝΗΤΗΣ ΙΔΙΟΚΤΗΣΙΑΣ

ΒΙΟΜΗΧΑΝΙΚΟ ΟΙΚΟΠΕΔΟ

Αγοραία Αξία 01/01/1980 : -----

01/01/2013 : €2.524.000,00

ΣΗΜΕΙΩΣΕΙΣ

Εντός φόρου αστικής ακίνητης ιδιοκτησίας (1/ΕΣ/9264/1998)

Εκδόθηκε άδεια οικοδομής (1/ΕΣ/551/2019)

ΔΙΚΑΙΩΜΑΤΑ / ΔΟΥΛΕΙΕΣΕΛΕΝΗ ΚΑΡΑΒΑΛΗ  
ΧΑΤΖΗΠΑΝΑΓΗ

Ημερομηνία Έκδοσης:

20/05/2019 Για Διευθυντή Τμήματος Κτηματολογίου και Χωρομετρίας.



ANNEX 7: APPLICATION FOR USE CHANGE/DIVERSIONS PERMISSION

Ο ΠΕΡΙ ΠΟΛΕΟΔΟΜΙΑΣ ΚΑΙ ΧΩΡΟΤΑΞΙΑΣ ΝΟΜΟΣ ΤΟΥ 1972

ΓΝΩΣΤΟΠΟΙΗΣΗ ΛΗΨΕΩΣ ΠΟΛΕΟΔΟΜΙΚΗΣ ΑΙΤΗΣΕΩΣ

ΓΡΑΦΕΙΟ: ΕΠΑΡΧΙΑΚΟ ΓΡΑΦΕΙΟ ΤΜ.ΠΟΛΕΟΔΟΜΙΑΣ & ΟΙΚΗΣΕΩΣ Λ/ΣΙΑΣ  
ΔΙΕΥΘΥΝΣΗ: ΟΔΟΣ ΚΑΛΛΙΜΑΧΟΥ, ΚΤΙΡΙΟ ΚΑΛΛΙΜΑΧΟΣ 4, ΣΤΡΟΒΟΛΟΣ  
Τ.Θ. 24401, 1705 Λ/ΣΙΑ  
ΤΗΛ.: 22401908 - 22401909  
ΗΜΕΡΟΜΗΝΙΑ: 3/06/2019

ΑΙΤΗΤΗΣ: CYFIELD - NEMESIS  
ΔΙΕΥΘΥΝΣΗ: ΑΡΚΑΔΙΟΥ 5  
2235 ΛΑΤΣΙΑ

ΑΡ.ΑΙΤΗΣΕΩΣ: ΛΕΥ/00916/2019

ΗΜΕΡ.ΛΗΨΕΩΣ: 3/06/2019  
Φ/Σχ: 30 14Ε1

ΠΕΡΙΓΡΑΦΗ ΑΛΛΑΓΗ ΧΡΗΣΗΣ ΜΕΡΟΣ ΟΙΚΟΔΟΜΗΣ ΣΕ  
ΑΝΑΠΤΥΞΕΩΣ: ΣΧΟΛΗ ΤΡΙΤΟΒΑΘΜΙΑΣ ΕΚΠΑΙΔΕΥΣΗΣ

Αρ.Τεμ.: 1575

ΠΟΛΗ/ΧΩΡΙΟ: ΣΤΡΟΒΟΛΟΣ

Τμήμα: 11

Η αίτηση σας, που περιγράφεται πιο πάνω, έχει ληφθεί στις 3/06/2019.

Εύμφωνα με τις πρόνοιες του περί Πολεοδομίας και Χωροταξίας Νόμου, η Πολεοδομική Αρχή έχει στην διάθεση της τρεις μήνες για να αποφασίσει πάνω στην αίτηση, δηλαδή μέχρι την 3/09/2019. Αν μέχρι την ημερομηνία αυτή δε σας έχει γνωστοποιηθεί η απόφαση της Αρχής, ή δεν σας έχει δοθεί γραπτώς ειδοποίηση ότι η αίτηση σας έχει παραπεμφθεί στον Υπουργό για μελέτη και λήψη αποφάσεως, μπορείτε, αν το επιθυμείτε, να καταχωρήσετε, σύμφωνα με το άρθρο 32 του Νόμου, Ιεραρχική Προσφυγή στο Υπουργείο Εσωτερικών εναντίον της παραλείψεως της Αρχής να αποφασίσει εγκαίρως πάνω στην αίτηση σας, εκτός αν προηγουμένως συμφωνήσετε για παράταση της περιόδου λήψεως αποφάσεως από την Πολεοδομική Αρχή.

Για να καταστεί δυνατή η εξέταση της Ιεραρχικής Προσφυγής θα πρέπει να καταβάλετε στο γραφείο της Πολεοδομικής Αρχής τα δικαιώματα που έχουν καθοριστεί για τις Ιεραρχικές Προσφυγές, με βάση τους περί Πολεοδομίας και Χωροταξίας (Δικαιώματα) Κανονισμούς του 2013 (Κ.Δ.Π. 29/2013) και να επισυνάψετε αντίγραφο της απόδειξης στην Ιεραρχική Προσφυγή που θα υποβληθεί στο Υπουργείο Εσωτερικών.

Παρακαλώ σημειώστε ότι, η αίτηση αυτή είναι εντελώς ξεχωριστή από οποιαδήποτε πρόσθετη αίτηση που πιθανό να χρειάζεται να υποβάλετε είτε με βάση τον περί Ρυθμίσεως Οδών και Οικοδομών Νόμο ή άλλο Νομο.



Πολεοδομική Αρχή

Κοιν.: Εφορο Φ.Π.Α (Μελετητής:

Ο ΠΕΡΙ ΠΟΛΕΟΔΟΜΙΑΣ ΚΑΙ ΧΩΡΟΤΑΞΙΑΣ ΝΟΜΟΣ ΤΟΥ 1972

ΓΝΩΣΤΟΠΟΙΗΣΗ ΛΗΨΕΩΣ ΠΟΛΕΟΔΟΜΙΚΗΣ ΑΙΤΗΣΕΩΣ

ΓΡΑΦΕΙΟ: ΕΠΑΡΧΙΑΚΟ ΓΡΑΦΕΙΟ ΤΜ.ΠΟΛΕΟΔΟΜΙΑΣ & ΟΙΚΗΣΕΩΣ Λ/ΣΙΑΣ  
ΔΙΕΥΘΥΝΣΗ: ΟΔΟΣ ΚΑΛΛΙΜΑΧΟΥ, ΚΤΙΡΙΟ ΚΑΛΛΙΜΑΧΟΣ 4, ΣΤΡΟΒΟΛΟΣ  
Τ.Θ. 24401, 1705 Λ/ΣΙΑ  
ΤΗΛ.: 22401908 - 22401909  
ΗΜΕΡΟΜΗΝΙΑ: 3/06/2019

ΑΙΤΗΤΗΣ: CYFIELD - NEMESIS  
ΔΙΕΥΘΥΝΣΗ: ΑΡΚΑΔΙΟΥ 5  
2235 ΛΑΤΣΙΑ

ΑΡ.ΑΙΤΗΣΕΩΣ: ΔΕΥ/00915/2019

ΗΜΕΡ.ΛΗΨΕΩΣ: 3/06/2019  
Φ/Σχ: 30 14Ε1

ΠΕΡΙΓΡΑΦΗ ΠΡΟΣΘΗΚΕΣ/ΜΕΤΑΤΡΟΠΕΣ ΣΕ ΥΦΙΣΤΑΜΕΝΗ  
ΑΝΑΠΤΥΞΕΩΣ: ΟΙΚΟΔΟΜΗ

Αρ.Τεμ.: 1575

ΠΟΛΗ/ΧΩΡΙΟ: ΣΤΡΟΒΟΛΟΣ

Τμήμα: 11

Η αίτηση σας, που περιγράφεται πιο πάνω, έχει ληφθεί στις 3/06/2019.

Σύμφωνα με τις πρόνοιες του περί Πολεοδομίας και Χωροταξίας Νόμου, η Πολεοδομική Αρχή έχει στην διάθεση της τρεις μήνες για να αποφασίσει πάνω στην αίτηση, δηλαδή μέχρι την 3/09/2019. Αν μέχρι την ημερομηνία αυτή δε σας έχει γνωστοποιηθεί η απόφαση της Αρχής, ή δεν σας έχει δοθεί γραπτώς ειδοποίηση ότι η αίτηση σας έχει παραπεμφθεί στον Υπουργό για μελέτη και λήψη αποφάσεως, μπορείτε, αν το επιθυμείτε, να καταχωρήσετε, σύμφωνα με το άρθρο 32 του Νόμου, Ιεραρχική Προσφυγή στο Υπουργείο Εσωτερικών εναντίον της παραλείψεως της Αρχής να αποφασίσει εγκαίρως πάνω στην αίτηση σας, εκτός αν προηγουμένως συμφωνήσετε για παράταση της περιόδου λήψεως αποφάσεως από την Πολεοδομική Αρχή.

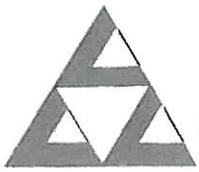
Για να καταστεί δυνατή η εξέταση της Ιεραρχικής Προσφυγής θα πρέπει να καταβάλετε στο γραφείο της Πολεοδομικής Αρχής τα δικαιώματα που έχουν καθοριστεί για τις Ιεραρχικές Προσφυγές, με βάση τους περί Πολεοδομίας και Χωροταξίας (Δικαιώματα) Κανονισμούς του 2013 (Κ.Δ.Π. 29/2013) και να επισυνάψετε αντίγραφο της απόδειξης στην Ιεραρχική Προσφυγή που θα υποβληθεί στο Υπουργείο Εσωτερικών.

Παρακαλώ σημειώστε ότι, η αίτηση αυτή είναι εντελώς ξεχωριστή από οποιαδήποτε πρόσθετη αίτηση που πιθανό να χρειάζεται να υποβάλετε είτε με βάση τον περί Ρυθμίσεως Οδών και Οικοδομών Νόμο ή άλλο Νομο.



Πολεοδομική Αρχή

Κοιν.: Εφορο Φ.Π.Α (Μελετητής:



## ΠΙΣΤΟΠΟΙΗΤΙΚΟ ΕΓΚΡΙΣΗΣ

(Ο περί Ρυθμίσεως Οδών και Οικοδομών Νόμος, Κεφ.96 - Άρθρο 10)

Αρ.Φακέλου : Β 83 / 2013

Αρ. Πιστοποιητικού : 11460

Με το παρόν πιστοποιείται ότι το έργο **Ανέγερση σε δύο βιομηχανικά οικόπεδα τριώροφης βιομηχανικής οικοδομής με υπόγειο που θα περιλαμβάνει εκθεσιακό χώρο, αποθήκες και γραφεία** που βρίσκεται στο Δήμο Στροβόλου (Ενορία **ΑΠ. ΒΑΡΝΑΒΑΣ & ΑΓ. ΜΑΚΑΡΙΟΣ** στο/α Τεμάχιο/α με Αριθμό/ούς **1497,1496**, Φύλλο/Σχέδιο ή Κτηματικό Σχέδιο **30/14.Ε.1**, Τμήμα **11**, Αρ. Πιστοποιητικού/ων Εγγραφής **0/13905, 0/13906**, Αρ. Φακ Τμημ. Κτηματολογίου **1/ΑΧ/257/2011**), για την εκτέλεση του οποίου έχει εκδοθεί η Άδεια οικοδομής/διαχωρισμού γης σε οικόπεδα και κατασκευής δρόμων/διαχωρισμού οικοδομών με Αριθμό **11634** και ημερ. **4/3/2016**, συμπληρώθηκε σύμφωνα με την Άδεια Οικοδομής που εκδόθηκε με βάση το άρθρο 3 του Νόμου

Δικαιώματα €1,173.57 που πληρώθηκαν με την απόδειξη αρ. **19039** και ημερομηνία **17/5/2019**

Όνομα Αιτητή:  
CYFIELD - NEMESIS

Διεύθυνση :  
ΛΕΩΦ ΛΕΜΕΣΟΥ 132, 5ος ΟΡΟΦ.  
2015 ΣΤΡΟΒΟΛΟΣ

Ημερομηνία: 24/5/2019



Υπογραφή:

Άννα Καρύδη  
Λειτουργός Τεχνικής Υπηρεσίας  
για Δήμαρχο

Εκκρεμούντα Τέλη: \_\_\_\_\_

(Ολογράφως): \_\_\_\_\_

## ΠΙΣΤΟΠΟΙΗΤΙΚΟ ΕΓΚΡΙΣΗΣ

(Ο περί Ρυθμίσεως Οδών και Οικοδομών Νόμος, Κεφ.96 - Άρθρο 10)

Αρ.Φακέλου : **B 83 / 2013**

Αρ. Πιστοποιητικού : **11461**

Με το παρόν πιστοποιείται ότι το έργο **Προσθήκες/μετατροπές σε εγκριμένη τριώροφη βιομηχανική οικοδομή & αλλαγή χρήσης εγκριμένου ισογείου από αποθήκη & προσθήκη έκθεσης προϊόντων σε εκθεσιακό/γραφειακό χώρο** που βρίσκεται στο Δήμο Στροβόλου (Ενορία **ΑΠ. ΒΑΡΝΑΒΑΣ & ΑΓ. ΜΑΚΑΡΙΟΣ**

στο/α Τεμάχιο/α με Αριθμό/ούς **1575**, Φύλλο/Σχέδιο ή Κτηματικό Σχέδιο **30/14Ε1**, Τμήμα **11**, Αρ. Πιστοποιητικού/ων Εγγραφής **0/17840**, Αρ. Φακ Τμημ. Κτηματολογίου **1/ΑΧ/268/2016**), για την εκτέλεση του οποίου έχει εκδοθεί η Άδεια οικοδομής/διαχωρισμού γης σε οικόπεδα και κατασκευής δρόμων/διαχωρισμού οικοδομών με Αριθμό **12429** και ημερ. **18/1/2019**, συμπληρώθηκε σύμφωνα με την Άδεια Οικοδομής που εκδόθηκε με βάση το άρθρο 3 του Νόμου

Δικαιώματα €**34.17** που πληρώθηκαν με την απόδειξη αρ. **19038** και ημερομηνία **17/5/2019**

Όνομα Αιτητή:  
CYFIELD - NEMESIS

Διεύθυνση :  
ΛΕΩΦ ΛΕΜΕΣΟΥ 132, 5ος ΟΡΟΦ.  
2015 ΣΤΡΟΒΟΛΟΣ

Ημερομηνία: **24/5/2019**



Υπογραφή: \_\_\_\_\_

*Άννα Καρύδη*  
Άννα Καρύδη  
Λειτουργός Τεχνικής Υπηρεσίας  
για Δήμαρχο

Εκκρεμούντα Τέλη: \_\_\_\_\_

(Ολογράφως): \_\_\_\_\_