



Doc. 300.3.2

# Higher Education Institution's Response

(Departmental)

Date: 22/12/2020

- **Higher Education Institution:**  
European University Cyprus
- **Town:** Nicosia
- **School/Faculty:** School of Business Administration
- **Department:** Accounting, Economics and Finance
- **Programme(s) of study under evaluation**  
Accounting (4 Years, 240 ECTS, BSc)  
Programme 1  
In Greek:  
Λογιστική (4 Έτη, 240 ECTS, Πτυχίο)
- **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].**

## Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.3.1) must justify whether actions have been taken in improving the quality of the department in each assessment area.*
- *In particular, under each assessment area, the HEI must respond on, without changing the format of the report:*
  - *the findings, strengths, areas of improvement and recommendations of the EEC*
  - *the deficiencies noted under the quality indicators (criteria)*
  - *the conclusions and final remarks noted by the EEC*
- *The HEI's response must follow below the EEC's comments, which must be copied from the external evaluation report (Doc. 300.3.1).*
- *In case of annexes, those should be attached and sent on a separate document.*

**The Department of Accounting, Economics and Finance of European University Cyprus wishes to express its sincere gratitude to the External Evaluation Committee (EEC) for the evaluation of the Department of Accounting, Economics and Finance. The feedback of the EEC was very useful and their comments provide us the opportunity to further improve the quality of the Department.**

## 1. Department's academic profile and orientation

### Sub-areas

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

### Comments by the EEC:

#### *Areas of improvement and recommendations*

- The EEC has stressed the importance of research for any successful university.
- The EUC and the department in specific must make it explicitly clear to all that they aim at producing high quality research. This is essential if their goal is to be a locally leading university.
- The EEC pointed out that in all future recruitment, the publication record of a candidate must be heavily weighted in the final decision.
- The EEC recommended that in order to improve and be successful in research the department may consider to adopt the following practices:
  - A lighter teaching load for staff members that publish regularly.
  - Hiring two types of academic staff:
    - Research oriented staff that have proved their potential to produce high quality research. These will be assigned with a light teaching load and expected to improve the publication record of the department.
    - Teaching oriented staff, in which case a comparatively heavier teaching load is expected. In this case, these individuals will be hired and be assessed based on their teaching experience and excellence.
  - The department must provide grants to academic staff to participate in quality international research conferences.
  - Collaborate with other local and international researchers in terms of research and publishing.
  - Create synergies with international academics.
  - Use the comparative advantage of the location of the department in Cyprus to attract even for short (1 to 2 weeks) periods international researchers to present their work in seminar sessions within the department. These should be attended by all staff and potentially by students.
  - Establish a regular series of internal research seminars where the faculty can present in the department their ongoing research.
- The EEC stressed the importance of quality instead of quantity in publishing research work.
- We recommended focusing only in well-respected and widely known journals and publishers in academia such as Springer, Elsevier, Emerald, etc, pay attention to only index journals with impact factor as measured by Thompson-Reuters.

### **Response by EUC:**

Taking into consideration all the above recommendations of EEC, the Department of Accounting, Economics and Finance carried out the following modifications/improvements and took the following actions:

- The School of Business Administration / Department of Accounting, Economics and Finance has signed a research partnership agreement with the University of Cambridge to establish a research center called the 'Alternative Finance Collaboration Network in Middle East, North Africa and the Mediterranean (MENAM)'.

In the context of this collaboration, the Department has recruited three full-time research staff for the following positions:

- Regional Lead for Middle East, North Africa and the Mediterranean
- Regulatory Researcher for Middle East, North Africa and the Mediterranean
- Market Researcher for Middle East, North Africa and the Mediterranean.

The starting date of employment was December 7, 2020.

This collaboration obviously generates many benefits for the Department:

- The Department creates collaborations with international researchers and organizations in terms of research and publishing.
  - Creates synergies with international academics.
  - Further develops the research culture of the Department. The new recruits, always in collaboration with the existing faculty of the Department as well as with Cambridge University faculty, will produce scientific research and will prepare and submit research proposals in various European and International research programs.
  - Finally, the uniqueness and importance of the above cooperation must be emphasized, both for the European University Cyprus and for Cyprus in general. This importance stems from the fact that the University of Cambridge only cooperates with organizations of excellence.
- Secondly, the Department issued analytical promotion guidelines (especially for the research outcome). Despite the fact that detailed promotion criteria are described in the EUC Charter (Appendix I, pp 72-77 and 103-109), the Department of Accounting, Economics and Finance decided to enhance internally the existing promotion guidelines with the ABS and Scopus worldwide standardized guidelines, providing faculty with clear goals that need to be achieved (Appendix 2). In this way, the Department makes explicitly clear to faculty the importance of quality instead of quantity in publishing research work.
  - Thirdly, as far as the recommendations of the EEC for lighter teaching load of staff members, for the provision of grants to academic staff for research excellence and for participation in quality international research conferences, the Department would like to mention the following:
    - During the last years, EUC paid a lot of attention in order to increase the research by its faculty by providing incentives for research. Specifically:
      - EUC adopts a policy of Teaching Hours Reduction (THR - Appendix 3, pp.24-25). THR is part of the wider University Research Policy (Research Policy - Appendix 3). Thus, while the contractual obligation of the faculty

members is 12 teaching hours per semester, a large percentage of the faculty members of the University utilize the provisions of this policy and have a reduced workload of 6-9 hours per semester. Through the implementation of this policy and through the other research activities and synergies of the Department (e.g. the collaboration of the Department with the University of Cambridge mentioned above), we are convinced that the research culture will be improved, as well as the research output of the faculty. Already, through this plan, the Associate Professor of the Department Dr. Simona Mihai during the current FALL Semester 2020 taught three (3) courses and this will also be the case in the SPRING 2021 semester.

- EUC provides Annual awards for research (see Appendix 3 pp.23-24 and Appendix 4). Specifically, The University's "Internal Research Awards" (IRA) are launched on an annual basis by the Senate Research Committee, are announced by the Vice Rector for Research & External Affairs and financed by the University Research Fund and external sponsors.
  - EUC provides an annual grant to all faculty for presenting in quality international research conferences (1300 euros). At the same time, EUC provides grants for just participating (not presenting) in National or International conferences (170 euros).
- Fourthly, the Department decided to establish an annual seminar/working papers colloquium starting in Fall Semester 2020. The schedule for the current semester is as follows:
- The first seminar took place on 20/11/2020 at 15:00. Title: "Performance of Big Data Firms and the Information Privacy Law". Presenter: Associate Professor Simona Mihai.
  - The second seminar took place on 04/12/2020 at 15:00. Title: "Cost of Compliance for Public Companies in Cyprus in comparison with other EU countries". Presenter: Associate Professor Marios Mavrides.
  - The third seminar took place on 11/12/2020 at 15:00. Title: "A Trade off between Relevance and Reliability; A comparison between Annual and Interim Financial Statements". Presenter: Assistant Professor Alexis Kythreotis.
  - The fourth seminar took place on 18/12/2020 at 15:00. Title: "Post crisis mega mergers and their effect on shareholders' value". Presenter: Assistant Professor Loukia Evripidou.

More seminars will be announced after the Christmas break. Finally yet importantly, the Department will disseminate these seminars to other stakeholders outside the EUC in order to attract more audience and further collaborations to be created.

- Moreover, regarding the two types of academic staff mentioned by the EEC, it should be mentioned that this is the current situation in the Department. Specifically, the first type is the 'Faculty Members' and the second is the 'Special Teaching Personnel'. The former category should produce research work, while the latter no. In any case, the Department strongly believes that given all the above actions the research outcome of the Faculty will be higher and with higher quality.
- Finally, the Department ensures the EEC that the publication record of future candidates for faculty positions will be heavily weighted in the final decision for any future recruitment. This



is in line with the internal regulations of faculty selection and appointment of EUC (Appendix 5 – pp.88-94). Specifically, through these internal regulations of faculty selection and appointment, EUC recognizes the commitment to excellence in teaching and research for the recruitment, selection, and appointment of faculty members.

## 2. Quality Assurance

### Sub-areas

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

### Comments by the EEC:

#### *Areas of improvement and recommendations*

The department must focus on producing high-quality research in international scientific journals, participate in conferences and seminars both locally and internationally. The only weakness for some members of the academic staff is their short publication record in internationally recognised refereed journals.

### Response by EUC:

The Department took all the above actions (mentioned in previous pages) in order to increase the production of high-quality research, to increase the participation of faculty to conferences and seminars, and more importantly to create a strong research culture within the Department.



### 3. Administration

#### **Comments by the EEC:**

##### *Areas of improvement and recommendations*

In the current state the EEC did not find any problem areas in administration.

#### **Response by EUC:**

Since the EEC did not find any particular problems in this area that need improvement, the Department has nothing to add. However, it should be highlighted that in order to maintain and even increase the quality, the Department ensures the EEC that through the continues monitoring of all the related issues, will safeguard that these excellent results will lasts and even enhanced in the future.

#### 4. Learning and Teaching

##### Sub-areas

4.1 Planning the programmes of study

4.2 Organisation of teaching

##### Comments by the EEC:

###### *Areas of improvement and recommendations*

The Department must invest in research. The current academic staff must make research a primary goal. This will add significant value to the department. The EEC during the remote visit stressed to the faculty and all stakeholders the utmost importance of producing high quality research work. Student participation in this research would be an asset, especially to fourth-year students. High quality research will attract quality staff and students in the future.

##### Response by EUC:

The comments of EEC have partially addressed in a great degree in previous parts. However, the Department wants to add few additional points:

1. The Department taking into consideration the recommendation of EEC (External Evaluation Report 300.3.1/1 –pp. 20 / Programmatic evaluation within the framework of Departmental Evaluation - B.Sc. in Accounting) replaced the course 'Independed Study in Accounting' (6 ECTS) with the 'Undergraduate Thesis' (12 ECTS). By this way, the motivation of the 4-year students to engage more heavily with research will be higher.
2. The Department following all the necessary actions and internal regulations (see Appendix 6 - EUC's Program Evaluation Review) has initially approved the development of a Master Programme. The decision has been taken on 20/10/2020 from the Department Council and it was approved by the School Council on 16/12/2020. Among other advantages, the launch of a new Master will enhance the active participation of the postgraduate students (and Faculty) in the research.
3. The previous point is directly related to the resent acquisition of EIKON database of Thomson Reuters. The utilization of EIKON enhances and intensifies the research activities of the faculty and students (especially fourth-year students) and helps the Department to realize its long-term research ambitions.

## 5. Teaching Staff

### **Comments by the EEC:**

#### *Areas of improvement and recommendations*

Some teaching staff members seem to be assigned to teach a lengthy and sometimes diverse set of classes.

### **Response by EUC:**

The first point of the Committee is about the length of the classes. The Department understands the issues raised by the EEC. It is noted that the University's policy is towards 3-hour teaching blocks, a policy which is based on the fact that 3-hour teaching blocks are the common cultural practice for many Universities in Cyprus, and it is based on EUC past survey results of students' preferences. This practice is also adopted by various higher education institutions across the world. Moreover, it is noted that as indicated in the University's relevant policy, for every 50 minutes of instruction a ten (10) minutes break is foreseen.

Regarding the second comment, the Department wants to clarify that the courses are allocated to each faculty according to their Ph.D. subject area and their research interests. Finally, the STPs which are mainly accountants, are teaching courses which are directly related to their Master Degree and their professional qualification, which is, either the ICAEW Chartered Accountant qualification or ACCA qualification (Association of Chartered Certified Accountants).

## 6. Research

### **Comments by the EEC:**

#### *Areas of improvement and recommendations*

- The EEC stressed the importance of high quality research for any successful university.
- Clear goals regarding research must be included in the strategic planning of the department. These must be known to all faculty.
- The publication record of a future candidate faculty member must be heavily weighted in the final decision for employment.
- We recommend a lighter teaching load for staff members that publish regularly.
- We recommend two types of academic faculty:
  - Research oriented staff that have proved their potential to produce high quality research. These will be assigned with a light teaching load.
  - Teaching oriented staff, in which case a comparatively heavier teaching load is expected. In this case, these individuals will be hired and subsequently assessed primarily by teaching excellence.
- The university must provide grants -as much as this is possible- to academic staff to participate in quality international conferences.
- Subscriptions to additional data bases (i.e., WRDS) to facilitate research is necessary.
- Try to create synergies with other local and international researchers in publishing.
- Try to create internal staff synergies with respect to research.
- Establish a series of internal research seminars. In these, the faculty can present their ongoing research to the faculty and students. This is important to create a research culture within the department.
- Use the comparative advantage of the location of the department in Cyprus to attract even for short (1-2 weeks) periods international researchers to present their work in seminar sessions in the department.
- Applying for research grants from various EU and national sources is important. These provide opportunities for new collaborations with researchers and other institutions.
- The department must focus on the quality and not in the quantity of the research work produced.
- Nonetheless, it is important that the potential and willingness for research is present.

### **Response by EUC:**

The vast majority of the points mentioned above from EEC, have been addressed to previous parts of this report. However, the Department wants to add few additional points:

- The strategic plan of the Department was submitted and approved by the Department Council (11/12/2020) and by the School of Business Administration (16/12/2020). Among other issues, the plan included clear goals regarding research. Almost all the issues mentioned previously were part of this plan. For example, the collaboration with the Cambridge University, the enhancement of the research culture, the

adoption of analytical promotion criteria related to research, the establishment of a regular series of internal research seminars and the launch of a Master degree.

- EUC Library has a broad range of databases. These were mentioned to the 200.3 application (pp. 37-40) already submitted to EEC (Appendix 7). It should be highlighted, that seven universities in Cyprus (both public and private) established a consortium for this reason. This consortium ensures synergies and cost benefits. Hence, Cyprus Universities are operating as one 'entity', enhancing by this way their databases. Finally, based on the agreement between the founding members of KKuB, a member cannot proceed to any specific purchase/subscription if there is interest from another university(s).

## 7. Resources

### **Comments by the EEC:**

#### *Areas of improvement and recommendations*

The administration of the university and the department must also try to secure external funding to reduce risk. This funding may come from sponsors and maybe from the local community.

### **Response by EUC:**

The Department in an attempt to secure external funding has signed a research partnership agreement with the University of Cambridge to establish a research center called the 'Alternative Finance Collaboration Network in Middle East, North Africa and the Mediterranean (MENAM)'.

In the context of this collaboration, the Department has recruited three full-time research staff for the following positions and their salaries will be mainly funded from the Cambridge University.

- Regional Lead for Middle East, North Africa and the Mediterranean.
- Regulatory Researcher for Middle East, North Africa and the Mediterranean.
- Market Researcher for Middle East, North Africa and the Mediterranean.

Additionally, as mentioned previously the new recruits, always in collaboration with the existing faculty of the Department as well as with Cambridge University faculty, will prepare and submit research proposals in various European and International research programs. By this way, the Department and the University will attract additional external funds.

Finally, the Department verbally agreed with some of the Big Four Auditing companies to get funding from them. The funding can be in the form of prizes for the best Undergraduate Thesis or/and for the highest GPA. Additionally, the funding can be related to infrastructure such as the acquisition of additional equipment/databases for the lab of the Department.

## A. Conclusions and final remarks

### Comments by the EEC:

- The EEC received and read the department's application and all the supporting material well in advance at the time they were supplied by the CQAA.
- During our remote visit we met all the faculty members, administration and support staff. All were at our disposal throughout the day and seemed genuinely happy to assist us in this evaluation.
- All our questions and requests for additional information were directly addressed in an honest and thorough fashion.
- The documentation that was provided to the EEC by the department was of reasonable quality and sufficient in the depth of the detail covered.
- All people that we met during our evaluation were open and willing to listen to advice and ideas provided by the EEC members.
- The current faculty and staff seem adequate and experienced enough to successfully undertake the effort required by this endeavor. Also, their academic credentials are, in general, adequate and up to the task.
- We strongly believe that the department must adopt as a priority the cultivation of a research culture as, at this stage, this seems to be latent. The EEC provided above in the report and also during the remote visit, specific ideas and recommendations in establishing and maintaining a fertile research environment that will benefit, the faculty, the students, the department and the EUC's reputation as a leading university in the area.
- The main **strengths** of the department according to the information provided, the lengthy conversations and the opinion of the EEC members are: the facilities that are available to all the staff and the students; the main building that is located in a very convenient place with ample parking spots; the agreements with ACCA and ICAEW; the participation in the Erasmus program of student and staff exchanges; the long business and academic experience of the full-time staff; and the modern equipment and information technology infrastructure of the Department.
- The observed **weaknesses** at this stage include the observed latent concentration on the merits of state-of-the-art research for a university department.
- The **opportunities** include the small number of other high quality universities in the local area; the ability to access research grants directly from the EU and also from the local community; the possibility to attract students from the greater region as Cyprus is an EU country with financial stability and a safe social and institutional environment.
- The **threats** include the possibility of any new universities or colleges established in the area; the high concentration of higher education institutions with respect to the population in Cyprus; and finally any adverse situation that may affect the enrollment of new students in the department.
- The people of the department aspire to see the university as a regional scientific and cultural hub that will attract people for classes, scientific events and various cultural and athletic occasions organized by the EUC.
- The EEC members recommend that at this stage the department should establish clear standards with respect to how research performance is assessed for the academic staff and what is the research profile they will seek in future academic staff recruitment and/or staff promotions.



**Response by EUC:**

The Department of Accounting, Economics and Finance of European University Cyprus once more wishes to express its sincere gratitude to the External Evaluation Committee (EEC) for the evaluation of the Department of Accounting, Economics and Finance. The feedback of the EEC was very useful and their comments provide us the opportunity to further improve the quality of the Department.

As described in the previous sections of the report, the Department of Accounting, Economics and Finance has made a focused effort to address each and every one of the EEC's recommendations. As such, we believe that these actions enhance the quality of the Department.



## B. Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
<b>Alexios Kythreotis</b>	Chairperson, Department of Accounting, Economics and Finance and Program Coordinator	
<b>Pieris Chourides</b>	Dean, School of Business Administration	

Date: [Click to enter date](#)

4.6.3. to attend staff, departmental, school, (vice)rectorate meetings; attend various events, open days and orientation; accept committee duties as required; assist during registration; attend Commencement exercises and, in general, participate proactively and constructively in the life of the University community as one of its important exponents;

4.6.4. to teach in both undergraduate and postgraduate (only for faculty members) programs if requested.

4.6.5. to comply to any other duties appointed.

*Note: For Special Teaching Personnel, Scholarship/Research is optional.*

## **5. FACULTY PROMOTION**

Promotion shall be on the basis of competency, qualifications, experience and other relevant factors. A major requirement for promotion from one rank to another is excellence in teaching, research and service to the Community, and sustained commitment and dedication to the University. Advancement in rank is not merely a matter of routine or seniority, but it is based primarily on merit. It should be noted that any Faculty member hired through the faculty selection and appointment procedure (See Appendix A) must complete at least three (3) years of service to the appointed rank, in order to be eligible for promotion; provided that he/she meets all other criteria for promotion.

### **5.1. Promotion Criteria**

Advancement in rank shall depend upon the faculty member meeting the six criteria listed below:

5.1.1. Fulfillment of the minimal criteria for appointment to rank.

5.1.2. Positive and substantial evidence of high competency in teaching.

5.1.3. Evidence of positive contribution(s) to the overall development of the individual's program area and Department.

5.1.4. Evidence of service to the University and Community in general.

5.1.5. Membership and participation in professional or learned societies of national or international significance.

5.1.6. Research and scholarly publications or recognized creative work in the individual's field.

## **5.2. Documentation Accompanying the Application for Promotion**

To be considered for advancement in rank, the applicant must:

5.2.1. Demonstrate fulfillment of the minimal criteria for appointment to rank.

5.2.2. Show positive and substantial evidence of high competency in teaching by submitting all the following:

5.2.2.1. Student ratings (in summary form) of Teacher and Course Evaluations during the years immediately preceding application, since the beginning of employment or the last promotion;

5.2.2.2. Analysis of grades submitted by the applicant during the years immediately preceding the application, since the beginning of employment or the last promotion;

5.2.2.3. Self-evaluation of the applicant's teaching methods/ techniques;

5.2.2.4. Peer Reviews from classroom observations during the years immediately preceding the application, since the beginning of employment or the last promotion, are strongly recommended.

5.2.2.5. Certificates and documentation of attendance in instructor teaching training programs/seminars; organized by the University or any other institution/carrier during the years immediately preceding application, since the beginning of employment or the last promotion;

5.2.3. Show evidence of positive contribution(s) to the overall development of the individual's program area and Department.

5.2.4. Show evidence of service to the University and Community in general.

5.2.5. Show evidence of membership and participation in professional or learned societies of national or international significance.

- 5.2.6. Show evidence of research and scholarly publications or recognized creative work in the individual's field (see framework of minimum suggested/expected requirements in Research and Scholarly Publications and/or recognized creative work for Faculty Ranking in Appendix D).

Note: It is advisable that with all the above documentation, the applicant submits the following:

- (a) Self - Assessment documents for all the years immediately preceding application since the beginning of employment or the last promotion;
- (b) Self – Assessment/Evidence illustrating compatibility with the 'UE Professor DNA/Laureate DNA Competencies'.
- (c) Current Curriculum Vitae inclusive of all the pertinent activities.

### **5.3. Procedures for Promotion**

The procedure for promotion is as follows:

- 5.3.1. Faculty Members who consider themselves eligible for promotion have the responsibility to submit their application to the Dean of their School, whilst informing the Chairperson of the pertinent Department by October 31<sup>st</sup>. In the case that the applicant is the Dean of the School, then he/she must submit his/hers application to the Vice-Rector of Academic Affairs (who initiates the rest of the procedure).
- 5.3.2. In order for an applicant to be considered eligible for promotion, all of the criteria for appointment to the rank must have been completed, prior to the October 31<sup>st</sup> deadline.
- 5.3.3. Applications received after the above deadline shall not be reviewed for that academic year.
- 5.3.4. The Committee on Promotion shall review all requests for promotion and make its recommendations in accordance with the procedures detailed in the Charter and are consistent with the Law. The Committee on Promotion has the responsibility to solicit the appropriate information in order to make recommendations for promotion with respect to the promotion criteria outlined above.

#### 5.3.4.1. Membership of the Committee on Promotion

5.3.4.1.1. The Committee on Promotion shall consist of the following members (care of the Dean of the pertinent School):

- Two full-time Faculty members from each Department of the School.
- One representative Faculty member from each of the other Schools of the University.

**Notes:**

- All Committee members should hold a higher rank to the one the candidate is considered for, except for the rank of Professor, for which all members should hold the rank of Professor. In the case that the conditions in a School are such, where there are not faculty members available in a higher rank, then the Committee can be constituted by additional Faculty members of another Department/School in a higher rank. In the case that the above provisions are not possible, the Committee can also consist of pertinent Department/School members in an equal, to the one the candidate is considered for, rank.*
- A voting right reserve only the members that are present during the meetings of the Committee on Promotion.*
- A quorum shall consist of two-thirds of the voting members.*
- Each eligible member shall have one vote in Committee meetings and Committee elections. In case of a tie, the Chair of the Committee shall cast the winning vote.*

5.3.4.1.2. There shall be at least one external reviewer who is a full-time active academician in the discipline of the candidate, and who holds an academic rank higher or equal to the rank for which the faculty member is being considered. The external reviewer(s) shall not be co-author(s), nor shall he/she maintain a proved close relationship of any kind, or be a family member of the candidate.

5.3.4.1.3. The Chair of the Committee is elected by the members at the first meeting of the Committee.

5.3.5. The Dean of the School forwards the application and the candidate's academic portfolio to the Chair of the Committee on Promotion by November 15<sup>th</sup>.

5.3.6. The Committee on Promotion prepares a list of prospective external reviewers and investigates whether the candidate holds a strong

objection(s) towards any individual on the list serving as external reviewer; or whether any of the requirements in point 5.3.4.1.2 are being violated. Then the Committee on Promotion makes the final selection of an external reviewer.

- 5.3.7. The Chair of the Committee on Promotion forwards copies of the candidate's academic portfolio to all members of the Committee (including the external reviewers) within a week and arranges for a review meeting within forty-five (45) days from the day the Chair of the Committee received the application and the candidate's academic portfolio.
- 5.3.8. The final decision and report of the Committee on Promotion is forwarded by the Chair of the Committee to the Council of Department, via the Chairperson of Department, within two (2) weeks from the conclusion of the Committee's deliberations. The Council of the Department determines that all procedural guidelines have been properly followed, ensures that all appropriate criteria were satisfied and reaches to an appropriate decision.
- 5.3.9. The Chairperson of the Department forwards the decision of the Council of Department, the portfolio and the reports to the Council of School via the Dean of School, within a month from the date he/she receives the Committee's decision and accompanying material.
- 5.3.10. The Council of School reaches a decision after reviewing the decision of the Council of Department, the portfolio and the report of the Committee on Promotion and ensures that all appropriate criteria for promotion are satisfied and all procedures have been followed. The Dean of School then forwards the decision of the Council of School together with the decision of the Council of Department, the portfolio and the report of the Committee on Promotion to the Senate, via the Rector, within a month from the date he/she receives the decision of the Council of Department and the accompanying material.
- 5.3.11. The Senate reaches a decision after reviewing the decision of the Council of School, the decision of the Council of Department, the portfolio and the report of the Committee on Promotion and ensures that all appropriate criteria for promotion are satisfied and all procedures have been followed. The Rector then forwards the decision of the Senate, together with the decision of the Council of School, the decision of the Council of Department, the portfolio and the report of the Committee on Promotion, to the University

Council via the President, within a month from the date he/she receives the decision of the Council of School and the accompanying material.

- 5.3.12. The Council, after examining the legality of the procedures followed in alignment to the Charter, the Internal Regulations and the relevant Laws, ratifies the decision.
- 5.3.13. The Dean of School and/or the Rector and/or the President may require from the Committee on Promotion further elaboration of specific issues/ areas of the application.
- 5.3.14. The ratified final decision of the Council is communicated immediately to the pertinent Dean of School via the Rector. The candidate (with copy to the pertinent Chairperson of Department) shall be informed immediately of the decision in writing by the Dean of the School.
- 5.3.15. The approved promotion becomes effective at the beginning of the new academic year.

**Notes:**

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

## **6. PERFORMANCE EVALUATION OF FACULTY AND SPECIAL TEACHING PERSONNEL**

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

### **6.1. Basic Principles and Standards**

#### **6.1.1. Teaching**

Effective teaching is given the greatest weight and other factors cannot compensate for a failure to satisfy it. It involves mastery of the subject matter,

## APPENDIX D

### FRAMEWORK OF MINIMUM SUGGESTED/EXPECTED REQUIREMENTS IN RESEARCH AND SCHOLARLY PUBLICATIONS AND/OR RECOGNIZED CREATIVE WORK FOR FACULTY RANKING

	FOR ALL ACADEMIC DEPARTMENTS	SPECIAL PROVISIONS FOR THE ARTS AND MUSIC
<b>LECTURER TO ASSISTANT PROFESSOR</b>	<ul style="list-style-type: none"> <li>• Substantial record of presentations at professional, peer-reviewed national and international conferences.</li> <li>• Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters.</li> <li>• Strong participation in externally funded, peer reviewed research grant (s) or research project (s).</li> <li>• Evidence of contribution to the international research community as this is indicated by reviewing duties in international peer-reviewed journals or in scientific committee of national and international conferences.</li> </ul>	<ul style="list-style-type: none"> <li>• Substantial record of presentations at professional, peer-reviewed national and international conferences, and/or art, music and design festivals or group shows and music clinics.</li> <li>• Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters, online publications, exhibition catalogues, original creative works, live performance of creative works, curated or produced substantial public exhibitions and events.</li> <li>• Strong participation in externally funded, peer reviewed research grant (s) or research project (s) or funded creative works/commissions and artist residencies.</li> <li>• Evidence of contribution to the international research community as this is indicated by reviewing duties in international peer-reviewed journals or in scientific committee of national and international conferences, adjudicator in music and art festival and competitions and</li> </ul>

		<p>member of selection committees.</p> <ul style="list-style-type: none"> <li>• Board membership in national or international professional associations.</li> </ul> <p><b>See Notes 1 and 2 at the bottom of the document</b></p>
<b>ASSISTANT PROFESSOR TO ASSOCIATE PROFESSOR</b>	<ul style="list-style-type: none"> <li>• Substantial record of presentations at professional, peer-reviewed national and international conferences.</li> <li>• Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters.</li> <li>• Evidence of substantial research impact on an international level, as this is indicated by citation impact analysis or other means relevant to the specific areas of research</li> <li>• Capacity in achieving research funding as this is indicated by (any or all): <ul style="list-style-type: none"> <li>○ Participation in externally funded, peer reviewed research grant (s) or research project (s).</li> <li>○ Participation in externally funded, international research networks.</li> <li>○ Development, submission, management and coordination of externally funded, peer reviewed research grant (s) or research project (s)</li> </ul> </li> <li>• Substantial record of student project supervisions on both graduate and postgraduate level</li> <li>• Strong evidence of contribution to international research community as this is indicated</li> </ul>	<ul style="list-style-type: none"> <li>• Substantial record of presentations at professional, peer-reviewed national and international conferences, and/or art, music and design festivals or group shows and music clinics and broadcasts.</li> <li>• Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters, online publications, exhibition catalogues, original creative works, live performance of creative works, curated or produced substantial public exhibitions and events</li> <li>• Evidence of substantial research impact on an international level, as this is indicated by citation impact analysis* or other means relevant to the specific areas of research (<i>*Citation impact does not apply to the arts. Please refer to the Research Policy Document for the Arts</i>).</li> <li>• Capacity in achieving research funding as this is indicated by (any or all): <ul style="list-style-type: none"> <li>○ Strong participation in externally funded, peer reviewed research grant (s), research project (s) or funded creative works/commissions and artist</li> </ul> </li> </ul>

	<p>by:</p> <ul style="list-style-type: none"> <li>○ Reviewing duties in international peer-reviewed journals or in scientific committee of national and international conferences</li> <li>○ Membership of the editorial board in refereed international journals</li> </ul>	<p>residencies, awards, competitions or calls for creative works.</p> <ul style="list-style-type: none"> <li>○ Participation in externally funded, international research networks and/or collaborations (i.e. organizations, companies).</li> <li>○ Development, submission, management and coordination of externally funded, peer reviewed research grant (s) or research project (s) or funded creative works/commissions and artist residencies, and/or work as curator and artistic director.</li> <li>• Substantial record of student project supervisions on both graduate and postgraduate level (where applicable).</li> <li>• Strong evidence of contribution to international research community as this is indicated by (any or all): <ul style="list-style-type: none"> <li>○ Reviewing duties in national/international peer-reviewed journals or in scientific committee of national and international conferences</li> <li>○ Membership of the editorial board in refereed national/international journals</li> <li>○ Board membership in national/international professional associations.</li> <li>○ Member in organizing and/or scientific committees of national/international conferences, projects, symposia and festivals.</li> <li>○ Member of jury and/or adjudicator in national and international competitions.</li> </ul> </li> </ul> <p><b>See Notes 1 and 2 at the bottom</b></p>
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		<i>of the document</i>
<b>ASSOCIATE PROFESSOR TO PROFESSOR</b>	<ul style="list-style-type: none"> <li>• Substantial record of presentations at professional, peer-reviewed national and international conferences.</li> <li>• Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters.</li> <li>• Evidence of substantial research impact on an international level, as this is indicated by: <ul style="list-style-type: none"> <li>○ Citation impact analysis or other means relevant to the specific areas of research</li> <li>○ Research awards and prizes (including elected fellowships)</li> <li>○ Invitations to participate as a speaker in international research meetings, workshops, and conferences</li> <li>○ Translation(s ) of the applicants research work</li> </ul> </li> <li>• Strong evidence of leadership in achieving research funding as this is indicated by: <ul style="list-style-type: none"> <li>○ Substantial record of participation in externally funded, peer reviewed research grant (s) or research project (s).</li> <li>○ Substantial record of participation in externally funded, international research networks.</li> <li>○ Substantial record of development, submission, management and coordination of externally funded, peer reviewed research grant (s) or research project (s)</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Substantial record of presentations at professional, peer-reviewed national and international conferences, and/or art, music and design festivals or group shows and music clinics and broadcasts.</li> <li>• Substantial record of output in the form of articles in international refereed journals, and / or (in appropriate areas) books, book chapters, online publications, exhibition catalogues, original creative works, live performance of creative works, curated or produced substantial public exhibitions and events</li> <li>• Evidence of substantial research impact on an international level, as this is indicated by: <ul style="list-style-type: none"> <li>○ Citation impact analysis or other means relevant to the specific areas of research (<i>*Citation impact does not apply to the arts. Please refer to the Research Policy Document for the Arts.</i>)</li> <li>○ Research and/or other awards and prizes (including elected fellowships, prestigious scholarships, design or music competitions)</li> <li>○ Invitations to participate as a speaker in international research meetings, workshops, conferences, exhibitions, and other art, music and design events</li> <li>○ Translation(s ) of the applicants research work</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>• Substantial record of research supervisory work, as this is indicated by: <ul style="list-style-type: none"> <li>○ Student project or thesis supervisions on taught undergraduate and postgraduate level</li> <li>○ Supervision of doctorate-level candidates</li> </ul> </li> <li>• Strong evidence of contribution to the international research community as this is indicated by (any or all): <ul style="list-style-type: none"> <li>○ Reviewing duties in international peer-reviewed journals and books in publishing houses</li> <li>○ Reviewing duties in international research-funding organizations</li> <li>○ Membership of the editorial board in refereed international journals</li> <li>○ Chairing of international peer-reviewed conferences or serving in national and international conferences' scientific committees</li> </ul> </li> <li>• Strong evidence (as appropriate to the discipline) of significant impact of research transfer / exchange on practice, quality of life or wider social or cultural issues through ongoing engagement with communities or/and stakeholders, as this can be indicated by: <ul style="list-style-type: none"> <li>○ Application of research findings to improve the performance of public organizations e.g. by informing public policy, government, or by engaging with the heritage or cultural sector,</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Strong evidence of leadership in achieving research funding as this is indicated by: <ul style="list-style-type: none"> <li>○ Substantial record of participation in externally funded, peer reviewed research grant (s) or research project (s) or funded creative works/commissions and artist residencies, and/or work as curator and artistic director.</li> <li>○ Substantial record of participation in externally funded, international research networks.</li> <li>○ Substantial record of development, submission, management and coordination of externally funded, peer reviewed research grant (s) or research project (s) or funded creative works/commissions and artist residencies, and/or work as curator and artistic director.</li> </ul> </li> <li>• Substantial record of research supervisory work (where applicable), as this is indicated by: <ul style="list-style-type: none"> <li>○ Student project or thesis supervisions on taught undergraduate and postgraduate level</li> <li>○ Supervision of doctorate-level candidates</li> </ul> </li> <li>• Strong evidence of contribution to the international research community as this is indicated by (any or all): <ul style="list-style-type: none"> <li>○ Reviewing duties in international peer-reviewed journals and books in publishing houses</li> <li>○ Reviewing duties in international research-funding organizations</li> </ul> </li> </ul>
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	<p>development of standards and procedures, etc.</p> <ul style="list-style-type: none"> <li>○ Application of knowledge to improve the performance of business, commerce or industry, through consultancy, inventions, intellectual property (patent applications, provisional patents, or patents awarded), and spin-off companies</li> </ul>	<ul style="list-style-type: none"> <li>○ Membership of the editorial board in refereed international journals</li> <li>○ Chairing of international peer-reviewed conferences or serving in national and international scientific committees of conferences, projects, symposia and festivals</li> <li>○ Artistic Director in international and national conferences, projects, symposia and festivals</li> <li>○ Member of jury and/or adjudicator in national and international competitions.</li> <li>• Strong evidence (as appropriate to the discipline) of significant impact of research transfer / exchange on practice, quality of life or wider social or cultural issues through ongoing engagement with communities or/and stakeholders, as this can be indicated by:</li> <li>○ Application of research findings to improve the performance of public organizations e.g. by informing public policy, government, or by engaging with the heritage or cultural sector, development of standards and procedures, etc.</li> <li>○ Application of knowledge to improve the performance of business, commerce or industry, through consultancy, inventions, intellectual property (patent applications, provisional patents, or patents awarded), and spin-off companies</li> </ul> <p><b><i>See Notes 1 and 2 at the bottom of the document</i></b></p>
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		<p><b>Notes:</b></p> <ol style="list-style-type: none"><li><b>1. In the case that the applicant is a practitioner some of the criteria above may not be applied and extra emphasis should be given on creative work (portfolio, professional work, performances).</b></li><li><b>2. For a more comprehensive analysis, please refer to the <u>Research Policy Document for the Arts</u></b></li></ol>
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### Internal Regulations - Promotion Guidelines

	<b>From Lecturer to Assistant Professor</b>	<b>From Assistant Professor to Associate Professor</b>	<b>From Associate Professor to Professor</b>
Scopus Indexed Papers	2	4	12
	or	or	or
ABS Indexed Papers (1)	1	2	7
	or	or	or
ABS Indexed Papers (2)	1	2	6
	or	or	or
ABS Indexed Papers (3)	1	1	5
	or	or	or
ABS Indexed Papers (4)	1	1	4
	or	or	or
ABS Indexed Papers (4*)	1	1	3



# European University Cyprus

**INTERNAL REGULATION ON**

**RESEARCH POLICY**

**54<sup>th</sup> Senate Decision: 21 December 2017**

**60<sup>th</sup> Senate Decision: 2 October 2018**

**70<sup>th</sup> Senate Decision: 13 December 2019**

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## Introduction

Within the framework of further contribution to the research community, the mission of the European University Cyprus (from now on referred to as the University or EUC) is to develop a pioneering and innovative research infrastructure with the objective of generating new knowledge. The university focuses on both fundamental and applied research and wherever possible the commercial application or exploitation of the research results.

The policy is guided by the following broad objectives:

- 1) The establishment of an interdisciplinary approach for researchers with attractive conditions for accessible movement among institutions, disciplines, sectors and countries, without financial and administrative obstacles.
- 2) The creation of state of the art research infrastructures, including research centres, foundations, units and/or laboratories, which are integrated and networked and accessible to research teams from across the EUC.
- 3) Introduction of a simple and harmonized regime for intellectual property rights in order to enhance the efficiency of knowledge transfer, in particular between public research and industry.
- 4) Optimization of research programs and priorities, for example by developing joint principles for the administration of European, national and regional funding programs.
- 5) The strengthening of international cooperation enabling faculty and other scholars in the world to participate in various research areas, with special emphasis on developing multilateral initiatives to address global challenges.
- 6) The transfer of research-based knowledge to EUC students

Research is conducted by faculty members, research associates/research personnel and PhD students either on their own or within the framework of external (national, European, international) and internal funding programs that are launched by the University.

The Research Policy provides a code of conduct for research and is intended for all staff, including people with honorary positions, faculty members, special teaching personnel, scientific collaborators, special scientists, research associates, and students carrying out research at or on behalf of the University.

All groups mentioned above must familiarize themselves with the Research Policy to ensure that its provisions are observed.

# 1. EUC Research Ethics Policy

## 1.1 Scope and Purpose

1. The aim of the EUC Research Ethics policy is to promote and encourage a high quality research and enterprise culture, with the highest possible standards of integrity and practice. The policy applies to all academic, contract research and administrative staff, all research students, as well as undergraduate and masters students who are undertaking research. In short, the policy applies to all disciplines and research activities within the University, or sub-contracted on its behalf.
2. All staff and students are expected to act ethically when engaged in University business. Any research involving animals, human participants, human tissue or the collection of data on individuals requires ethical consideration. While particular attention must be paid to the interests of potentially vulnerable groups, such as children, the University recognises that it has a duty of care towards all members of the wider community affected by its activities. The University also recognises that it has a duty of care to its own staff, and that this includes the avoidance of harm to those undertaking research.
3. The University will establish a framework for research ethics governance in which its Research Ethics Committee will have a central approval, monitoring and training role. The University will establish a Research Ethics Committee with representatives from all the Schools. The Research Ethics Committee will put in place the procedures needed to obtain approval.

It is, however, recognised that it may not always be appropriate or practicable for ethical approval to be sought from the Research Ethics Committee especially when it comes to short or undergraduate projects. Normally undergraduate or taught projects will not require clearance from the Research Ethics Committee and the matter can be dealt with at School and/or Department level. However, when active intervention is involved whether physically invasive or psychologically intrusive the Research Ethics Committee will need to be consulted. In particular, university staff has an obligation to ensure that not only their own research but any undergraduate or masters student research conducted under their supervision is ethically sound. Where research projects are subject to external approval, the School or Department responsible must ensure that this approval is sought and given. Where approval for a project has been given by a Research Ethics Committee at another university, as may be the case with a collaborative project, the EUC Research Ethics Committee must be provided with proof of this.

4. For some research projects it may be necessary to obtain the approval of the Cyprus National Bioethics Committee. Researchers should consult directly with the Cyprus National Bioethics Committee. Contact details and more information on the approval process can be found on <http://www.bioethics.gov.cy>.

## **1.2 General Principles**

1. The EUC Research Ethics Policy is based on widely accepted principles and practices governing research involving human participants. The key elements are:
  - Minimal risk of harm to participants and researchers;
  - Potential for benefit to the society;
  - Maintenance of the dignity of participants;
  - Minimal risk of harm to the environment;
  - Voluntary informed consent by participants, or special safeguards where this is not possible;
  - Transparency in declaring funding sources;
  - Confidentiality of information supplied by research participants and anonymity of respondents;
  - Acknowledgement of assistance;
  - Appropriate publication and dissemination of research results;
  - Independence and impartiality of researchers.

## **1.3 The Definition of Human-Related Research**

1. All human-related research which includes one or more of the following require ethical assessment and approval at the appropriate level:
  - Direct involvement through physically invasive procedures, such as the taking of blood samples
  - Direct involvement through non-invasive procedures, such as laboratory-based experiments, interviews, questionnaires, surveys, observation
  - Indirect involvement through access to personal information and/or tissue
  - Involvement requiring consent on behalf of others, such as by parents for a child participant

## **1.4 Vulnerable Participants**

1. Some participants may be particularly vulnerable to harm and may require special safeguards for their welfare. In general, it may be inappropriate for undergraduates to undertake research projects involving such participants.
2. Particularly vulnerable participants might be:
  - Infants and children under the age of eighteen

- People with physiological and/or psychological impairments and/or learning difficulties.
- People in poverty
- Relatives of sick, or recently–deceased, people

## **1.5 The Legal Framework, the Role of Professional Associations and Research Councils**

1. All research undertaken under the auspices of EUC must meet statutory requirements. Of particular relevance is the Bioethics Law (N.150 (I)/2001 and 53 (I)/2010), the Data Protection Law (2001), the Patients Protection Law (2005), and all those laws that create the legal framework for the Cyprus National Bioethics Committee.
2. Researchers in particular disciplines should comply with any research ethics guidelines set out by their professional associations.
3. Research Councils, charitable trusts and other research funding bodies in most cases require an undertaking from grant applicants that research proposals involving human participants have been approved by the University Research Ethics Committee or another appropriate body. Some also require audited compliance with their guidelines.

## **2. Good Research Practices / Code of Ethical Conduct in Research**

### **2.1 Code of ethical conduct in research**

Scholarly inquiry and the dissemination of knowledge are central functions of the University. They can be carried out only if faculty and research personnel abide by certain rules of conduct and accept responsibilities stemming from their research. And they can only be carried out if faculty and research personnel are guaranteed certain freedoms. The University expects that faculty and research personnel will be bound by the following research practices:

All faculty and research personnel are free to choose any research matter, to receive support from any legitimate source, and to create, analyse and derive their own findings and conclusions.

Research methods, techniques, and practices should not violate any established professional ethics, or infringe on health, safety, privacy and other personal rights of human beings and/or animals.

The above principles define the university's role with respect to research carried out on its premises. They are set forth to reinforce, and not diminish each faculty and research personnel's personal responsibilities toward their research, and to assure that each faculty and research personnel's source of funding and research applications are consistent with moral and societal conscience.

## **2.2 Openness in research**

The University recognizes and supports the need for faculty and research personnel to protect their own rights, be they academic or intellectual property rights. Even so, the University encourages all faculty and research personnel to be as open as possible when discussing their research with other researchers and the public. This aims at the dissemination of research performed in the University to enhance the international research community's knowledge and understanding.

## **2.3 Integrity**

Faculty and research personnel must be honest about their research and in their review of research coming from other researchers. This applies to all types of research work, including, but not limited to, analysing data, applying for funding, and publishing findings. The contributions of all involved parties should be acknowledged in all published forms of findings.

Faculty and research personnel are liable to the society, their professions, the University, their students and any funding agency that may fund their research. For this reason, faculty and research personnel are expected to understand that any form of plagiarism, deception, fabrication or falsification of research results are regarded as grave disciplinary offences managed by procedures described in detail in Section 2.4.

Any real or potential conflict of interest should be reported by faculty and research personnel to any affected party in a timely manner in all matters concerning research and peer review. According to the United States National Institute of Health "Conflict of interest occurs when individuals involved with the conduct, reporting, oversight, or review of research also have financial or other interests, from which they can benefit, depending on the results of the research." (<http://www.nih.gov>).

## **2.4 Misconduct in research**

Misconduct in research may involve Fabrication, Falsification, or Plagiarism in proposing, performing, or reviewing research, or in reporting research results. To prove that there has been misconduct in research, the following conditions must be met: The performance of said research has significantly deviated from accepted practices used in the field that the research was performed, and there was intention in the misconduct by the researcher(s).

Any allegations about misconduct in research will be investigated by the University thoroughly, through a special committee formed as described in the University Charter, Annex 11, Article VII.

### **3. Intellectual Property Policy**

#### **3.1 Introduction**

The EUC is dedicated to teaching, research, and the extension of knowledge to the public. Faculty, research personnel, and students at the University, hereafter referred to as "University Employees," recognize as two of their major objectives the production of new knowledge and the dissemination of both old and new knowledge. Because of these objectives, the need is created to encourage the production of creative and scholarly works and to develop new and useful materials, devices, processes, and other inventions, some of which may have potential for commercialization.

The University acknowledges the need for an Intellectual Property Rights (IPR) policy, which will promote the University's reputation as socially relevant, leading research and teaching organisation and will directly contribute to the financial position of the EUC if its commercial value is realised.

The policy is based on the principles that will govern the ownership rights emanating from research of and/or materials produced by the EUC's members of staff and students, and to establish objectively fair and equitable criteria for the transfer of knowledge. The EUC thus aims to provide support services to promote the creation of Intellectual Property (IP) whilst seeking to maximise the commercial exploitation of the resulting IPR.

Intellectual Property includes, but is not limited to, patents, registered designs, registered trademarks and applications and the right to apply for any of the foregoing, copyright, design rights, topography rights, database rights, brands, trademarks, utility model rights, rights in the nature of copyright, knowhow, rights in proprietary and confidential information and any other rights in inventions.

The EUC acknowledges that registration and commercial exploitation of Intellectual Property is often a long and costly process that is justified once it is ascertained that there exists a business case for such registration and exploitation. It is known that in practice, only a small number of works can be commercially exploited in a viable manner, depending on the nature and marketability of the work in question.

#### **3.2 Definitions**

For the purposes of this Policy:

Creator - "Creator" shall mean, employees of EUC, a student, non-employees contracted to EUC for contracts and services, or a member of a Visiting Teaching Staff involved in the production of Disclosable Work.

Disclosable Work – "Disclosable Work" shall mean such work that is novel, original, and/or important and is likely to bring impact and enhance the Creator's reputation. This work is characterised by the IP rights it generates.

Intellectual Property Policy – “IP Policy” is the name of the policy described here that outlines the regulations of the EUC in regard to disclosure and exploitation of Intellectual Property Rights (IPR).

Organisation – “Organisation” for the purpose of this document is the European University Cyprus (EUC).

Intellectual Property Adjudication Committee – is the name of the committee established to resolve disputes over interpretation or claims arising out of or relating to this policy, or dispute as to ownership rights of Intellectual Property under this policy.

Office of the Vice Rector for Research and External Affairs – is the office within the EUC responsible for the development of and enacting this IP Policy and is the interface between the EUC and the Technology Transfer Facility.

Technology Transfer Facility – “TTF” for the purpose of this policy, is the relevant body responsible for Technology Transfer support in Cyprus.

### **3.3 Intellectual Property Regulations**

#### **3.3.1 Responsibility**

1. The IP Policy acknowledges that all members of staff and students have responsibilities with regard to IPR arising from and/or used by them in the course of their teaching/employment.
2. The IP Policy also recognises that all members of staff and students require support and assistance to help them to meet their responsibilities and this will be provided by the Office of the Vice Rector for Research and External Affairs and, subsequently, by the Technology Transfer Facility.

#### **3.3.2 Identification of IP (including duty of confidentiality)**

1. It is expected that identification will take place when employees, students, or members of staff are involved in creating and developing IP. Much of the IP which will be created by the EUC’s employees may be anticipated prior to its creation depending on the nature of the project in question and outputs and results that are expected to be generated. Examples of such outputs which are likely to have potential IP rights arising include (but are not limited to):
  - Inventions (whether or not patentable);
  - Methodologies;
  - Software;
  - Databases;
  - Educational/training materials and tools;
  - Modelling tools;
  - Solutions to technical problems; and
  - Design/artistic products.

2. A Summary of the main classes of IPR is listed below:

### Patent

A registered patent provides a time-defined (up to 20 years) geographically defined monopoly right to exploit a new commercially valuable invention or process. The basis of the permission to exploit is that the invention's working is disclosed, although patenting is not possible if there has been ANY prior disclosure of the invention. Patents are governed by Cyprus Law or EU Law such as the New Patent Law of Cyprus (Law No. 16(I)/1998).

### Copyright

This time-limited right (which varies between 25 and 70 years according to the material) arises automatically on the physical creation (not the idea) of software, original literary, dramatic, artistic or musical work, and in recorded (e.g. film) or published (e.g. layout) derivations. Use of the © mark and owner's name and date is the internationally recognised way of alerting the public to the copyright ownership but the protection (the right to preventing unauthorised copying) exists regardless. Copyright is governed by the Copyright Law, 59/76.

Copyright may be assigned to a third party, but until that point or until a licence is agreed it remains the property of the Creator, unless s/he creates the work 'in the course of his/her employment', in which case it is the property of the employer.

### Moral rights

All European countries recognise an author's moral rights. In Cyprus, there are two moral rights: the right of paternity and the right of integrity. These rights relate to the reputation or standing of the creator in the eyes of fellow human beings. To infringe a moral right involves denigrating or harming the author's reputation. The right of integrity means the creator has the right to object to derogatory treatment of his/her work. Basically, this means changing it in a way that affects the nature of the work without permission. Moral rights can be waived (i.e. the author chooses not to exercise the rights) or they can be bequeathed. They cannot be assigned.

### Performing rights

Creators of copyright works have the right to protect the physical form in which those works are created – words on the page, pigment on a canvas, or the clay or metal of a sculpture. Performers such as teachers, actors, musicians and dancers also enjoy protection of their performance, especially when recorded on film, video, tape, CD, or in other form.

Performing rights may affect the multimedia elements of online courseware, as well as the Creator's copyright in the material itself.

### Database Right

This time-limited (15 years) right arises without registration to protect the compilers of non-original information from losing the benefit of their work through unauthorised copying or re-use.

### Industrial Designs

There is automatic time-limited (15 years) protection (the right to prevent unauthorised copying) for unregistered designs, provided authorship can be proved, under the Legal Protection of Industrial Designs and Models Law 4(I)/2002 This design right covers "the appearance of the whole or a part of a product resulting from the features of, in particular, the lines, contours, colours, shape, texture and/or materials of the product itself and/or its ornamentation" on condition of novelty of the design.

On registration under Legal Protection of Industrial Designs and Models Law, the designer of the new pattern or shape which has aesthetic appeal (can be 2 or 3 dimensional) acquires a monopoly right of commercialisation for a maximum of 25 years from the filing of the application, divided into 5 periods of 5 years.

An unregistered community design (UCD) gives its owner the right to prevent unauthorised copying of their design throughout the European Union. It is not a monopoly right and lasts for 3 years from the date on which the design was first made available to the public within the Community.

### Domain Names

Registering a domain name for Internet use gives a right to use the domain name typically for a period of two years, registered with bodies like ICANN internationally and the University of Cyprus in Cyprus. Owners of trademarks can have established rights to domain names.

### Trade Marks

Registering a trade mark under the Cyprus Trade Marks Law, Chapter 268, gives a monopoly right for the use of graphically distinct trading identification signs. Unregistered trade marks have some protection through court actions against "passing off" (piracy), provided that their use has not lapsed for a period of 5 years. Cyprus legislation is fully harmonised with EU Standards applicable in trade mark protection.

3. EUC's members of staff and students undertake to keep confidential and not disclose any confidential information, data, materials, knowhow, trade secrets or any other IP, to any unauthorised third party and shall also undertake to keep such information secure and strictly confidential both during the course of research activity, be it of an Academic or Collaborative/Contract nature, and also on and following completion thereof.

4. Any breach of this confidentiality and non-disclosure obligation constitutes a serious breach and may lead to disciplinary action and does not prejudice the rights of the EUC to file any action for damages or any other rights available at law.

### **3.3.3 Coverage of the Regulations**

1. Whom does this IP Policy apply to?
  - Employees:  
By persons employed by the EUC in the course of their employment.
  - Students:  
By student members in the course of or incidentally to their studies at EUC.
  - Non-employees contracted to the EUC:  
By persons engaged by EUC under contracts for services during the course of or incidentally to that engagement.
2. Sabbatical, Seconded, Visiting Academics and others:  
By other persons engaged in study or research in the University who, as a condition of their being granted access to the EUC's premises or facilities, have agreed in writing that this Part shall apply to them.
3. Participation of the EUC members of staff/employees and or students in Collaborative and/or Contracted Research.  
The preparation and negotiation of any IP agreements or contracts involving the allocation of rights in and to IP will be undertaken by a competent person authorised for this purpose by the EUC.  
Issues that will be addressed in such agreements include, but will not always be limited to:
  - ownership of Foreground IP;
  - licences to Foreground IP for uses outside the project;
  - ownership of Background IP;
  - licences to use Background IP in the project or activity in question and in relation to the use of the Foreground IP arising from such project or activity;
  - allocation of rights to use or commercialise IP arising from any such project or activity and the sharing of revenues; and
  - publications arising from the relevant project or activity and the rights arising from such projects or activities.

The terms of such agreements may be subject to negotiation.

### **3.3.4 Exceptions to the Regulations**

1. Unless specifically commissioned, typically the EUC will NOT claim ownership of copyright in certain types of Disclosable Work described in this policy as “Creator Copyright Works”:
  - artistic works;
  - text and artwork for publication in books;
  - articles written for publication in journals;
  - papers to be presented at conferences;
  - theses and dissertations;
  - oral presentations at conferences;
  - posters for presentation at conferences; and
  - musical scores.
2. Where IP has been generated under the exception clause of this regulation, the EUC may assign the copyright to the Creator.
3. Students – undergraduate and/or postgraduate.

### **3.3.5 Disclosure of IP**

1. All persons bound by these Regulations are required to make reasonably prompt written disclosure to the EUC’s Office of the Vice Rector for Research and External Affairs at the outset of the work or as soon as they become aware of it (by completion of the Invention Disclosure Form, the information required for which is provided in Appendix B):
  - any IP of potential commercial value arising from their work;
  - the ownership by a third party of any IP referred to or used for their work;
  - any use to be made of existing EUC IP during their work;
  - any IP which they themselves own which is proposed to be used by the EUC.
2. Creators shall keep all Disclosable Work confidential and avoid disclosing this prematurely and without consent;
3. Only disclose any Disclosable Work and the IP relating to it in accordance with the EUC’s policy and instructions;
4. Seek EUC’s consent to any publication of information relating to any Disclosable Work;
5. Creators must NOT:
  - i. apply for patents or other protection in relation to the Disclosable Work; and
  - ii. use any Disclosable Work for their own personal and/or business purposes and/or on their own account.

### **3.3.6 Ownership of IP**

1. Ownership of IP created by an individual who is an employee is generally determined by considering:
  - Who created the IP?
  - Was the IP created in the course of the Creator's employment?
  - Are there any contractual conditions that affect ownership?

2. Assignment of ownership rights

Generally, the Creator of IP is its legal owner. From the EUC's point of view, the most important exception to this is the general rule that IP is owned by a person's employer where the IP is created as part of, or through the auspices of, the person's employment.

3. The EUC claims ownership of all the Intellectual Property specified in section 2.2, which is devised, made or created by those specified in section 3 and under the exceptions to the regulations in Section 4. It also includes but is not limited to the following:
  - i. Any work generated by computer hardware/software owned/operated by the EUC.
  - ii. Any work generated that is patentable or non-patentable.
  - iii. Any work generated with the aid of the EUC's resources and facilities including but not limited to films, videos, field and laboratory notebooks, multimedia works, photographs, typographic arrangements.
  - iv. Any work that is registered and any unregistered designs, plant varieties and topographies.
  - v. Any University commissioned work generated. Commissioned work is defined as work which the EUC has specifically employed or requested the person concerned to produce, whether in return of special payment or not and whether solely for the University or as part of a consortium.
  - vi. Know-how and information related to the above
  - vii. Any work generated as a result of the teaching process including but not limited to teaching materials, methodologies and course outlines.
  - viii. Material produced for the purposes of the design, content and delivery of an EUC course or other teaching on behalf of the school, whether used at the school's premises or used in relation to a distance learning and/or e-learning project. This type of material includes slides, examination papers, questions, case studies, and assignments ("course materials").
  - ix. Material for projects specifically commissioned by the EUC
  - x. All administrative materials and official EUC documents, e.g. software, finance records, administration reports, results and data.

### **3.3.7 Modus Operandi for Commercial Exploitation of the IPR**

1. The EUC is entitled to commercially exploit any result obtained under its aegis (unless this entitlement is relinquished). The Office of the Vice Rector for Research and External Affairs has the responsibility for administration of Disclosures and will work with the TTF of Cyprus, which has responsibility for

- commercialisation of Disclosures. As guidance to the commercialisation process, the EUC/TTF will follow a standard process, graphically presented in Appendix A.
2. The Creator/s shall notify the Office of the Vice Rector for Research and External Affairs of all IP which might be commercially exploitable and of any associated materials, including research results, as early as possible in the research project. This notification shall be effected by means of an Invention Disclosure Form (contents as noted in Appendix B). In case of doubt as to whether research is commercially exploitable or otherwise, the Creator/s undertake/s to seek the advice of Cyprus Central TTF.
  3. The Office of the Vice Rector for Research and External Affairs shall immediately acknowledge receipt of the Disclosure Form. In consultation with the TTF and the Creator/s, shall decide whether the EUC and the TTF has an interest to protect and exploit the relevant IPR.
  4. The TTF shall communicate the decision in writing to the Office of the Vice Rector and the Creator/s by not later than three months from the date of receipt of the Invention Disclosure Form. If the EUC and TTF decide to protect and exploit the IPR, it is understood that:
    - the Creator/s shall collaborate with the EUC and the TTF, to develop an action plan for the protection and commercial exploitation of the IP;
    - the TTF in collaboration with the Creator/s shall ensure that third party rights are not infringed in any way through the process; and
    - the EUC/TTF shall seek to protect the right of the Creator/s to use the said IP for strictly non-commercial purposes.
  5. Should the EUC and TTF decide that there is no interest in protecting and exploiting the relevant IPR, or should it fail to inform the Creator/s about its decision within the stipulated time, the EUC may assign all its rights, title and interest in such IP to the Creator/s concerned, whilst the EUC retains the right to use the said IP in whichever manifestation for strictly non-commercial purposes.
  6. The Creator/s SHALL NOT enter into any sponsorships or commercial agreements with  
third parties related to their research at EUC without prior written authorisation by the Office of the Vice Rector for Research and External Affairs. This said, it is understood that consent shall generally be granted to Creator/s for such requests as long as the IPRs of the EUC are safeguarded; otherwise the claims on IPR expected by the third party must be agreed upon explicitly upfront.

### **3.3.8 IPR protection**

1. Some forms of IP require active steps to be taken to obtain protection (e.g.: patents, registered trademarks and registered designs). Other forms of IP rights are protected on creation (e.g. Copyright, EU Database Rights) but still require appropriate management in order to maximise the protection available. Best practices in patent protection require that all materials made publicly available by any employees, members of staff and/or students should include a copyright notice.

2. Any decisions relating to the registration of any IP rights such as making an application for a patent or a registered trade mark or a registered design (including any decisions to continue or discontinue any such application) should be made in consultation with the Office of the Vice Rector for Research and External Affairs and the TTF. The IP registration process can be very expensive and IP protection costs should not be incurred without appropriate consideration of how such costs will be recovered.

### **3.3.9 Revenue Sharing Mechanism**

The EUC's employees and students can benefit from the Revenue Sharing Scheme if their work generates income for the EUC. The scheme is presented in Appendix C. Note that such revenue to be shared is typically calculated after deduction of all costs incurred by the EUC and TTF in developing, protecting, exploiting, and marketing the Disclosable Work and the Intellectual Property it contains.

### **3.3.10 Leaving the EUC**

Cessation of employment, under normal circumstances, will not affect an individual's right to receive a share of revenue. Exceptions to this rule include: cessation of employment due to disciplinary actions.

### **3.3.11 Applications to use the EUC's IP**

1. The EUC may be willing to consider requests from its staff and/or students for a licence to use specific IP, owned by EUC for their use although the terms and decision to grant any such licences is a decision wholly made by the EUC.
2. Applications for such licence should be made in writing to the Office of the Vice Rector for Research and External Affairs.

### **3.3.12 Breach of the Regulations**

1. Breach of the regulations listed in this Policy may be a disciplinary matter for the EUC's staff and students under the normal procedures.
2. The EUC shall consider all avenues available to it, including legal action if necessary, in respect to persons bound by these regulations who acted in breach of them.

### **3.3.13 Discretion to assign/licence back**

1. If the EUC does not wish to pursue the commercialisation of any Intellectual Property or does not wish to maintain an interest in the IPR, it has the right to assign such IPR rights to the Creator/s of the IPR by entering into an agreement to enable the IP to be used by the Creators. This will generally only be granted where there is clear evidence that the IP provides no other benefit to the EUC and is not related to other IP, which the EUC has an interest in. However, the EUC shall not assign its IP if they consider that the commercialisation of the IP could potentially bring harm to the name of the EUC. Decisions regarding potential harm will be taken by the Research Ethics Committee of EUC.

2. Requests for any transfer of rights from the EUC to another party with rights should be made in the first instance to the Vice Rector for Research and External Affairs.

### **3.3.14 Amendments to the Regulations**

These Regulations may be amended by the Senate of the EUC on the recommendation of the Vice Rector for Research and External Affairs.

### **3.3.15 Death**

In the event of a researcher's death, the entitlement shall continue for the benefit of his or her estate.

### **3.3.16 Disputes**

1. Any question of interpretation or claim arising out of or relating to this policy, or dispute as to ownership rights of intellectual property under this policy, will be settled by submitting to the EUC's Intellectual Property Adjudication Committee a letter setting forth the grievance or issue to be resolved. The committee will review the matter and then advise the parties of its decision within 60 days of submission of the letter.
2. The Intellectual Property Adjudication Committee will consist of a chair who is a member of the tenured faculty, at the rank of either a Professor or an Associate Professor, one member of the faculty from each School, at the rank of either Assistant Professor or Associate Professor or Professor, an individual from the EUC with knowledge of Intellectual Property and experience in commercialisation of Intellectual Property, and two other members representing, respectively, the EUC administration, and the student body. The chair will be appointed by the Vice Rector for Research and External Affairs, with the advice and consent of the Senate Research Committee, and the remaining members of the committee will be appointed: the faculty members, each by their School's Council, the administration representative by the University Council or its designee, and the student representative by the Student Union.  
The committee will use the guidelines set forth in this policy to decide upon a fair resolution of any dispute.
3. Any disputes regarding the revenue distribution from the exploitation of Disclosable Works will be dealt with in accordance with the EUC's normal member of staff or student dispute procedures as outlined in the contractual terms of conditions.
4. The Parties shall attempt to settle any claim, dispute or controversy arising in connection with this Policy, including without limitation any controversy regarding the interpretation of this Policy, through consultation and negotiation in good faith and spirit of mutual cooperation. Where such claims or disputes cannot be settled amicably, they may be taken to court.
5. This Agreement shall be governed by, and construed in accordance with the laws of Cyprus.

## **4. Offices, Committees and Centres for Research**

### **4.1 Vice Rector for Research and External Affairs**

The Vice Rector for Research and External Affairs (from now on referred to as the Vice Rector) is the person responsible for representing the University on research matters and enhancing activities related to research within the University. Moreover the Vice Rector facilitates and supports, when asked by faculty or research members, all research activities, including the implementation of research projects, the organization of scientific conferences and the establishment of research units/labs. In addition, the Vice Rector is responsible for the smooth implementation of the University's Research Policy.

### **4.2 Senate Research Committee**

The administration of the research activity is facilitated by the Senate Research Committee of the University. The Committee composition is prescribed in the University Charter and the Committee is accountable to the Senate of the University.

### **4.3 Research Foundations and Centres**

Research is carried out in university departments, research foundations, and centres. The Senate suggests to the University Council the formation of new foundations and research centres or the discontinuation of existing ones, if necessary.

The University Council approves the establishment of these foundations and research centres. Separate regulations are issued for the establishment of University research centres. Detailed description of the mission, area of specialization, and operation of each foundation or research centre is given in a separate document.

### **4.4 Research Office**

Detailed description of the mission, area of specialization, and operation of the Research Office is given in a separate document.

## **5. Rules Governing External Research Programmes**

### **5.1 Suggested procedure for submitting and implementing a funded research project**

The following rules apply for externally funded research projects:

#### **5.1.1 Submission of research proposals:**

Faculty and research personnel that are interested in submitting a proposal or participate in a proposal for ANY kind of externally funded research project

(commercial, consultancy, RPF, European etc) should consult and get the approval of the EUC Research Office. The formal procedures developed by the Research Office pertaining to the development of a research proposal and to participation in a research project should be followed in all cases. Given that in all research and consulting application forms a budget also needs to be prepared, the budget will be developed in collaboration with the EUC Research Office, sharing their expertise with the faculty and research personnel and advising them accordingly about the cost models and cost categories used in each case. This procedure should make sure that the proposal satisfies all the necessary criteria of the particular research call.

The final approval for financial and administrative issues of proposals or projects will be signed by the legal representative of EUC.

### **5.1.2 Project implementation**

The formal procedures developed by the Research Office pertaining to the administration of a research project should be followed in all cases.

In the case where a project is awarded, a copy of the contract and all the original receipts, invoices, contracts and other accounting documents regarding expenses of the project will be maintained by the EUC Research Office without any additional remuneration or personnel costs added to the budget of a project. The researcher/s involved in an externally funded project are responsible for submitting all receipts, invoices, contracts and other accounting documents relevant to their project to this department. No payment will be processed before the submission of the aforementioned documents to the Research Office.

Timesheets should be kept for all projects. These will be used as the basis for calculating the money to be paid to researchers for all types of projects. The EUC Research Office will assist researchers to calculate the hourly and daily rate for each staff member.

The researcher must also inform the Chief Financial Officer of the University, through the EUC Research Office, in order to create a separate ledger (account) in the University's Accounts Department. After completion of the project, the Accounts Department will keep the file on record for 5 years or more if needed by the contractual agreement.

The EUC Research Office should keep a file with all the details concerning the project. The file must be made available to the Senate Research Committee upon request.

### **5.1.3 Financial issues concerning externally funded research projects**

All incoming funds for the execution of a project are deposited in a separate account (ledger) of the University and all necessary expenses with their receipts relating to the project are paid/signed by the Vice Rector for Research and External Affairs, the CFO and the CEO of the University.

The time spent by faculty and research personnel on national, European or international research projects is, with rare exceptions, an eligible cost for inclusion in a project budget at a level which reflects the time to be spent by faculty and research personnel on the project and the employer's cost. These are real project costs and their inclusion in project budgets is strongly required.

Salary payments to faculty and research personnel will be paid out regularly by the Accounts department upon the project coordinator's request to the Research Office and provided that the allocated amount for the previous period has been received from the funding agency and all reporting requirements for the previous period to the funding agency have been met.

In cases of delay in receiving the predetermined instalment, the University will grant to the researcher the required funds (not his/her compensation/remuneration but costs such as equipment, consumables, traveling) to initiate the research, provided that a copy of the contract and all necessary documentation had been submitted to the Research Office.

Employment of additional temporary staff, budgeted for completion of the research project, will be the responsibility of the project coordinator. The remuneration for temporary staff will depend on the corresponding budget of the project and the possible allocation of funds for this purpose.

Subcontracting activities within the framework of a research project will be the responsibility of the project coordinator. These activities should be in alignment with the corresponding budget of the project, the grant rules, and the EUC subcontracting policy.

In the case where a faculty or research personnel fails to complete a research project due to failure to meet his/her contractual obligations, or if it is clear that there was an intention of misconduct and there are financial damages laid upon the University relating to this event, the faculty or research personnel is liable to pay these damages. This will not be applied in cases such as health problem, etc, where there is clearly not an intention of misconduct.

### **5.1.4 University research fund**

All funds allocated for research from externally-funded research projects, the University as well as funds offered for research purposes from third parties will be deposited in the University Research Fund. Recommendations for the allocation of funds are made by the Senate Research Committee and are subject

to the final approval of the Management of the University. These funds can be used to finance such activities as:

- (a) Participation of academic researchers in conferences, seminars, and meetings to co-ordinate activities, which are needed for submission of external programmes.
- (b) The administration costs associated with providing support services to academic researchers.
- (c) Organisation of training seminars for the faculty and research personnel of the University; these seminars shall be organized if and only will help/assist and/or facilitate researchers to enhance and further develop their knowledge in subjects related to their research fields and help them design and implement research projects.
- (d) Purchase of software, hardware and equipment that are needed by faculty and research personnel for research projects.
- (e) The funding for the University's Internal Research Awards such as PhD scholarships
- (f) Development of Infrastructure related to the research activity of the University.
- (g) Funding of the activities of the Research Office of the University.

## **6. Rules Governing Internal Research Awards**

The University's "Internal Research Awards" (IRA) are launched on an annual basis by the Senate Research Committee, are announced by the Vice Rector for Research & External Affairs and financed by the University Research Fund and external sponsors as described in Section 5.1.4 above.

### **6.1 Purpose**

IRAs are awarded to EUC faculty in order to pursue research and other creative work. IRAs provide support for exploratory research projects which might result in proposals submitted for external funding or in creative work that is likely to enhance the recognition of the faculty and research personnel and the University at large. IRAs may be used for funding travel, equipment, supplies, PhD student assistants' scholarships, student assistants, research assistants and other expenses. Funding for this programme comes from the University Research Fund.

### **6.2 Eligibility for the awards**

All full-time faculty members of the University who have the rank of Assistant Professor or higher are eligible to apply for the awards. Specific eligibility criteria may apply for each type of award.

### **6.3 Application Procedure**

The Vice Rector for Research and External Affairs initiates the selection process by issuing a call for proposals. The deadline for the submission of proposals will be announced. Application materials will be available from the office of the Vice Rector for Research and External Affairs and the proposals will be submitted electronically to the office of the Vice Rector.

## **7. Teaching Hours Reduction for Research Purposes**

The University rewards members of staff who excel in research by awarding them Teaching Hours Reduction (THR). A THR may be awarded if the member of staff fulfils the conditions in one or more of the three schemes outlined below.

A member of staff may be awarded a THR under more than one of the schemes described below if he/she is eligible. The minimum teaching per semester can be reduced down to 6 hours per week based on the accumulated research load reduction hours. An exemption may be considered for Deans and Chairs.

All allocations of THR under the three schemes outlined below will be made after a recommendation of an ad-hoc committee chaired by the Vice Rector for Research and External Affairs. The committee will take into account scheduling constraints and other considerations for the sustainable development of research activity at the university. The committee will meet at an appropriate time in each semester in order to make the THR allocations in time for the preparation of the schedule of classes for the next semester.

### **7.1 Award of a THR for participation in research projects**

Members of staff are eligible to apply for a Teaching Hours Reduction (THR) when conducting funded research for the full duration and until the completion of relevant funded projects. Should their application meet with success, funded project coordinators are entitled to a three-hour teaching reduction per semester for the whole duration of the project, whereas research partners are eligible for a THR equivalent to at least one third of the duration of the project.

Based on the policy of the University with regard to THR requests, Faculty, research and Other Teaching Personnel (OTP) members are expected to submit a written request to the Chairperson of his/her Department before the beginning of the academic year/semester. The Chairperson will process the THR request by way of making a relevant recommendation to the Dean of School. The Dean will then forward his/her recommendation to the Vice Rector for final approval. After the deadline expires, applications for teaching hours reduction will not be accepted.

The deadlines for submitting a request for teaching load reduction per semester are the following:

For the Fall Semester: 1st of May  
For the Spring Semester: 31st of October

If a research proposal was awarded a grant after the special case of approval of a research/grant proposal (i.e. RPF, EU etc) while an academic year is in progress, a THR request should be submitted and be approved prior to the beginning of the next semester, during which the teaching load reduction will be applied. The research project should commence at least one month before the beginning of the next semester for the THR to be awarded.

### **7.2 Award of a THR for writing a book**

A three-hour teaching reduction per semester will be awarded for the purpose of writing a book upon submission of a publishing contract by a reputable publisher. A total of two THR allocations (maximum 6 credits) will be made under the scheme for each book contract. The same deadlines and application procedure apply as in the scheme described in section 7.1.

### **7.3 Award of a THR by accumulation of points**

A third scheme for the award of a THR takes into account the research activity of members of staff and the points they have accumulated according to the tables given in Appendix D. A THR of 3 hours per week is awarded to faculty members once they accumulate 100 (one hundred) points and the same number of points are automatically deducted from his/her accumulated total. Points accumulated over time but not utilized by a member of staff will simply remain at his/her disposal.

Note that members of staff may consider the year 2016 as the starting point for calculating points accumulated through research. The calculation of points will be valid after it has been approved by the Dean of the School and the Vice Rector for Research and External Affairs.

New faculty members can also get THRs under this scheme from the first semester of their employment. The points accumulated from their publications in the five (5) years prior to their appointment will be taken into account.

## **8. Equipment Acquired through Internal and External Funding**

### **8.1 Equipment acquired through University funds**

All equipment that has been acquired through funds that come directly through the university's funds (internal research grants, university research funds) will belong solely to the University and will be used by the faculty and research personnel's affiliated department or lab, according to the affiliation used by said faculty and research personnel in the funded research proposal and/or project. The faculty and research member is entitled to use the equipment throughout the duration of the funded project and this remains within the research unit/laboratory once the project

is completed, or within the faculty member's department, under his/her direct supervision if s/he does not belong to a unit / lab. Any required maintenance of the equipment should be undertaken by the University.

## **8.2 Equipment purchased through external funding**

Equipment (software and hardware) is often provided in full or partly in the budget of proposals for external funding to enable the faculty and research member to carry out research effectively. This kind of equipment (computers, projectors, software programmes, fax and printing machines, etc.) is the property of the University but remains in the faculty or research personnel's research unit/laboratory or when this is not applicable in his/her department, under his/her supervision. The faculty member is entitled to use the equipment throughout the duration of the externally funded project. When faculty or research personnel who have had externally funded research projects leave the University, the status of any equipment purchased remains a property of the unit/lab or department that the faculty or research personnel belonged.

Any required maintenance of the equipment should again be undertaken by the University.

In the unlikely event that a faculty or research personnel obtains equipment via external funding that is not processed through the University's budget, the status of the equipment should be negotiated with the Vice Rector to determine ownership and responsibility for repair and replacement. Faculty or research personnel are encouraged to seek outside funding to upgrade, or replace their research equipment.

The Research Office is committed to working with faculty or research personnel to develop proposals for research and teaching equipment. Equipment grants usually require an institutional match, and faculty or research members are advised to consult with the Research Office and the Director of MIS early in the process about this matter. The MIS should be able to help faculty or research personnel to identify the best hardware and software products and estimate costs for proposal budgets.

## **8.3 Provision of computing equipment by MIS**

The MIS department supplies desktop office computers, computer teaching labs, copy and printing machines and other types of equipment needed for research (software and hardware). The Director of the MIS department is responsible for keeping the University's inventory records and adjust these in the case of equipment purchases or wearing out of equipment (being fully depreciated).

## **9. Policy on Research Staff**

### **9.1 Introduction**

Academic Research Staff are EUC contract employees hired to work on EUC research activities as defined below. As EUC employees, Academic Research Staff are subject to all policies and procedures related to EUC employment, and receive all benefits implied by the employment law.

### **9.2 Definitions of Roles**

The following positions for research staff are being described in the following sections:

- Research Associate
- Research Fellow
- Senior Research Fellow
- Honorary Research Staff

#### **9.2.1 Job Description for the Position of Research Associate**

##### **9.2.1.1 Overall Role**

For researchers who are educated to first degree level (and Master's degree) and who possess sufficient breadth or depth of knowledge in the discipline of research methods and techniques to work within their own area. Role holders who gain their doctorate during the course of employment will normally be recommended for promotion to Research Fellow, if this is appropriate for the duties and responsibilities of the post.

As a team member of the Research Laboratory/Programme the Research Associate will contribute quality research outputs and conceptual support to projects. With the guidance of the supervisor/programme leader, and within the bounds of the Research Laboratory/Programme mandate, the Research Associate will:

##### **9.2.1.2 Key Responsibilities**

- Conceptualize and conduct short-term experiments and research activities in support of broadbased/longitudinal research projects, ensuring consistency with established methodological approaches and models, adherence to project timelines, and completeness of documentation;
- Conduct studies of related literature and research to support the design and implementation of projects and development of reports, ensuring conceptual relevance, comprehensiveness, and currency of information;

- Write and publish articles in peer-reviewed journals that highlight findings from research and experimental activities ensuring consistency with the highest standards of academic publication and showcasing the Centre's/Programme's scientific leadership;
- Communicate to Programme/Project team developments/progress and results of research activities ensuring that relevant information and issues in the implementation of projects/experiments are captured in as comprehensive and timely manner as possible;
- Develop collaborative links with core scientific personnel in related programme areas to gain exposure to, and build knowledge on experimental/research activities and approaches, in order to subsequently improve conceptual development and implementation of existing programmes;
- Utilize appropriate and current techniques/protocols in experimental laboratory management to ensure integrity and security of experimental process, comprehensive documentation, and replicability of experimental procedures;
- Design and organize databases along project frameworks and experimental research design that support overall research management, including the monitoring and evaluation of project inputs, actions, and outcomes, as well as the subsequent integration of these databases to other databanks;
- Identify areas of improvement within the research structure using integrated management approaches in pursuit of capacity building/strengthening and the preservation of scientific rigor in research studies.
- To contribute to the design of a range of experiments/fieldwork/research methodologies in relation to the specific project that they are working on
- To set up and run experiments/fieldwork in consultation with the Principal Investigator, ensuring that the experiments/fieldwork are appropriately supervised and supported. To record, analyse and write up the results of these experiments/fieldwork.
- To prepare and present findings of research activity to colleagues for review purposes.
- To contribute to the drafting and submitting of papers to appropriate peer reviewed journals.
- To prepare progress reports on research for funding bodies when required.
- To contribute to the preparation and drafting of research bids and proposals.
- To contribute to the overall activities of the research team and department as required.
- To analyse and interpret the results of their own research

### **9.2.1.3 Skills and Qualifications**

Education: Level Bachelor and/or Master's in the Programme Area

Experience and Skills:

Basic research skills and knowledge of research techniques

Ability to analyse and write up data

Ability to present and communicate research results effectively to a range of audiences

#### **9.2.1.4 EUC Pertaining Benefits**

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.

- Desk, Telephone line and PC
- MS Office, SPSS, Email and Printing Rights
- Business Cards with the University Emblem and the Research Laboratory they belong to
- Full access to the library

All researchers must receive the same forms of employment documentation as other academic-related staff of the University:

- a formal contract signed by the relevant appointing authority;
- written confirmation of any changes in the terms of employment;
- job description or the generic description of the role and, where appropriate, a list of expected research goals;
- further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them.

### **9.2.2 Job Description for the Position of Research Fellow**

#### **9.2.2.1 Overall Role**

A Research Fellow is a researcher with some research experience and who has typically been awarded a doctoral degree. A Research Fellow will often have supervisory responsibilities for more junior researchers and will often lead a team of researchers to achieve a research project's aims. They will initiate, develop, design and be responsible for the delivery of a programme of high quality research and may have full authority over several phases of project work.

#### **9.2.2.2 Key Responsibilities**

- Design, Conceptualize and conduct short-term experiments and research activities in support of broadbased/longitudinal research projects, ensuring consistency with established methodological approaches and models, adherence to project timelines, and completeness of documentation;
- Supervise and Conduct studies of related literature and research to support the design and implementation of projects and development of reports, ensuring conceptual relevance, comprehensiveness, and currency of information;
- Write and publish articles in peer-reviewed journals that highlight findings from research and experimental activities ensuring consistency with the highest standards of academic publication and showcasing the Centre's/Programme's scientific leadership;
- Take the lead within the team and communicate to Programme/Project team developments/progress and results of research activities ensuring that relevant

information and issues in the implementation of projects/experiments are captured in as comprehensive and timely manner as possible;

- Develop collaborative links with core scientific personnel in related programme areas to gain exposure to, and build knowledge on experimental/research activities and approaches, in order to subsequently improve conceptual development and implementation of existing programmes;
  - Utilize appropriate and current techniques/protocols in experimental laboratory management to ensure integrity and security of experimental process, comprehensive documentation, and replicability of experimental procedures;
  - Design and organize databases along project frameworks and experimental research design that support overall research management, including the monitoring and evaluation of project inputs, actions, and outcomes, as well as the subsequent integration of these databases to other databanks;
  - Identify areas of improvement within the research structure using integrated management approaches in pursuit of capacity building/strengthening and the preservation of scientific rigor in research studies.
  - Develop research objectives, projects and proposals.
  - Conduct individual or collaborative research projects.
  - Identify sources of funding and contribute to the process of securing funds.
- 
- Act as principal investigator on research projects.
  - Manage and lead a team of researchers to achieve the aims of a research project.
  - Oversee and appropriately supervise and support the research activities (experiments, fieldwork etc.) of a research programme/project.
  - Ensure that research results are recorded, analysed and written up in a timely fashion.
  - Manage research grants in accordance with EUC Financial Regulations and the conditions of the funding body (e.g. EU, RPF etc.)
  - Prepare and present findings of research activity to colleagues for review purposes.
  - Submit papers to relevant peer reviewed journals and attend and present findings at relevant conferences.
  - Prepare progress reports on research for funding bodies when required
  - Participate in and develop external networks, for example to identify sources of funding or to build relationships for future research activities

### **9.2.2.3 Skills and Qualifications**

Education: Level PhD in the Programme Area

Experience: at least 1-3 years relevant experience.

The candidate must possess sufficient specialist knowledge in the specific discipline to develop research programmes and methodologies.

### **9.2.2.4 EUC Pertaining Benefits**

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.

- Desk, Telephone line and PC
- MS Office, SPSS, Email and Printing Rights
- Business Cards with the University Emblem and the Research Laboratory they belong to
- Full access to the library

All researchers must receive the same forms of employment documentation as other academic-related staff of the University:

- a formal contract signed by the relevant appointing authority;
- written confirmation of any changes in the terms of employment;
- job description or the generic description of the role and, where appropriate, a list of expected research goals;
- further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them

### **9.2.3 Job Description for the Position of Senior Research Fellow**

#### **9.2.3.1 Overall Role**

A Senior Research Fellow is an experienced researcher holding a leadership role in a research group/centre/institute. Post-holders are expected to undertake the role of Principal Investigator on major research projects, exhibit a strong reputation for independent research, and provide academic leadership. They are also expected to support the management activity of the relevant School/Research Centre, and contribute to the delivery of the School's/ Centre's/Laboratory's research strategy.

#### **9.2.3.2 Key Responsibilities**

- Supervise postgraduate research students
- Contribute to the development of research strategies for the relevant School/Centre/Laboratory.
- Define research objectives and questions
- Develop proposals for research projects which will make a significant impact by leading to an increase in knowledge and understanding
- Actively seek research funding and secure it as far as it is reasonably possible
- Generate new research approaches
- Review and synthesise the outcomes of research studies
- Interpret findings obtained from research projects and develop new insights
- Contribute generally to the development of thought and practice in the field
- Provide academic leadership to those working within research areas - for example, by co-ordinating the work of others to ensure that research projects are delivered effectively and to time
- Contribute to the development of teams and individuals through the appraisal system and providing advice on personal development

- Act as line manager (e.g. of research teams)
- Act as a personal mentor to peers and colleagues
- Provide advice on issues such as ensuring the appropriate balance of research projects, appointment of researchers and other performance related issues
- Identify opportunities for strategic development of new projects or other areas of research activity and contribute to the development of such ideas

### **9.2.3.3 Skills and Qualifications**

Education: Level PhD in the Programme Area

Experience: at least 7-10 years relevant experience. Significant post-qualification research experience with a track record of high-quality publications.

Experience of successful supervision of students

Experience in a leadership role in a Research Group/Centre or Laboratory

### **9.2.3.4 EUC Pertaining Benefits**

Researchers will have access to facilities which are necessary and appropriate for the performance of their duties.

- Desk, Telephone line and PC

- MS Office, SPSS, Email and Printing Rights

- Business Cards with the University Emblem and the Research Laboratory they belong to

- Full access to the library

All researchers must receive the same forms of employment documentation as other academic-related staff of the University:

- a formal contract signed by the relevant appointing authority;
- written confirmation of any changes in the terms of employment;
- job description or the generic description of the role and, where appropriate, a list of expected research goals;
- further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them

## **9.3 Procedures for Appointment**

### **9.3.1 Selection and Search Procedures**

As a general rule, an appointment to the Academic Research Staff requires a search for a suitable candidate. Searches are initiated with a written vacancy announcement, such as in relevant professional journals or other publications.

The text for the announcement should be sent to the Office of the Vice Rector of Research and External Affairs and the Office of the Director of Human Resources, clearly describing the terms of employment, length of employment, identity and duration of funding sources contributing to his or her salary and line manager (the person the researcher will be reporting to). The text should be advertised for a reasonable amount of time. A copy of a current CV, a cover letter and at least one recommendation should be sought for. A short list of the potential candidates will be created based on merit and the top part of the list will be called for a structured interview with the line manager. At the end of the procedure, the line manager will report back to the Office of the Vice Rector of Research and External Affairs and the Office of the Director of Human Resources, the name(s) of the proposed Researcher.

### **9.3.2 Criteria for the Appointment to Rank of Research Associate**

Minimum qualifications as described in Section 9.2.1.

### **9.3.3 Criteria and Procedures for the Promotion to the Rank of Research Fellow**

A Research Associate may, during the course of his/her appointment obtain, his/her PhD. In such cases, the employee (provided that he/she fulfills the work experience as described in Section 9.2.2) is promoted to the rank of Research Fellow. If the funding source that sponsors the program the researcher is assigned to accounts for a pay rise this is immediately applied.

## **9.4 Honorary Research Staff**

The work of Research Centers is enhanced by the involvement and collaboration in the Research Centers' activities of personnel who are not employees of the University. To recognise the association, EUC may confer an honorary title to such individuals during the period of their association. An honorary title may not be conferred on an employee of EUC.

The title to be conferred will depend on the level of distinction and qualification of the candidate. Applications should come from the Dean of the School with:

- a copy of the person's CV
- a citation that should include:
  - a description of contributions to teaching
  - research being undertaken with academic staff as evidenced by joint publications/research projects and research grants or contracts being held jointly or a significant involvement in industry/academic joint activities within the College
  - rationale for offering the association
  - the start date and end date of the association

Honorary titles are intended to recognise ongoing attachments and are awarded for a fixed term, normally up to three years in the first instance. No monetary honorarium is associated with the offer.

The honorary research titles that can be awarded are:

#### **9.4.1 Honorary Principal Research Fellow**

Will have made an outstanding contribution to teaching and research

#### **9.4.2 Honorary Senior Research Fellow**

Extensive research experience required, the quality of which is determined by refereed publications, invitations to speak at conferences, hold an established national reputation and a known or developing international reputation. Have the ability to attract significant external research funding. Will usually lead a team of other research staff, possibly drawn from several disciplines

#### **9.4.3 Honorary Research Fellow**

Proven ability of high quality research, evidenced by authorship of a range of publications. Capable of attracting external research funding. May be required to undertake project management and/or supervise teams and other research staff; expected to provide expert advice and guidance to others

#### **9.4.4 Honorary Research Associate**

Required to produce independent original research and to take initiatives in planning of research.

### **9.5 Intellectual Property Rights**

All IP generated throughout the employment of an Academic Research Staff Member belongs to EUC. In such cases that the Researcher is employed in a project that assigns explicit IP rights (e.g. an EU funded project) then the rules as set out by the funding agency are followed.

Honorary Research Staff may be required to assign the rights to any IP they create in the course of their academic activities to EUC. EUC may have obligations to organisations which are funding the research (e.g. an EU funded project) in question which it will not be able to honour without such an assignment of rights being in place.

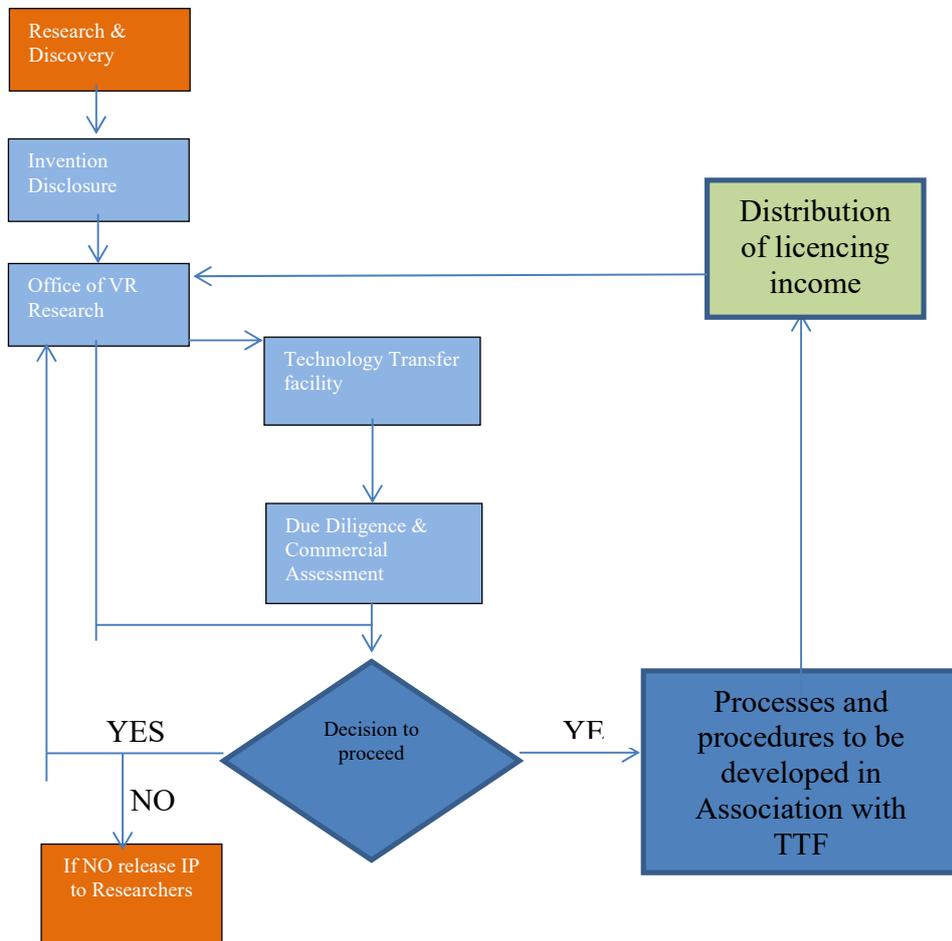
Associates are treated as if they were EUC Employees for the purposes of revenue sharing.

#### **9.6 Involvement of Research Staff**

Wherever possible, Academic Research staff should be encouraged to take part in university decision making processes, for example by inclusion in relevant departmental committees. Where appropriate, researchers should be included at University level, for example as representatives in working groups and staff consultation exercises.

**Appendix A:**

**A Technology Transfer Process Map – to be completed when the TTF has been established.**



## **Appendix B:**

### **Invention Disclosure Guidelines**

#### **Invention Disclosure Form - Example**

An Invention Disclosure Form (IDF) is designed to determine the basic facts relating to an invention, design, or copyright material. It is a way of capturing an invention and establishing who the inventors are, what the invention is, who is funding it, what the anticipated product/ market is and initiate Intellectual Property (IP) due diligence. Information on the following aspects of an invention should be included in an Invention Disclosure Form.

1. Descriptive Title of the Invention.
2. Who was involved? Please specify for each individual who contributed, invented or authored (if software):
  - a. Their names and if any are foreign nationals;
  - b. Who their employer is; are any contracts or arrangements in place?
  - c. What they contributed to the development of the technology (e.g. came up with the original idea; designed experiments; carried out experimental work; wrote code)
3. Detail of your invention:
  - a. What do you think your invention is?
  - b. What will your invention be used for?
  - c. What are the advantages of your invention and how does it improve on the present situation?
  - d. What is new about your invention?
  - e. How and why does it work? What is the science behind the invention
  - f. Are there any other uses of the invention?
4. Interest from external organisations and their details.
5. Information on published literature (including patents) relevant to your invention?
6. When and where the invention was first conceived?
7. What are your future plans for developing the technology?
8. Who have you told about the invention, when and where?
9. When did you first describe the invention in writing or electronically?
10. Publications, abstracts, conferences to date.
11. Publication and conference plans.
12. Funding information (comprehensive), e.g including third party support, Material Sales or Transfers, patient consents.

For inventions that include software, please provide the following additional information.
13. Application name and version number.

14. For source code developed by the researchers identified in question 2 above, include: source files used, programming languages, development tools, copyright protection in source code.
15. For new versions, include: source files changed, added or removed since the previous version, documentation required for others to use, if the source files have been distributed outside the university, and in what form, and are the source files available as a web-download – inc. URL and terms under which the download is available.
16. For other source files or libraries that are required to build the software application (external software), list the following: all external software required to use the application; who owns that software, how was the software obtained, licence terms or FOSS – name of the licence.

## Appendix C:

### Suggested Revenue Sharing Scheme

The EUC will share royalty income with employees and/or students involved in producing Disclosable Work whose exploitation generates revenue for the EUC. Payments are made at the Organisation's sole discretion, but the EUC will normally share royalty income in accordance with the table below. This may be either as a lump sum or as royalty income over a period of time.

**Table C1**

<b>Net Revenue</b>	<b>Allocated to the Creator/s</b>	<b>Allocated to the EUC Central Budget</b>	<b>Allocated to the Creator'/s School of Study or Department Budget</b>	<b>Allocated to Support the TTF</b>
100%	50%	20%	20%	10%

## Appendix D

### D1. Points accumulation from Research

Table D1 details the evaluation categories which will be used for the calculation of research points allocated to EUC researchers. The table has been constructed taking into account the following:

1. The points awarded are based on the evaluation of research accomplishments, not on the estimation / calculation of hours spent during the implementation of a research activity.
2. A research accomplishment is any research-related activity which strengthens the research portfolio and enhances the research esteem of a researcher in particular, and the EUC in general
3. It is apparent that specific research accomplishments cannot be evaluated in a similar manner across the range of research disciplines. Therefore, the following table is implicitly “averaging” the weight of these accomplishments, so that the scheme can be operational and fair.
4. The term “national”, when used in association with a conference, refers to one which is local in nature (i.e. only researchers from Cypriot Universities and other Cypriot research establishments participated in it).
5. The term “international”, when used in association with a conference, refers to one which is international in nature (i.e. researchers from Universities and other research establishments from at least two countries participated in it).
6. The term “national”, when used in association with a publication refers to one published by a Cypriot university or other Cypriot academic publishing house.
7. The term “international”, when used in association with a publication refers to one published by an international university or other international academic publishing house.

Where a publication of any type (conference, journal, book chapter, monograph, textbook, book, or other) concerns two or more authors, the following points’ calculation rules will apply: For cases up to (and including) two (2) authors, full points are awarded to the author in consideration. For each additional co-author (three (3) authors or more), a deduction of 2 points will be implemented on the full points’ allocation for the category considered. The minimum points that an author will be awarded cannot be smaller than 50% of the full points’ allocation for the category considered.

**Table D1**

Points	Conferences	Journals	Books	Research Projects	Other*
5	1. Presentation of poster / article in national conference (refereed) 2. Presentation as invited keynote speaker (refereed national conference)			1. Unsuccessful submission of funded research proposal in national / international organization (research partner)	Member of scientific / conference organizing committee (national / international)
10	1. Presentation of refereed poster / article in international conference (refereed) 2. Presentation as invited keynote speaker (refereed international conference) 3. Editor of national conference proceedings (refereed)	1. Publication of refereed journal article (journal not in ISI / Scopus / ACM / IEEE/etc.) 2. Editor of refereed journal special issue (journal not in ISI / Scopus / ACM / IEEE/etc.)	Publication of refereed book chapter (national)	1. Unsuccessful submission of funded research proposal in national organisation (project coordinator)	General Chair or Program Chair of refereed national conference
15	1. Editor of international conference proceedings (refereed)		Publication of refereed book chapter (international)	1. Unsuccessful submission of funded research proposal in international organization (project coordinator)	General Chair or Program Chair of refereed international conference

**Table D1 (continues)**

Points	Conferences	Journals	Book Chapters / Editors	Research Projects	Other*
20		1. Editor of refereed journal special issue (journal in ISI / Scopus / ACM / IEEE/etc.)	Editor of refereed book / book series		
25		1. Publication of refereed journal article (journal in ISI / Scopus / ACM / IEEE/etc.)			

\* For these categories only 50% of the points will be accumulated

## D2. Points accumulation from Research / Department of Arts

Points	Other		
	Performance /Exhibition (Artist	Creative works	Workshop/Seminars/Festivals

Due to the nature of the research conducted in the Department of Arts, Table D2 has been produced to address the research output of the Department. For all other research outputs such as journal papers, conferences, books, etc. the European University Cyprus' "Points' accumulation" table given in section D1 must be followed.

### Table D2

					/Competitions/ Broadcasts/Residencies
	Music	Graphic Design	Music	Graphic Design	
5	Performance - National level (partial performance)	Participation in local group exhibition	Composition for up to 4 musicians		<ul style="list-style-type: none"> <li>National Performance or Broadcast of a composition/arrangement</li> <li>Adjudication of Competition</li> <li>Invited workshop / art lecture in national conference/festival</li> </ul>
10	Performance - International level (partial performance)	Participation in international group exhibition	Composition from 5-10 musicians	Publication design (national/international) - booklets covers	<ul style="list-style-type: none"> <li>International Performance or Broadcast of a composition/arrangement</li> <li>Competition Finalist</li> <li>Invited workshop / art lecture in international conference/festival</li> <li>Invited Artist (Workshop)</li> </ul>
15	Performance - National level (entire concert) Performance with Large Ensemble	Editor of exhibition catalogue (national/international)	Composition for 10 musicians and above	Publication design (international) - books and exhibition catalogues	<ul style="list-style-type: none"> <li>Competition Winner</li> <li>Invited Artist (Festival – duration more than three days)</li> </ul>
20	Performer – International level (entire concert)	Participation in national solo exhibition	Composition for Symphonic Orchestra	Commissioned work by government/museum/ other cultural institution	Participation in funded international residency
25		Participation in international solo exhibition	Publication of a composition (Score/CD) by an		

			International Music Publishing House		
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**INTERNAL REGULATION ON**  
**EUC's ANNUAL AWARDS FOR EXCELLENCE IN RESEARCH**

70<sup>th</sup> Senate Decision: 13 December 2019

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## 1. Introduction

This document outlines a proposal for Research Awards to European University Cyprus faculty who distinguish themselves in their research activity. The awards aim to reward research excellence and nurture a research culture at the University.

The following awards will be made on an annual basis:

- “EUC Research Award – Young Researcher”
- “EUC Research Award – Distinguished Researcher”

Both the “EUC Research Award – Young Researcher” and the “EUC Research Award – Distinguished Researcher” are awarded, in rotation, in the following thematic areas:

- Life Sciences
- Physical Sciences & Engineering
- Social Sciences, Arts & Humanities

The first award for “Young Researcher” will be made in Life Sciences and the first award for “Distinguished Researcher” will be made in Social Sciences, Arts & Humanities.

## 2. EUC Research Award – Young Researcher

### 2.1 Nomination

The nominated researchers for the “EUC Research Award – Young Researcher” will have a maximum of seven (7) years of experience since the completion of their PhD and up to the announcement date of the Call. Extensions are possible under certain circumstances for career breaks for maternity or paternity leave, military service or documented sick leave.

The researchers should be nominated by another faculty member and be aware of the nomination at the time of submission. There is no restriction on the number of young researchers a person may nominate for the Award.

Nominations should be submitted to the Office of the Vice Rector of Research & External Affairs by email **by the 28<sup>th</sup> of February every year, 13:00 at the latest.**

The nominations should be submitted in **English** using the relevant submission form (attached), which is available by the Office of the Vice Rector of Research & External Affairs.

## **2.2 Selection**

The selection will be made by an ad-hoc sub-committee of the Senate Research Committee.

For the evaluation, the following criteria are applicable:

### **Research Activity 40%**

- Quality of the results of the Young Researcher's research activity and their importance at an international level.
- Publications of the Young Researcher's research results in distinguished scientific journals and presentations in high impact international conferences.
- Evidence of the use and exploitation of the results of the research activity for the improvement of the quality of life in Cyprus and the wider European area or/and the possibility of commercial exploitation, introduction in the international market and patent registration.

### **Curriculum Vitae 40%**

- Qualifications and achievements of the Young Researcher.

### **Future Research 20%**

- Suggested framework of activity for the continuation of the Young Researcher's work in the next 2-3 years.

The selection committee may request an external review of each nomination if it is deemed necessary.

In case the level of nominated researchers is seen as unsatisfactory, the committee maintains the right not to grant the Award.

## **3. EUC Research Award – Distinguished Researcher**

### **3.1 Nomination**

The "EUC Research Award – Distinguished Researcher" is granted to excellent scientists with extensive research experience, who have demonstrated significant and internationally recognized research results. The Award aims to appraise and promote the work and personality of these distinguished scientists who honour European University Cyprus through their high-quality research and its impact.

The nominated researchers for the "EUC Research Award – Distinguished Researcher" must hold a PhD and have a minimum of seven (7) years of research experience since the completion of their PhD and up to the announcement date of the Call.

The researchers should be nominated by another faculty member and be aware of the nomination at the time of submission. There is no restriction on the number of researchers a person may nominate for the Award.

Nominations should be submitted to the Office of the Vice Rector of Research & External Affairs by email **by the 28<sup>th</sup> of February every year, 13:00 at the latest.**

The nominations should be submitted in **English** using the relevant nomination form (attached), which is available by the Office of the Vice Rector of Research and External Affairs.

### **3.2 Selection**

The selection will be made by an ad-hoc sub-committee of the Senate Research Committee.

For the evaluation, the following criteria are applicable:

#### **Research Activity**

- Quality of the most important research results of the nominee, with emphasis on the last five (5) years, their importance and impact at an international level.
- Evidence of the use and exploitation of the results of the research activity for the improvement of the quality of life in Cyprus and the wider European area or/and the possibility of commercial exploitation, introduction in the international market and patent registration, as well as publications in distinguished international scientific journals, books, chapters in books or monographs and presentations in high impact international conferences.

#### **Overall Career**

- Awards and honorary distinctions, member of scientific boards and academies.
- Important collaborations with distinguished researchers/entities abroad.

#### **Leadership skills**

- Leadership skills and ability to inspire the next generation of researchers.

The selection committee may request an external review of each nomination if it is deemed necessary.

In case the level of nominated researchers is seen as unsatisfactory, the committee maintains the right not to grant the Award.

### **4. Funding**

The winners of both awards will receive a minimum of 1000 euros.



EUROPEAN UNIVERSITY CYPRUS

**NOMINATION FORM**

**FOR YOUNG RESEARCHER CANDIDACIES**

GENERAL PROFILE OF THE NOMINATION	
COMPETITION	RESEARCH AWARD – YOUNG RESEARCHER 2020
CALL IDENTIFIER	AWARD-YR/202.../....
NAME OF NOMINEE	
THEMATIC AREA	1. LIFE SCIENCES <input type="checkbox"/> 2. PHYSICAL SCIENCES & ENGINEERING <input type="checkbox"/> 3. SOCIAL SCIENCES AND HUMANITIES <input type="checkbox"/>

**PART A:**

PROFILE OF NOMINATOR			
Surname			
Name			
Position			
School			
Telephone		Mobile	
E-mail		Fax	
DECLARATION OF NOMINATOR			
I, the undersigned, hereby declare that, to the best of my knowledge, all the information included in this form is true. I also confirm that I have informed the nominee for the submission of this nomination.			
Signature of Nominator:			
Date:			

PROFILE OF NOMINATED YOUNG RESEARCHER (NOMINEE)			
<b>Surname</b>			
<b>Name</b>			
<b>Nationality</b>			
<b>Date of Birth</b>			
<b>Position</b>			
<b>School</b>			
<b>Telephone</b>		<b>Mobile</b>	
<b>E-mail</b>		<b>Fax</b>	
<b>Other Affiliations</b>			
<b>Doctoral Studies</b>			
<b>Name of Institution</b>			
<b>PhD Thesis title or field</b>			
<b>Date of PhD Award</b>	/ / DD / MM / YYYY		

**PART B:**

**RATIONALE FOR THE NOMINATION** (*max. 2 pages*)

Briefly describe the reason for the submission of this nomination. Why does the Young Researcher deserve the award? Why is the researcher's work considered to be promising? Describe the skills and qualifications of the nominee, the main milestones and achievements in his/her career during his/her Doctorate/Post Doctorate studies or during his/her employment in the area of research, as well as the added value and benefit of the nominee's work and its significance in the economic, social and technological development of Cyprus, Europe or/and the world.



EUROPEAN UNIVERSITY CYPRUS

**NOMINATION FORM**  
**FOR DISTINGUISHED RESEARCHER CANDIDACIES**

<b>GENERAL PROFILE OF THE NOMINATION</b>	
COMPETITION	RESEARCH AWARD – DISTINGUISHED RESEARCHER 2020
CALL IDENTIFIER	AWARD-DR/202.../....
NAME OF NOMINEE	
THEMATIC AREA	<b>SOCIAL SCIENCES AND HUMANITIES</b>

**PART A**

<b>PROFILE OF NOMINATOR</b>			
<b>Surname</b>			
<b>Name</b>			
<b>Position</b>			
<b>School</b>			
<b>Telephone</b>		<b>Mobile</b>	
<b>E-mail</b>		<b>Fax</b>	
<b>DECLARATION OF NOMINATOR</b>			
I, the undersigned, hereby declare that, to the best of my knowledge, all the information included in this form is true. I also confirm that I have informed the nominee for the submission of this nomination.			
<b>Signature of Nominator:</b>			
<b>Date:</b>			

PROFILE OF NOMINATED DISTINGUISHED RESEARCHER (NOMINEE)			
<b>Surname</b>			
<b>Name</b>			
<b>Position</b>			
<b>School</b>			
<b>Telephone</b>		<b>Mobile</b>	
<b>E-mail</b>		<b>Fax</b>	
<b>Other Affiliations</b>			
<b>Doctoral Studies</b>			
<b>Name of Institution</b>			
<b>PhD Thesis title or field</b>			
<b>Date of PhD Award</b>	/ / DD / MM / YYYY		

**PART B:**

**RATIONALE FOR THE NOMINATION** (*max. 2 pages*)

Briefly describe the reason for the submission of this nomination. Why does the researcher deserve the award? Why is the researcher considered to be distinguished? Describe the skills and qualifications of the nominee, the main milestones and achievements in his/her career (with specific reference to the last five years), as well as the added value and benefit of the nominee's work and its significance in the economic, social and technological development of Cyprus, Europe or/and the world.

## **APPENDIX A**

### **INTERNAL REGULATIONS ON FACULTY SELECTION AND APPOINTMENT**

Recognizing the University's commitment to excellence in teaching and research and aiming at ensuring the recruitment, selection, and appointment of faculty members with high potential and ability, as well as at providing support for the continued development of their skills as good teachers and researchers, the Senate adopts the following Faculty Selection Procedures:

#### **1. Needs assessment – Advertising vacancy**

- 1.1 Early in the Spring Semester (as a general rule), the Human Resources department (henceforth H.R. department), in consultation with the Vice Rector of Academic Affairs, instructs the Schools to consider possible vacant positions for the forthcoming year.
- 1.2 The decision to employ additional faculty member should be based on the identified departmental/school needs, which ensure that there will be sufficient instructors to support academic programs in the coming year(s). It is additionally based on variables such as projected student population, likely demand for specific programs and anticipated offerings of courses, faculty leave of absence or teaching load reduction due to research and/or pursuit of higher degrees, etc. The faculty vacancies are announced c/o the Department of Human Resources in daily Press and the University webpage.
- 1.3 The pertinent Department Chairperson, with the approval of the Council of the pertinent Department, identifies vacant position(s) and forwards them to the Dean of the School. Consequently, the Dean of the School forwards the Department/School suggestions to the Vice Rector of Academic Affairs. After a consultation between the Vice Rector of Academic Affairs and the H.R. department, the latter makes the final decision. After a final decision has been reached, the pertinent Dean forwards the list with the vacant position(s) to the Rector, for Senate approval. Vacant position(s) should be specific indicating position, desired rank, and specialization.
- 1.4 The H.R. department develops the advertising note and makes all the necessary arrangements for its distribution to the relevant advertising media: including local newspapers, higher education journals, University website as well as through Job Search agencies.
- 1.5 The advertising vacancy requests that the applicants should send a complete dossier, which would ideally include the following documents:
  - a. Cover letter and vita;
  - b. Official transcripts of all undergraduate, graduate and PhD studies;

- c. A research proposal
- d. Candidate's Teaching & Research Portfolio consisting of:
  - Statement of Teaching Philosophy
  - Statement of Research Philosophy
  - Teaching Evaluations (where applicable)
- e. Three external letters of recommendation, preferably from recognized experts in the candidate's field of expertise (submitted independently of the candidate). These can also be from former supervisors or colleagues with whom the applicant has collaborated, preferably over the last five years. The letters should not be from relatives of the applicant.
- f. List of publications and research funding

Note: All of the candidate's minimal qualifications (e.g. Doctorate title) for appointment to the appropriate rank must have been completed, prior to the deadline of the advertised vacancy for the submission of the required dossier, as described above.

## 2. Faculty Selection Committee

2.1 The Dean of the pertinent School, in consultation with the Chairperson of the pertinent Department, forms a Faculty Selection Committee. The establishment of the in question Committee is conducted once the faculty vacancy is announced in the daily Press.

2.2 The Faculty Selection Committee members:

a) The Faculty Selection Committee should consist of a minimum of three full-time faculty members who hold a higher rank to the one the candidate is considered for, except for the rank of Professor, for which the faculty members should hold the rank of Professor. **In the case that the conditions in a School are such, where there are not faculty members available in a higher rank, then the Committee can be constituted by additional Faculty members of another Department/School in a higher rank. In the case that the above provisions are not possible, the Committee can also consist of pertinent Department/School members in an equal, to the one the candidate is considered for, rank.**

b) The Dean of the pertinent School, in consultation with the pertinent Department Chairperson, designate the Chair and the members of the Faculty Selection Committee, which should consist of appropriate academic members (based on the academic discipline of the announced vacancy(ies) and the nominations received).

- c) The Dean of the pertinent School, in consultation with the pertinent Department Chairperson, may designate up to 2 (two) non-voting Department members holding the specialization of the applicant.
- d) The Dean of the pertinent School, in consultation with the pertinent Department Chairperson, may designate external faculty member (s) either from other departments of EUC or from other academic institutions to participate in the Faculty Selection Committee.
- e) The final composition of the Faculty Selection Committee is approved by the Council of the pertinent Department.
- f) The Department Chair may invite Student Representatives to participate in the Demonstration (Demo) Lecture by the candidate.

2.3. Evaluation points (where feasible) for each application are:

- a. Specialization or/and professional activities
- b. Teaching experience / skills
- c. Research
- d. References
- e. Publications
- f. Service to the community/society
- g. National/International academic recognition of accomplishment/ achievements
- h. Teaching potential and communicative abilities
- i. Invitations to teach due to reputation/or/and key note speeches
- j. Evidence of effective postdoctoral, graduate and undergraduate supervision where applicable (theses, projects, and internships).
- k. New courses developed; involvement in curriculum development.
- l. Compliance/Compatibility with the wider University Culture and the suggested 'UE Professor DNA/Laureate DNA Competencies'.

2.4. Ensures that selection criteria and methods of assessment are applied consistently for all candidates.

**3. Acknowledgement of receiving application and application evaluation**

- 3.1. Applications are submitted to the H.R. department, which acknowledges the receipt of the documents to the applicant. The H.R. department forwards the complete file containing all the documents submitted by the respective applicants to the Department Chairperson through the Dean of the School.
- 3.2. The Department Chairperson reviews the documentation and if additional information is needed he/she contacts the applicant. A copy of all the

documents submitted by each applicant is distributed to the members of the Faculty Selection Committee.

3.3. The Faculty Selection Committee:

- 3.3.1. Confirms and evaluates the submitted documentation/information/degrees, in terms of their validity;
- 3.3.2. Ensures that all of the candidate's minimal qualifications (e.g. Doctorate title) for appointment to the appropriate rank were completed, prior to the deadline of the advertised vacancy for the submission of the required dossier;
- 3.3.3. Reviews and evaluates the applicants' credentials: selects applicants who meet the criteria, eliminates those applicants who are clearly unqualified, and decides on those candidates to invite for an on-campus interview;
- 3.4. In the case of a limited number of suitable candidates, the Faculty Selection Committee can use its discretion to decide to continue or not the selection process. The Faculty Selection Committee, through its Chair, communicates its suggestions to the pertinent Department Chairperson, who informs the Dean of the pertinent School. The pertinent School Dean respectively informs the Vice Rector of Academic Affairs and the H.R. department, as well as the Rector, for Senate approval.
- 3.5. In the case of non-suitable candidates, the Chair of the Faculty Selection Committee informs the pertinent Department Chairperson about the Committee's decision not to recommend any candidate. The Department Chairperson informs the Dean of the pertinent School, who subsequently informs the H.R. department, as well as the Vice Rector of Academic Affairs. The recruitment process is terminated. The H.R. department informs the applicants accordingly and prepares a new advertising vacancy.

**4. On-campus Interviews**

- 4.1. The Faculty Selection Committee through its Chair invites candidates for on-campus interviews.
- 4.2. The interview (max. 1.1/2 hrs) for each candidate is composed of two parts: (a) One part is a discussion mainly focusing on the candidate's research interests, teaching experience, refereed publications, service to the community and academic recognition (See Point 2.3: Evaluation points); whereas (b) the other part consists of a demonstration (demo) lecture (20-30 min), during which the candidate makes a mock-up lecture presentation, on a pre-assigned topic, to the Faculty Selection Committee and possibly Student Representatives of the pertinent department council, who may be invited to participate. The demonstration lecture only applies for the ranks of Lecturer and Assistant Professor.

- 4.3. In case the rank of the position under consideration is that of Professor /or Associate Professor, the Faculty Selection Committee can use its discretion on the nature of the interview.

## **5. Selection and Appointment**

- 5.1. The Faculty Selection Committee evaluates candidates according to the set criteria and makes recommendations according to the policies, as to the acceptability, strengths, and weaknesses of the candidates.
- 5.2. The present, during the meeting, Faculty Selection Committee members, by vote, reach to an agreement on the ranking of suitable candidates. Moreover, prior to making a conclusive hiring suggestion, among the suitable candidates, it is highly advisable that the Faculty Selection Committee reaches to a decision, in regards to the candidate's rank of appointment, based on the 'framework of minimum suggested/expected requirements in Research and Scholarly Publications and/or recognized creative work for Faculty Ranking' (Annex 15 – Appendix A). Additionally, the Faculty Selection Committee, prior to reaching a decision, should take into consideration the potential compatibility of the candidate, in relation to the 'UE Professor DNA/Laureate DNA Competencies'.
- 5.3. Each eligible voting member shall have one vote in Committee meetings and Committee elections. In case of a tie, the Chair of the Committee shall cast the winning vote.
- 5.4. The Faculty Selection Committee forwards its report to the Department Chairperson within two months after the approval of the composition of the Committee by the Council of Department. The report includes the following information:
  - a. The number of applications received
  - b. The criteria used in determining the short list
  - c. The names of persons who are not short-listed, followed by relevant comments
  - d. The names of persons who are short-listed and invited for the interview
  - e. The final ranking of the persons that appear in the short list and the committee's recommendation, followed by relevant comments
  - f. The rank of appointment for the person(s) whose hiring is suggested, as well as the discipline in which the applicant(s) is/are suggested.
- 5.5. The Department Chairperson presents the Report of the Faculty Selection Committee to the Department Council during its next meeting, for

approval. Continuing, the decision of the Departmental Council, accompanied by the Faculty Selection Report and all relevant application material, is forwarded to the Dean of the pertinent School, who forwards his/her recommendation, together with the decision of the Council of Department and all documents, to the School Council. The School Council reaches to a decision during its next meeting; whereas the decision of the Council of the School and all documents are forwarded to the Senate via the Rector, within 10 working days after the School Council decision.

- 5.6. The Senate determines that all procedural guidelines have been properly followed. The Senate's approval, together with all documents, is forwarded by the Rector to the University Council.
- 5.7. The Council, after examining the legality of the procedures followed in alignment to the Charter, the Internal Regulations and the relevant Laws, ratifies the decision.

## **6. The H.R. Department**

- 6.1 The decision of the University's Council is forwarded to the H.R. department for appropriate action.
- 6.2. In consultation with the selected candidate and the pertinent Department Chairperson and Dean, the H.R. department clarifies the appointment's starting date and other contract details.
- 6.3. The H.R. department sends an official appointment letter to the selected candidate asking for his/her approval.
- 6.4. Once the candidate's official positive reply has been received and the contract has been signed, the H.R. department sends appropriate letters to unsuccessful candidates and informs the pertinent Department Chairperson and Dean.

## **7. Records**

- 7.1. Full records of the process are kept in the appropriate files of the pertinent School.
- 7.2. In addition, a complete record with the Faculty Selection Report, memorandum(s) of the Department and School decisions, as well as the Curriculum Vitae of the successful applicant(s) is/are also kept by the Office of the Rector/Vice Rector of Academic Affairs and the H.R. department.

## **8. Measures to Prevent Discrimination in Appointments**

Recognizing the desire of the University to prevent discrimination and to be in compliance with the Cyprus and E.U. legislation, the Senate reaffirms the commitment of the University to non-discrimination in employment decisions. Whenever an academic staff vacancy occurs, the following conditions must be observed:

- 8.1. The Faculty Selection Committee gives careful and detailed consideration to all qualified applicants regardless of race, religious beliefs, colour, sex, disability, marital status, age or ancestry.
- 8.2. When interviewing candidates for a vacant staff position, the Faculty Selection Committee, may not request information about religious beliefs, political affiliations, family or marital status, age, ancestry or place of origin or physical disability, which could lead to discriminatory action.

## **INTERNAL REGULATION ON**

### **EUC's PROGRAM EVALUATION REVIEW (P.E.R.) PROCEDURES AND TEMPLATE**

**62<sup>nd</sup> Senate Decision: 28 January 2019**

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## **Program Evaluation Review (PER) Procedures**

### **1. Rationale and Scope**

The Program Evaluation Review (PER) encourages excellence in academic programs by aligning teaching and learning, curriculum, and other academic processes and activities with the mission of individual programs. The process is an essential part of EUC's continued effort to ensure that its mission is met through the delivery of its programs, that EUC programs of study comply, on institutional level, with Standards and Guidelines in the European Higher Education Area, and that EUC programs' structure, content and delivery mode meet stakeholders expectations and needs.

More specifically, the PER's goal is to provide a framework for developing, implementing, and maintaining an ongoing effective program evaluation review process that will:

- Result in the improvement of the program experience of students;
- Follow the standards of the EUC policies and align to accreditation bodies' decisions (e.g. CY.Q.A.A. The Cyprus Agency of Quality Assurance and Accreditation in Higher Education/ΔΙ.Π.Α.Ε. Φορέας Διασφάλισης και Πιστοποίησης της Ποιότητας της Ανώτερης Εκπαίδευσης);
- Assess the quality and enhance the overall effectiveness of the Programs, Departments, Schools and University as a whole;
- Identify the strengths and weaknesses in each program under evaluation review and offer opportunities for improvement;
- Establish program action plans and strategies for continuous and ongoing improvement;
- Utilize the information collected through the PER process to better plan and set priorities at the University level.

## 2. Sources of Information

The aim of every program is to satisfy the needs and expectations of its stakeholders. As a result, continuous monitoring of needs and expectations is essential. The table below shows the way by which the PER process monitors and collects information from the program stakeholders.

<b>STAKEHOLDER</b>	<b>SOURCES OF INFORMATION</b>	<b>DOCUMENTATION</b>
<b>Students</b>	Course Evaluation Questionnaires	Full report of questionnaires output shall be available at the end of each semester
	Program Committee	Students' representation in the Program Committee. Minutes of meetings
<b>Alumni</b>	Alumni Questionnaires (e.g. Έρευνα Αποφοίτων)	Full report of questionnaires output should be available
	Advisory Board	Alumni representation on the Advisory Board. Minutes of meetings.
	Graduate Employment Reports	Reports
<b>Faculty Members</b>	Program Committee	All faculty members teaching in the program are members of the Committee. Minutes of meetings
		Students' representatives in the Committee. Minutes of meetings
<b>Professionals – Industrialists</b>	Advisory Board	Professional Bodies, Industrialists representation on the Advisory Board. Minutes of meetings
	National & International Professional Bodies Curriculum Guidelines	Established guidelines
	National & International Legislative Directives on Program Curricula	Directives on program curricula
<b>University Management</b>	University Strategic Plan	University strategic plan document
	School/Departmental Strategic Plan	School/Dept. Strategic Plan.
<b>Other</b>		

In order to facilitate the collection of information from the stakeholders and the development of the PER report, the following Committees/Bodies need to be in place (additional to those described in the EUC Charter):

### (a) Program Committee:

The School Council appoints a Program Committee (as *EUC Charter: Annex 12, Article VII, Section 2,*) that monitors the academic and other issues of each program. The Program

Committee can appoint sub-committee(s) to handle specific thematic areas and/or collect information.

(i) Terms of reference: The Program Committee shall report to the Department and/or School Council accordingly. For the purposes of the PER procedure the Committee meets at least once per semester. It shall have the following specific responsibilities:

- To oversee and monitor the implementation of the Senate policies and guidelines;
- To monitor curriculum development, delivery and assessment; and make recommendations to the School Council for proposed changes in regulations through the development of the PER report;
- To monitor students' admission and progress;
- To monitor the career path of the Alumni and maintain strong ties between the Alumni and the University;
- To receive and consider the minutes of meetings of the Sub-Committee for the program;
- To receive and consider the summary results of students evaluation questionnaires, as available;
- To provide a forum for discussion of general matters relating to the program;
- To submit the PER report of the program to the Department and School Council through the program coordinator.

The Program Committee Chair comprises the following members:

- The Program Coordinator (*as EUC Charter: Annex 12, Appendix B*);
- The Program's full time teaching personnel, plus selective part time teaching personnel, if necessary;
- Representative of the Administration personnel according to the specific administrative needs, if required;
- Student representatives.

**(b) School or Department or Program Advisory Board:**

Each program sets up an Advisory Board with the following broad terms of reference and membership.

(a) Terms of reference: The aim of the Advisory Board is to support the Undergraduate and Postgraduate Programs of each Department and School of the European University Cyprus through an independent evaluation of its activities, feedback and constructive criticism. Overall, the Advisory Board will review and contribute in several areas, including the following:

1. Improvement(s) on academic teaching;
2. Evaluation and provision of suggestions regarding the Undergraduate and Postgraduate Programs of the Department and School structure and content; thus providing students with an enhanced learning experience and a high quality educational program;
3. Proposition of courses that link the Department's/School's programs with the needs of the local and global industries, promote internationalization, academic and professional qualification and foremost employability of graduates;

4. Develop mutually beneficial relationships between the faculty, the industry, stakeholders and authorities, aiming to facilitate constructive exchange of ideas, as well as strengthen the links between them;
5. Contribution of unique and innovative ideas for research and its implementation;
6. Promotion of the faculty's work profile outside the University.

(b) Membership: C/o School and Departments.

**(c) Expert Review Panel (ERP):**

The PER process refers to the evaluation of the report by an Experts' panel with the following terms of reference and membership:

(i) Membership

The Program Review Panel comprises of academic and subject experts, namely:

- Two External Faculty members who are experts on the program thematic areas.

The Program Coordinator (on behalf of the Program Committee) appoints the two external experts.

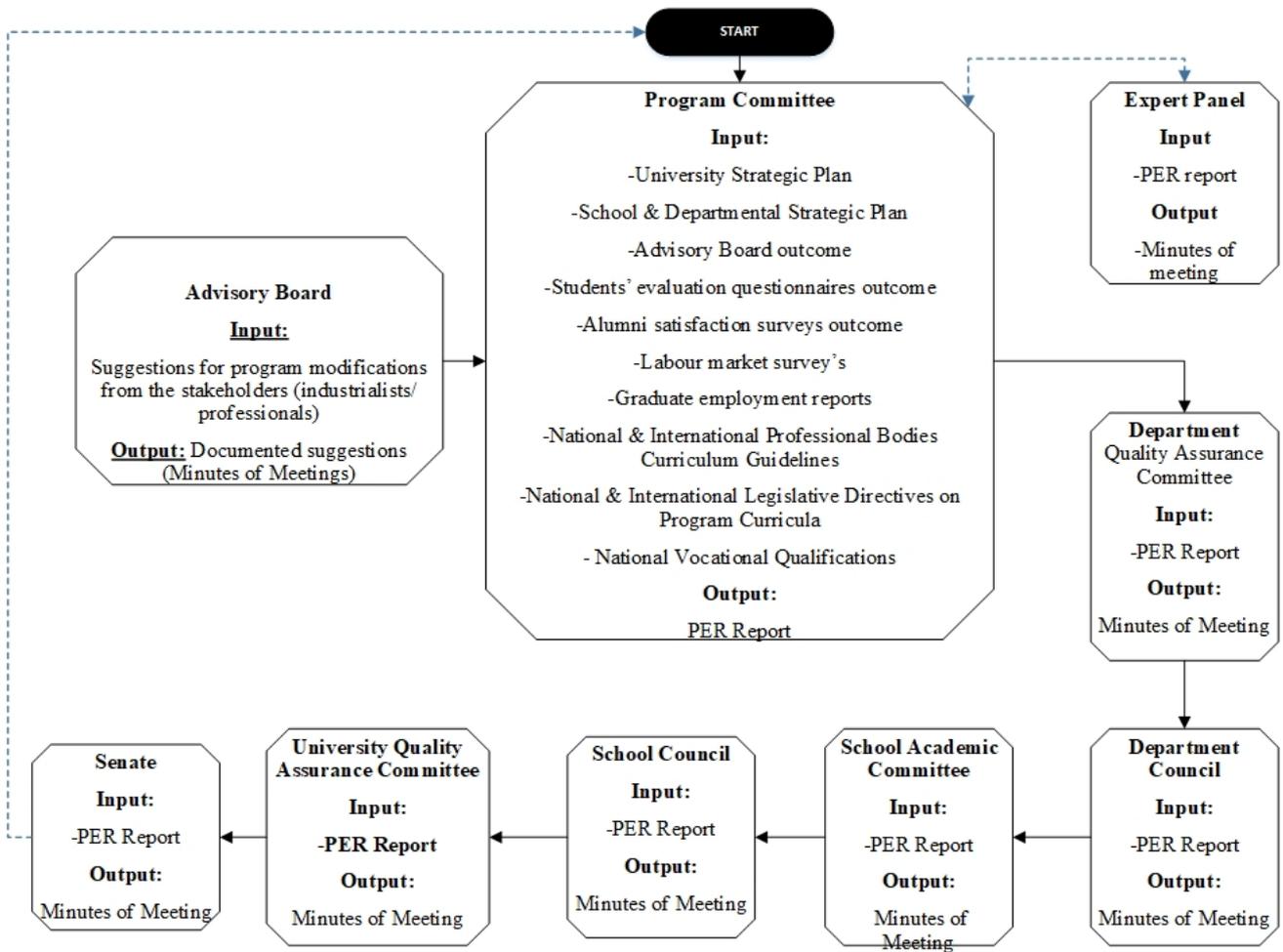
(ii) Terms of reference

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

**3. The PER Process**

The PER process to be followed is illustrated in the diagram below. The PER process is a continuous process. It is expected that each Department implements the PER procedure and prepares the PER report (see Template attached) every five (5) years. The Program Committee can initiate a PER procedure at any time within the five year period suggesting documented program changes.

Diagram: PER Procedure



#### 4. Timeframe

Program Evaluation Review is a continuous process. It is expected that every program should complete a PER process every five (5) years. However, the Program Committee is not restricted with regards to the exact time, as it can initiate a PER report at any time within the five year period suggesting documented program changes.

Schools with a program to be reviewed for the 5 years PER process will be notified by the Office of the Vice-Rector of Academic Affairs **in early July**. Since the review process is an ongoing process, the School shall follow all procedures so that the report with the associated documentation is approved by the Senate in its first meeting of the following calendar year.

## Program Evaluation Review (PER) Template

***“Program Title”***

**School of X**  
**Department of X**

Last Review Date: DD/MM/YY

## **1. Background/Contextual Information**

Briefly describe the **status** of the Program in review (provide **headline** information in terms of student numbers, profiles and accreditations). Focus on any significant developments since the last program review.

Briefly present the actions taken since the **last Program Review**, and the progress of the suggested Program Action Plan (if any).

*(Provide references wherever this is applicable / appropriate, see Section ....)*

## **2. PER methodology**

Briefly describe the **methodology** used for the implementation of this review. Refer to how this review is related to the overall University's QA process.

*(Provide references wherever this is applicable/appropriate, see Section ...)*

## **3. PER Data Sets & Other Sources of Information**

List the **data sets** and **other sources of information**, which were used for the implementation of this review. Provide as appendix all the documentation.

## **4. Curriculum Structure, Objectives, and Learning Outcomes**

Briefly describe and review the **general structure/content** and **rationale** of the Program Curriculum in Review. Possible review tasks, which may be undertaken, are the following:

- Review the relevance and adequacy of the **current Objectives / Learning Outcomes** of the Program in review in relation to the latest research, professional and technological developments (wherever applicable).
- Review how the Curriculum structure and content **satisfies the current Objectives and Learning Outcomes** of the Program in review (cross-reference matrices of 'Courses vs Learning Outcomes' can be designed / used for this purpose).
- Review how the Curriculum's structure / learning outcomes **satisfy the requirements of international standards and professional organisations, as well as any legislative requirements** (if applicable).
- Review how the Curriculum structure / learning outcomes **address stakeholders'** (students, alumni, professionals) **considerations and expectations**.

Feel free to implement any additional / alternative review task you consider appropriate for the Program in review.

*(Provide references this is applicable / appropriate, see Section 2)*

## **5. Teaching and Learning**

Briefly describe and review the **teaching and learning methods, teaching and learning materials, academic personnel, resources, and academic support**, which are provided for the Program in review. Possible review tasks, which may be undertaken, are the following:

- Review the relevance and adequacy of the **current teaching, learning, and assessment methods followed**, in relation to international standards, stakeholders' feedback, and current educational trends.
- Review the adequacy of the **Program's current academic personnel** in relation to the teaching and learning needs of the Program Curriculum, international standards, stakeholders' feedback, School and University Strategy, and requirements from professional bodies.
- Review the relevance and adequacy of the Program's current teaching **resources and academic support** in relation to international standards, stakeholders' feedback, and current educational trends.

Feel free to implement any additional / alternative review task you might feel is appropriate for the Program in review.

*(Provide references wherever this is applicable / appropriate, see Section 2)*

## **6. Sustainability**

Briefly describe and review the **Sustainability** aspects of the Program in review. Possible review tasks, which may be undertaken, are the following:

- Review the **student recruitment / retention policy**, which is followed for the Program in review, in relation to the latest enrolment, retention, and marketing data.
- Review the **employability dimension** of the Program in review, in relation to the latest alumni satisfaction and graduate employment reports, and in relation to the feedback provided by industrial stakeholders.
- Review how the Program in review fits and contributes to the satisfaction of **the School's and University's long-term strategic plans**.
- Review how the Program in review addresses the latest **national and international professional needs and trends**.

Feel free to implement any additional / alternative review task you consider as appropriate for the Program in review.

*(Provide references wherever this is applicable / appropriate, see Section 2)*

## 7. SWOT Analysis

Based on your review, please provide a Strengths/Weaknesses/Opportunity/ Threats Analysis for the Program in Review:

<b>Strengths</b>  1. Strength x 2. Strength y	<b>Weaknesses</b>  1. Weakness x 2. Weakness y
<b>Opportunities</b>  1. Opportunity x 2. Opportunity y	<b>Threats</b>  1. Threat x 2. Threat y

## 8. Proposed Program Modifications

Identify the proposed program modifications by providing the necessary documentation on the following areas:

### I. Program modifications:

- (a) Title
- (b) Aim and Objectives
- (c) Learning Outcome(s)
- (d) Curriculum/Program structure
- (e) Entry requirements/criteria

### II. Course(s) modifications

- (a) Title
- (b) Aim and Objectives
- (c) Learning Outcomes
- (d) Course Content
- (e) Teaching Methodology
- (f) Assessment Methods
- (g) Recommended Textbook(s)
- (h) Other (ECTS, hours, etc.)

### III. Program quality control mechanisms

### IV. Other (Specify)

## 9. Implementation Plan

Describe the proposed action plan for the proposed modifications/changes in a timetable or Gantt Chart.

## **EUROPEAN UNIVERSITY CYPRUS LIBRARY**

The academic library was, is, and always will be an integral part of learning. Even in this digital age, the library has a lot to offer by managing online data, weaving and sorting electronic sources, and providing support to users who are constantly bombarded by electronic information. While it is true that students live, breath, socialize and interact in the digital environment they still need the library's support to help them organize, structure and prioritize electronic information. For this to be achieved, the library needs to be up-to-date with technology in order to support users at any time they request the information and from any place. In addition, a library must be "working" on a continuous basis. While the library can still function under its traditional setting it is evident that there has to be a shift of the library's priorities from investing in physical and analogue items to electronics ones.

The Library of European University Cyprus for over 30 years has strived to maintain not only a level of academic excellence but also of flexibility in order to be among the first to adopt to the changes that take place in regards to traditional teaching and teaching methodology. It is due to this flexibility why the Library of European University Cyprus (as Cyprus College Library then) first offered online access to a Library webpage in Cyprus and through the webpage to thousands of other sites. Additionally, the library added its first electronic journals database in 1996 (Gale's SearchBank/Infotrac) and was one of the first to offer in Cyprus access to Proquest's ABI/Inform and Emerald's Management Insight through its internet facilities.

The European University Library is located on the 2nd floor of the South Block Building. It occupies three quarters of the floor and has a total area of 1300 square meters. The Library is designed to provide a seating capacity of approximately 160 persons. The Library is fully computerized in order to assist students and librarians in a variety of ways. Computer terminals are available for the users providing access to the Internet. There are 17 public workstations supporting the needs of users, 3 stations for searching the Library's cataloguing system and 1 station used by the librarians in assisting users and providing training courses. In addition, the Library has a computer lab with twenty stations, 2 study/presentation rooms with a sitting capacity of 10 users for each room, and a photocopy room with two machines. Wireless network access is also available to all students.

The Library is open 6 days a week for a total of seventy-four hours. The Library schedule is Monday through Friday 8:00 a.m. to 9:00 p.m. and Saturdays from 9:00 a.m. to 6:00p.m. In addition, the Library is open 6 days during the Christmas break and 6 days during the Easter break, from 9:00 a.m. to 5:00 p.m. Located next to the Library is a reading room with a capacity for over 50 students. The reading room has an extended time schedule since it stays open from 8:00 a.m. to midnight, seven days a week.

In order to encourage students to use the Library, new students are invited to visit the Library during the orientation period. The librarians offer a tour of the Library and speak about services and operation. In addition, faculty members are encouraged to bring their

students to the Library for additional training sessions on using specific sources and on effective search strategy methods. Library users are offered assistance in locating books, periodicals and searching the Internet. In addition to the central reference/reception desk, an information desk is placed in a highly visible area in the middle of the Library, to assist students and faculty.

Library collections are organized by internationally approved conventions and are arranged for efficient retrieval at the time of need based on the Library of Congress Classification System (LCCS). The University's Library uses the LCCS since 1986.

Currently the Library has over 47,000 unique titles in print form and over to 300,000 in electronic. These books cover all areas of study associated with programs offered by the university.

The library's **OPAC** (Online Access Public Catalogue) is located at <https://onlinelibrary.euc.ac.cy/> and can be accessed by all. Current students, faculty and personnel can make reservations of books and other material.

To assist research, the Library also subscribes to a great number of databases. These databases provide users with access to full-text magazines, journals, newspapers, conference proceedings, company reports and many more. For accessing these resources off-campus students and faculty, use **OpenAthens** <http://openathens.euc.ac.cy/>. OpenAthens is an identity and access management system used to authenticate eligible students' faculty and staff. More importantly, it provides the user with single sign-on access to both internal and external web-based resources. Currently European University Cyprus Library subscribes to over 120 databases such as ACM, IEEE, Elsevier Freedom Collection, Taylor Francis, Springer, Sage, Emerald, Medline Complete, CINAHL Plus, LexisNexis, Westlaw, Proquest and EBSCO databases to name a few and provides access to 100,000+ journals titles.

The Library promotes the research work of the faculty through its repository. **Plemochoe** is an open access institutional repository established for the sole purpose of gathering preserving and distributing original research material produced by the EUC faculty and researchers. Plemochoe aims to validate the intellectual life of the University by promoting scientific research to the local and international communities. <https://repo.euc.ac.cy/>

As one of the seven founding members of CALC (Cyprus Academic Libraries Consortium), the EUC Library cooperates with other local libraries, such as the Library of the University of Cyprus, the University of Nicosia Library, TEPAK Library in Limassol, Open University Cyprus Library, Neapolis Library the Library of Frederick University. Since 2013, CALC acts on behalf of all universities in order to achieve deals on a national level shared by all.