

Doc. 300.3.1

Date: 20 February 2020

# External Evaluation Report (Departmental)

- **Higher Education Institution:**  
University of Cyprus
- **Town:** Nicosia
- **School/Faculty:** Letters
- **Department:** Byzantine and Modern Greek Studies
- **Programme(s) of study under evaluation**  
**Name (Duration, ECTS, Cycle)**

## Programme 1

### **In Greek:**

Προπτυχιακό Πρόγραμμα Βυζαντινών και Νεοελληνικών Σπουδών

### **In English:**

Undergraduate Programme in Byzantine and Modern Greek Studies (B.A)

## Programme 2

### **In Greek:**

Μεταπτυχιακό Πρόγραμμα Μάστερ στην Νεοελληνική Φιλολογία

### **In English:**

Master's Programme in Modern Greek Studies (M.A).

## Programme 3

### **In Greek:**

Διδακτορικό Πρόγραμμα στην Νεοελληνική Φιλολογία

### **In English:**

Doctoral Programme in Modern Greek Studies (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.*

On February 17, around 9 a.m. the members of the EE Committee were briefed by the CYQAA officer. After the briefing the following meetings ensued: a) Meeting with the Vice-Rector for Academic Affairs of the University of Cyprus, Prof. Eirini-Anna Diakidou, and the members of the Internal Evaluation Committee of the Department. b) Meeting with the Academic Members of the Department, followed by Department's presentation. c) Meeting with the Head of the Department and the UG programme's coordinators, who briefed the EEC members on issues related to the programme's feasibility, the curriculum (its philosophy, allocation of courses per semester, teaching methodologies, admission criteria for prospective students, students assessment, ECTS allocation, final exams, SWOT analysis and degree of compliance with the CYQAA standards), followed by and concluded with a discussion on the content of the particular courses of the programme. d) There followed a meeting with the Departmental Secretary. e) Meeting of the EEC with six representatives of the undergraduate students who submitted to the EEC their feedback on issues related to the programme of studies, student welfare and student life in general, their problems and suggestions for improvement of the programme. f) A further meeting with the faculty members took place in which a number of points made by the students were discussed. g) Visit and tour of the Library given by one the employees (graduate of the programme), and h) Visit to the downtown offices of the Department and its members. The second day (February 18) the EEC met with a) the members of the Graduate Studies Committee—Modern Greek Studies who presented the Master's and the PhD Programmes and b) the representatives of the graduate students, six Master's programme students and three PhD candidates, representing different levels of seniority in the respective programmes. The members of the EEC were very impressed by the thoroughness of the preparation and the level of documentation provided both in printed and digital form by the departmental members of the Internal Evaluation Committee. The PowerPoint presentations were detailed and highly informative and at the same time objective and clear.

## B. External Evaluation Committee (EEC)

<i>Name</i>	<i>Position</i>	<i>University</i>
Gonda Van Steen (Chair)	Koraes Professor of Modern Greek and Byzantine History Language and Literature	King's College London
Alexandros Alexakis	Professor of Byzantine Literature	University of Ioannina Greece
Niels Gaul	A. G. Leventis Professor of Byzantine Studies	University of Edinburgh
Alicia Morales Ortiz	Associate Professor of Greek Philology	University of Murcia
Georgios Christodoulou	Student	Open University of Cyprus
<b>Name</b>	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		
<b>1. Department's academic profile and orientation</b>		
<b>1.1 Mission and strategic planning</b>		<b>1 - 5</b>
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.	5
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.	5
1.1.6	Stakeholders such as academics, students, graduates and other professional and scientific associations participate in the Department's development strategy.	5
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.		
Click to enter text.		

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).

The EEC has observed coherence and compatibility among programmes of study offered by the Department, and also coherence and compatibility among the Departments within the School, with one or two caveats (see next section)

Provide suggestions for changes in case of incompatibility.

The EEC recommends that an effort be made to tailor the courses of other Departments offered in the framework of the Undergraduate Programme in Byzantine and Modern Greek Studies to meet the particular needs of the students of the Department under review (e.g. by focusing on ancient authors that have influenced more heavily Modern Greek literature such as Plutarch, Lucian, Aristophanes, Aesop, etc.).

## 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.	5
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.

Re 1.2.4: The central administration should pursue more effective ways of communication between the Department or the University at large on the one hand, and its alumni on the other. The University should make a concerted effort to make the web presence of the various Departments and programmes far more user-friendly and easier to navigate (currently important information hides at the bottom of the screen that many users will no doubt fail to find).

## 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.	2

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

Re 1.3.3: The EEC recommends that the Department make a concerted effort to attract high level students from abroad, especially Greece, e.g. by advertising its ideal student-faculty ratio more strongly. The University should assist in this effort by offering competitive funding packages and a wider variety of affordable housing provisions.

Additionally, write:

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

The EEC thinks that with a few adjustments, the Department has considerable potential to recruit both Greek-speaking and English-speaking students from abroad (see our final recommendations).

### Findings

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

The Department has a highly visible and well defined academic profile as documented in the ample material provided. Through its degree programmes, it provides quality education in all three of its subject areas (Byzantine Studies, Modern Greek Studies, and Linguistics).

### Strengths

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

All three subject areas are well defined and represented by internationally recognised scholars, whose strong research profile continually enhances their teaching especially at MA level. The Department has a strong record of attracting external research funding, that provides excellent opportunities not least for the research students involved in the ensuing projects.

### Areas of improvement and recommendations

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

Given its evident strengths in research and teaching and its international reputation, the Department might consider exploring new avenues of student recruitment and think more ambitiously about attracting research funding from e.g. EU (ERC) sources.

**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		
<b>2. Quality Assurance</b>		
<b>2.1 System and quality assurance strategy</b>		<b>1 - 5</b>
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. Click to enter text.		

## 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.	3
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.	5
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.	5
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.	5
2.2.11	The Department has and analyses employability records of graduates.	5
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	1
2.2.12.2	Library	5
2.2.12.3	Rooms for theoretical, practical and laboratory lessons	N/A
2.2.12.4	Technological infrastructure	5
2.2.12.5	Academic support	5
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.	5
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.	5
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.

Re 2.2.1: In view of the dense web of legal and university regulations, the Department's autonomy in implementing its degree programmes is limited. Some of these rules seem to restrict the Department in delivering an education in line with its full potential, e.g., by insisting on higher minimum class sizes (both at UG and MA levels) than in comparable European institutions. / Re 2.2.12.1: The EEC considers the Department building inadequate. Professors should be provided with larger offices and relocation of the faculty offices and the secretariat in the main campus is highly recommended. Classes should be held exclusively in the main campus.

### Findings

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

Based on our visit to the Department and study of the self-evaluation documents, the EEC considers the quality assurance procedures to be robust and adequately diverse.

### Strengths

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

Departmental and degree programme evaluations in five-year cycles guarantee one of the most thorough quality assurance processes we are aware of.

### Areas of improvement and recommendations

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

The quality of the department building leaves a lot to be desired, and the spatial distance to the new main campus is a burden especially on the students.

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

Sub-area	<i>Non-compliant / Partially Compliant / Compliant</i>
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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		
<b>3. Administration</b>		<b>1 - 5</b>
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.	5
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.

Re 3.3: We explicitly emphasise that this grade is NOT in any way referring to the stellar performance of the Department's one and only administrative staff member but expresses the urgent need for additional secretarial assistance. The current departmental secretary, Ms Sophocleous, puts in far more working hours than her contract requires to be able to keep up with the workload: this is not a sustainable situation.

### Findings

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

The Department is governed by robust and transparent democratic procedures but is badly understaffed when it comes to administrative support.

### Strengths

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

There is an impressive amount of goodwill and the current member of administrative staff, who is available to students on all working days (as compared to the one or two office hours per week in Greek universities) to go over and beyond the call of duty – however, the central university administration should not rely on this goodwill to make ends meet in the running of the department.

### Areas of improvement and recommendations

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

See our comment under 'Strengths' above.

**Please select what is appropriate for the following assessment area:**

Sub-area	<i>Non-compliant / Partially Compliant / Compliant</i>
3. Administration	Partially 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		
<b>4. Learning and Teaching</b>		
<b>4.1 Planning the programmes of study</b>		<b>1 - 5</b>
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
Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.		
<a href="#">Click or tap here to enter text.</a>		
<b>4. Learning and Teaching</b>		
<b>4.2 Organisation of teaching</b>		<b>1 - 5</b>
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.	5
4.2.6	The teaching staff of the Department provides timely and effective feedback to their students.	5
<p>Justify the numerical scores provided for the quality indicators (criteria) by specifying (if any) the deficiencies.</p> <p><a href="#">Click to enter text.</a></p>		

### Findings

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

This area is mostly and in more detail covered by our assessment of the three degree programmes we were asked to evaluate.

### Strengths

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

Clearly, high-quality teaching provision is a particular strength of the Department. The members of academic staff cover a huge variety of topics, genres, time periods and thus offer a rich choice to the students, clearly reflected in the students' satisfaction with their degree programmes.

### Areas of improvement and recommendations

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

See our more detailed assessment in document 300.3.1/1

**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		
<b>5. Teaching Staff</b>		<b>1 - 5</b>
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.	5
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.	N/A
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.	4
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.

[Click to enter text.](#)

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
- 
- Number of academic staff working full-time and having exclusive work: 14
  - Number of Special teaching staff working full-time and having exclusive work: 1
  - Number of Visiting Professors: 0
  - Number of Special Scientists on lease services: 0

### Findings

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

Click to enter text.

### Strengths

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

The academic staff members are very active in the areas of research, teaching and administration. Their publications adhere to high standards of quality. Most of them have a well-established international profile both in publishing and conference participation. They keep informed about new pedagogical and technological approaches to teaching. They manifestly care about improving their teaching and research record, and are deeply concerned with the well-being and academic progress of their students. Academic staff members collaborate closely and in a spirit of collegiality. The Department operates in a spirit of democratic consensus.

### Areas of improvement and recommendations

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

In view of recent and imminent retirements of senior staff members, we recommend that the Department be awarded two new faculty positions, e.g. in areas such as 'Literature and the Visual Arts / Theatre and Film Studies' or, perhaps as a joint appointment with the Department of History, 'Greek Literature and History'. It is important to have these positions filled before outgoing postholders retire so as to ensure a smooth transition. The University should also consider to fill positions left vacant by prolonged leaves of absence by appointing a visiting professor (ειδικός επιστήμονας).

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		
<b>6. Research</b>		<b>1 - 5</b>
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.	5
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.	5
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.	5
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.		
Click to enter text.		

### Findings

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

All members of academic staff are research active and of high or very high international reputation.

### Strengths

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

The amount of external research income that the faculty members have attracted in recent years is very impressive indeed.

### Areas of improvement and recommendations

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

The EEC has no insight whether an internal peer review procedure is already in place: if not, receiving feedback – both more general by non-specialists and more detailed by specialists – ahead of grant applications might increase the chances of those colleagues who are about to submit a project application. In view of the funding successes already achieved and the Department's proven research strength, we would encourage its academic staff members to think even more ambitiously about applying to major European funding agencies.

**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		
<b>7. Resources</b>		<b>1 - 5</b>
7.1	The Department has sufficient financial resources to support its functions, managed by the Institutional and Departmental bodies.	3
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.	3
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>An increased number of graduate-level stipends would greatly benefit the Department in recruiting and retaining the best possible students to its degree programmes.</p>		

### Findings

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

In the EEC's view, the Department makes the most of the resources currently available.

### Strengths

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

We were particularly impressed by the departmental initiative to create travel and conference attendance scholarships for the graduate community.

Areas of improvement and recommendations

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

If these funds could be increased at University level, this would certainly be to the benefit of both the Department and the University as a whole.

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 EEC found the Department to be very welcoming. All academic staff members have put an enormous amount of work in composing the voluminous internal reports and preparing the slide representations and the summaries which were highly informative. We felt that our questions were answered with sincerity, full clarity, and thorough coverage of all aspects of the issues involved. The Department Chair generously made himself available for additional clarifications.

Explicit and detailed suggestions have already been submitted in the relevant sections of this report. In addition to them we would like to recommend the following:

We see two international markets for potential expansion in terms of student recruitment – Greece and the English-speaking international higher education sector.

We strongly recommend that the Department revises its undergraduate programme to ensure compatibility with Greek and EU ECTS requirements.

Given the proven record of achievement in the present, fully compliant M.A. and Ph.D. programmes, the committee sees additional potential in the possible development of a cross-departmental one-year English-language M.A. programme, offering wide flexibility for the students to design their individual curricula.

In conclusion, the committee declares the Department fully – and in one area partially – compliant in all areas of assessment.

## E. Signatures of the EEC

<i>Name</i>	<i>Signature</i>
Prof. Gonda Van Steen (Chair)	
Prof. Alexandros Alexakis	
Prof. Alicia Ortiz Morales	
Prof. Niels Gaul	
Georgios Christodoulou	
FullName	

**Date:** 20 February 2020

