

APPENDIX I

Department of Management Strategic Pillars, Action Points and Success Measures

Strategic Pillars Parts	Action points	Success measures
Pillar I: Student Learning and Services		
Implementation of student-centered learning pedagogies	Faculty members implement various SCL approaches such as: Continuous Assessment (formative and summative) through Case-based Learning, Problem-based Learning, Project-based Learning and Experiential Learning.	<ul style="list-style-type: none"> Number of courses in which these approaches are used Student satisfaction with the use of these approaches
Continuously review and re-engineer the curriculum of the existing programmes to be fully updated and in line with current developments in today's workplace	Review and revise course curricula to be in line with technological, social and economic changes.	<ul style="list-style-type: none"> How frequently course outlines are updated (e.g. a target could be 50% of courses are updated every year) How frequently programme curricula are updated (e.g. update programs every three years)
Maintain the department and programmes' accreditation status	The Department follows every regulation announced by DIPAE making the necessary adjustments on its programs and courses.	<ul style="list-style-type: none"> Changes take place on an ongoing basis, as new regulations arrive by DIPAE.
Sustain and expand a selection of online programs	The Department currently hosts two DL programs: BBA and MBA. In addition, a number of DL Joint Masters of Science are expected to be submitted for accreditation in Spring 2022.	<ul style="list-style-type: none"> Retain the accreditation status of existing programs Achieve accreditation of new programs (a target could be to introduce at least one new program every two years)
Improve advising services through online tools	Provide full virtual communication: advanced infrastructure is used to assist students select and register in modules.	<ul style="list-style-type: none"> Train all advisors to be able to provide these services Completion of 'UNIC' module by all students on the first year of studies, to become acquainted with the use of online tools and services.
Increase collaboration with other universities to offer joint programs	The Department will continuously seek for International collaborations in offering joint DL programs. Currently the Department is in negotiations with the following	<ul style="list-style-type: none"> Establishment of international collaborations (e.g. a new degree every three years maybe set)

	<p>International Universities to offer the following DL Joint Masters of Science: <i>ASTON School of Business</i> MSc HR Management</p> <p><i>IUBH University of Applied Sciences</i> MSc International Business MSc Engineering Management</p> <p>Chatham University MSc Business Sustainability and Innovation</p>	
Enhance students' career support services and career prospects	The Department collaborates closely with the University Student Career Center to support students' career needs and career prospects.	<ul style="list-style-type: none"> • Ongoing collaboration between the Department and Career Centre to suggest organizations for employment. • Collaboration and application of metrics with HOSCO - Hospitality Connection.
Enhance placement efforts by increasing both the number and the variety of firms recruiting on campus and encouraging placement/internships	The Department developed the Task-based Inter ship program, offering students 3 to 24 months Internships in Cyprus, the EU and Internationally.	<ul style="list-style-type: none"> • Adherence to the Department's established written agreements with more than 40 Cypriot and EU organisations (ERASMUS Mobility programme). • Establishment of additional agreements (a specific number may be set).
Pillar II: Research		
Facilitate research efforts and publications in Scopus-indexed journals	<ul style="list-style-type: none"> • Conduct meetings between members of the Department to discuss research development • Release faculty from teaching and administrative duties • Motives provided by the University-wide compensation scheme on research publications. 	<ul style="list-style-type: none"> • Organize at least one meeting per year • Aim to have faculty spend at least 35% of their work time on research • Faculty members to benefit from the scheme systematically
Identify Opportunities for Collaboration and Interdisciplinary Approaches to Research	Participation in International Conferences and Projects.	<ul style="list-style-type: none"> • Pursue collaborations (e.g., at least one new collaboration every two years) • Raising external project funding

Encourage faculty to seek more research funding	Request that the University enables research time-release to faculty to develop and submit funded research proposals and/or participate in invited funded projects.	<ul style="list-style-type: none"> Raising external project funding
Increase the number of international collaborations with other universities and research institutions.	Encouraging collaboration with international researchers.	Set a target for the number of collaborations
Encourage research collaboration between members of the Department and with external partners	<ul style="list-style-type: none"> Circulate research interests of faculty encouraging them to form collaborations Organize meetings with the view to increase collaborations between Department members Encourage communication with external partners with the aim to form research collaborations 	<ul style="list-style-type: none"> Do this on a regular basis (e.g., once a year). Set meetings are specified times (e.g., once a year) Reaching out for external partners
Expand Research Opportunities for Undergraduate and Graduate Students	<ul style="list-style-type: none"> Encourage students to participate in Department's research projects Encourage students to present their final year projects and master thesis in events organized by the Department/School Postgraduate students co-presenting research with faculty in conferences 	<ul style="list-style-type: none"> Number of students participating in research projects Number of students presenting at the event Number of students presenting at the event
Organize internal (Departmental, School or University wide) research seminars	University schemes offered by the Department of Faculty and Research' and Research and Innovation Office.	<ul style="list-style-type: none"> Number of seminars offered
Pillar III: Administrative		
Retain and increase current administrative support	Recruitment of part-time assistant-officer (assistant to the head of department) and recruitment of student assistants.	<ul style="list-style-type: none"> Have one part-time assistant officer Retain constantly two student assistants
Balanced allocation of coordination responsibilities between faculty	Re-organizing coordination responsibilities based on a fairer basis.	No more than one program to be coordinated per faculty member
Pillar IV: Work Environment		
Maintain and expand open communication climate between faculty members	A more open, inviting and inclusive environment is promoted through certain activities.	<ul style="list-style-type: none"> Two annual Departmental meetings Two annual Departmental events

Offer needed facilities for colleagues to work seamlessly	All Department's employees are located on the same building, in state-of-the-art facilities.	Maintain current facilities, and acquire innovative resources (e.g. labs and software) to support faculty needs.
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Pillar V: Professional community engagement / External Relations

Strengthen relationships with external stakeholders (corporate and academic partners, alumni, and community)	Ongoing actions towards establishing and maintaining relationships and collaborations with stakeholders for the purposes of learning, students' careers, research, and society's welfare.	<ul style="list-style-type: none"> • Signed of MoUs and collaboration agreements with stakeholders. • Communicate with alumni on a regular basis • Number of projects that involve community
Recruit strategically individuals with confirmed expertise in specific areas.	Targeted invitations are extended to industry professionals and qualified scholars to contribute to the Department's activities.	Ongoing efforts to include experts' views in all programmes.
Host high-impact community events	Ongoing actions concerning events' organising, which involve the community and/ or wider society.	Three annual Departmental events.

Pillar VI: Promotion

Capitalize on University of Nicosia brand image	Capitalise on, and enhance the UNIC's brand image through the department's activities.	Events such as annual colloquiums, welfare events, invited speakers, career day events.
Actively promote the programs of the Department	Programme coordinators in direct communication with the marketing department and the local/ international recruitment units.	Provision of promotional material; programme highlights/ strengths; assistance for the development of brochures; calls and competitions for scholarships.
Continually update webpages related to the Department	The Department's Head and Programmes' Coordinators, are responsible for webpages' content updating.	Content updated on an annual basis.

Pillar VII: Revenue generation

Generate revenue by growing undergraduate and postgraduate enrollment, attracting more local and international students.	Ongoing coordinated actions among the Department's Head and Programme Coordinators, with the Marketing Department and local/international recruitment units.	<ul style="list-style-type: none"> • Delivery of Webinars for all programmes every semester. • Press publications. • Presence on the Media. • Presence in Employment Fares. • Number of students in the Department
Generate additional revenue from professional trainings in cutting edge areas.	Development and organization of professional training sessions.	To maintain and increase the provision of such courses, towards revenue maximization.
Encourage staff to apply for funding from a variety of sources including EU and International Projects	The University enables time-release to faculty to develop and submit funded research proposals.	Raising external project funding