

Doc. 300.3.2

Date: 17.04.2025

# Higher Education Institution's Response

(Departmental)

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

## Programme 1

**In Greek:**

Πτυχίο Νομικής

**In English:**

Bachelor of Law (LLB)

## Programme 2

**In Greek:**

Programme Name

**In English:**

Programme Name

## Programme 3

**In Greek:**

Programme Name

**In English:**

Programme Name

- Department's Status: New



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 2021 [L.136(I)/2015 – L.132(I)/2021].

## A. 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.*

## 1. Department's academic profile and orientation

### Sub-areas

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

1. The department should make sure that it has a proper strategic plan that is commensurate with the progressive growth it strives for (as projected in the departmental budget). Short-, medium- and long-term objectives should be identified with respect to new hires, strategic choices and training for teachers as well as support staff.

The Department has developed a sustainable plan for the development of the Department which includes short-, medium- and long-term objectives.

In the short term, the University **has recently recruited Professor Athanasios Pouliadis**, Professor in Private Law, who has over 30 years of university experience (**see Annex 1**). We have also **appointed Professor Nikitas Hatzimihail, Professor of Law at the University of Cyprus, as a Visiting Professor** (see **Annex 2**). Further, the University **has recently recruited Assistance Professor Athina Moraiti (see Annex 3)** in the field of European Law. At the same time, the Department **has expanded its infrastructure and resources** by purchasing new law books and providing major library databases such as **EBSCOhost, ProQuest Central, IEEE Xplore, SAGE** (with 1093 academic journals), **Taylor & Francis** (with 2013 academic journals), **ISOKRATIS** (a database for Greek law), **CyLaw** (legal information for Cyprus), as well as legal databases such as **HeinOnline** and **LexisNexis** following the recommendations of the EEC. It is also the training of all the staff of the Department in pedagogical teaching methods and the use of modern educational technologies. Finally, the Marketing Department of the University is responsible for the enrolment of students in the programme.

In the medium term, the expansion of enrolment of new students, is to enhance departmental resources, new hiring and promote faculty research. This is already provided by an annual sum of 5,000 euros for each academic staff for research purposes and participation in scientific conferences. Finally, the development of the teaching skills of academic staff.

In long-term is to cultivate a Strong Departmental culture, expand Program Offerings, enhance student Success and to cultivate community engagement. Developing new programs such LLM.

Also, the Department has developed a sustainable budget (see **Annex 4**), which provides for a steady increase in funding over the years to meet the Department's needs. This budget is reviewed and revised as needed.

2. **The EEC encourages the Department to further explore possibilities as it appears that more can be done in terms of activities, short professional education programmes, linking legal education with practice and so on. As there are no graduates, no communication mechanism is there for the EEC to assess.**

Thank you for your valuable advice. One of the central objectives of the University and the Department of Law is to link the University with the labor market and the legal profession in general. To this end, **the University has signed Memorandums of Understanding with professional bodies** such as the Cyprus Bar Association, the Limassol Bar Association and the Kyrenia Bar Association, as well as with law firms. The Memorandums of Understanding provide for joint activities such as lectures, academic conferences, seminars, student visits, etc. In fact, academic staff of the University have already been keynote speakers at seminars organized by professional bodies such as the Limassol Bar Association. In addition, other seminars are already being planned by the academic staff of our University. Furthermore, the University operates a Professional Training Centre (Executive Education Center) through which legal seminars are organized with lecturers who are members of the academic staff (see **Annex 5**).

3. **Teaching experience, however, is limited or non-existent, notably for STS, which is worrisome and will have to be addressed, as explained in the programmatic report, through intensive training, continuous education, mentoring by more senior staff and of course new hires at the associate/ full professor level.**

The University recognizes that STF (or STS) and some TRF do not have sufficient teaching experience. Other members of the academic staff do have teaching experience as they have been teaching at other universities as STF. To remedy this deficiency, in response to this important EEC comment we took the following immediate actions:

- **We recruited Professor Athanasios Pouliadis as senior Professor (TRF), of Private Law. Professor Pouliadis with over 30 years of university teaching experience** (see Annex 1), will be model teaching two courses and twin-teaching with junior faculty another two courses, as well as training and mentoring the rest of the faculty members of the Department in effective teaching methods.
- **Also, we engaged Professor Nikitas Hatzimihail, Professor of Law at the University of Cyprus, as a Visiting Professor at UoL with over 20 years of teaching experience** (see Annex 2) to teach a course as well as help train and mentor junior TRF faculty and STF with limited teaching experience.
- **Furthermore, we recently recruited Dr. Athina Moraiti as Assistant Professor of European Law. Ms. Moraiti, with a decade of academic teaching experience and a solid publications record** (see Annex 3) takes over the teaching of several courses from inexperienced STFs. Her recruitment will minimize the need for STFs as well as improve the gender balance in the Department.
- **Also, we have replaced a STF with a new teaching experienced STF** (see Annex 6).

- In addition, to enhance the faculty's teaching skills the University has instituted programs and procedures for the acquisition of teaching skills by attending on-campus and out-of-campus teaching and learning seminars.
- All new faculty members are required to complete a compulsory Moodle-based course titled "**How to Teach, Engage & Assess Students**", which provides structured guidance on effective teaching and learning practices. This training is offered at multiple levels, tailored to the academic rank of the instructors, to ensure relevance and depth.
  - You may be able to see the course below, by using the credentials on Moodle:
  - Username: eec.test@stu.uol.ac.cy
  - Password: Uol24!!@
  - Link to the course: <https://moodle.uol.ac.cy/course/view.php?id=3633>
- **For entry-level instructors, an experienced faculty advisor—typically of higher academic rank—is assigned to provide ongoing support, pedagogical advice, and to collect feedback aimed at continuous improvement.** This mentorship model ensures that junior faculty members receive the necessary guidance to enhance their teaching effectiveness early in their academic careers.
- As part of this mentoring process, we have also introduced a ***twinning method within teaching teams***. This involves pairing a senior instructor with a junior colleague in a structured collaboration. The senior supports the junior through co-planning, occasional co-teaching, and reflective feedback sessions. This not only strengthens the teaching capacity of new staff but also fosters a collaborative academic culture rooted in shared learning and continuous professional development.
- In addition, **we maintain a dedicated Moodle page called the Instructor Resource Center**, which provides a wide array of academic materials, teaching guides, and tools for faculty use. This resource hub is currently being enhanced based on feedback collected by departmental representatives, to better align with the needs of instructors across all programmes.
  - Link to the Instructor Resource Center: <https://moodle.uol.ac.cy/course/view.php?id=3339>
- **The Distance Learning Unit** also organises regular workshops and micro-trainings focused on teaching methodologies, digital pedagogy, assessment strategies, inclusive teaching practices, and student engagement techniques. These sessions are delivered in hybrid mode to ensure accessibility for both on-campus, part-time staff and distance learning teaching staff.
- Ultimately, we see this feedback as an opportunity to reinforce our institutional commitment to high-quality education, ensuring that all students benefit from engaging and effective teaching delivered by well-supported and continuously developing educators—whether on campus or online.

4. **The EEC is of the view that funding should become structural in the medium run for teaching staff and learning resources at least. The budget seems to address that but more clarity would bring reassurances for the sustainability of the Department.**

We have restructured the budget and financial model as to make a structural investment from Year 1 in regard to the teaching faculty and the initial setup. We have increased the resources for library and subscriptions on a per student basis and we will keep increasing it further once the Department reaches the threshold of 60 students. The Department of Law students will also have access to paid resources, subscriptions. Beyond the Department, the library of the University will keep enriching its Law-related material (see also **Annex 4**).

5. **An academic integrity document is missing, and the Department should adopt one, as suggested by the EEC in the programme report.**

Thank you for this suggestion. The University of Limassol is committed to upholding the principles of responsible research and research integrity, as outlined in the ALLEA European Code of Conduct for Research Integrity. This commitment is demonstrated both procedurally and institutionally.

At the procedural level, the UoL Research Center ensures that all proposal submissions for EU research grants include a formal declaration of compliance with the ALLEA Code of Conduct, made on behalf of the University.

At the institutional level, the University is in the process of developing a comprehensive Research Policy, which incorporate dedicated provisions on research ethics and integrity, aligning with ALLEA principles. This policy is expected to be fully ratified by the University Senate by 2025, further reinforcing UoL's commitment to maintaining the highest standards of research conduct.

The University also mandatorily implements the legislation and framework of the Cyprus National Bioethics Committee.

6. **Generally, ensuring credible and sustainable funding for the new programme of study is important during that period, as competition among LLB programs in the Greek-speaking world is expected to be fierce in the short run.**

The University of Limassol, as the successor of the prestigious Cyprus International Institute of Management, is fully aware of the highly competitive landscape of LLB programs in the Greek-speaking world and the challenges it presents. Leveraging its strong academic heritage and strategic vision, the University and its leadership and its owners remain steadfast in their commitment to expanding and strengthening its academic offerings. They are ready to provide comprehensive financial and institutional support to ensure the successful development, and long-term sustainability of the LLB program, positioning it as a distinguished and competitive choice within the region (see also **Annex 4**).



7. **The EEC was concerned by the ambition to grow while the programme still runs at the current premises. It would appear that the space is rather insufficient to accommodate the new cohort (and also allow for the implementation of the innovative teaching methods the academic staff had in mind) if student numbers grow as projected in the department's budget.**

The EEC's concern about our temporary premises is appreciated. However, as indicated in our application, the first year of the program is intended to enrol a small cohort of no more than 30 students for which our present facilities are adequate. For subsequent years, more space will be available as the University is on the final stage of leasing a third building in Limassol (4 buildings in total including the Nicosia campus).

In the meanwhile, the Government has approved the construction of our new purpose-built Campus in Palodia in the outskirts of Limassol and we are now on the process of obtaining planning permit for the Campus master plan (see **Annex 7**). We, therefore, anticipate significant expansion and upgrading of the physical infrastructure of our university in the very near future.

8. **The EEC was concerned by the breadth of the programme, which could jeopardize its depth.**

Thank you for the comment. The University has reduced the number of electives courses, removing especially those that are of an interdisciplinary nature, in order to focus the programme on the in-depth study of law. Furthermore, it should be noted that in the curriculum of the 4th year there are in-depth courses (Special Topics in Private Law, Applications of Public Law, Applications of International & European Law, Applications of Civil Law & Civil Procedure, Applications of Criminal Law & Criminal Procedure) in which legal issues are studied in depth in order to further enhance the in-depth study of law. The course descriptions of the above courses are attached as **Annex 8**. The programme also offers the Placement course in which students are given the opportunity to apply their legal knowledge in practice and to develop legal skills that enhance their in-depth understanding and knowledge of law.

Indeed, as now adjusted with the EEC recommendation, the proposed LLB program aims to provide an in-depth understanding of legal science by providing all the necessary academic and professional skills that a law degree offers, through its core law modules.

9. **Due to the currently low number of FTEs and the relatively low target number of the first cohort, the EEC would recommend having less electives to prevent competition among them.**

Thank you for your recommendation. The University understands the EEC's concern and therefore has limited the number of elective courses from 20 to 15.

Furthermore, in response to this EEC comment we took the following immediate actions to increase the number of FTEs:



- **We recruited Professor Athanasios Pouliadis as senior Professor (TRF), of Private Law. Professor Pouliadis with over 30 years of university teaching experience** (see Annex 1), will be model teaching two courses and twin-teaching with junior faculty another two courses, as well as training and mentoring the rest of the faculty members of the Department in effective teaching methods.
  - **Also we engaged Professor Nikitas Hatzimihail, Professor of Law at the University of Cyprus, as a Visiting Professor at UoL with over 35 years of teaching experience** (see Annex 2) to teach a course as well as help train and mentor junior TRF faculty and STF with limited teaching experience.
  - **Furthermore, we recently recruited Dr. Athina Moraiti as Assistant Professor of European Law. Ms. Moraiti with a decade of academic teaching experience and a solid publications record** (see Annex 3) takes over the teaching of several courses from inexperienced STFs. Her recruitment will minimize the need for STFs as well as improve the gender balance in the Department.
  - **Also, we have replaced a STF with a new teaching experienced STF** (see Annex 6).
10. **Instead, the EEC recommends considering the introduction of one-day (or half-day) masterclasses on timely topics such as AML, government procurement, or fintech and the law, where the institution could invite established experts (eg experienced legal practitioners from the Limassol Bar or other Cypriot or Greek Bar Associations) or academic researchers from other institutions.**

We sincerely thank the EEC for its valuable feedback. In response to this recommendation, we incorporate topics such as AML, government procurement, and fintech into our seminar and masterclass series, inviting experts and external stakeholders to share their insights. Furthermore, the University of Limassol regularly hosts seminars on these subjects, leveraging our institution's broad and market-oriented approach to benefit our law students. These initiatives ensure that students gain exposure to current legal developments and practical perspectives from both academia and industry.

11. **Generally, in view of the good reputation of the management programme of the institution, the EEC would recommend exposing law students to academic material relating to economics and business, which would most likely also be in line with local market needs.**

We agree with this EEC recommendation which we readily adopt. Since the University offers programs in economics and business, LLB students will have access to materials related to economics and business through seminars and the library repository, both physical and electronic. In this way LLB students have contact with interdisciplinary subjects. Further, seminars by faculty members from all Schools and Departments, covering a wide range of disciplines, take place at the University, which students are encouraged and incentivized to attend.

**12. The EEC did not receive sufficient clarity as to how the programme ensures the gradual development of students' soft skills. Well-thought variation in the exam methods could address this point, coupled with a regular offering of training by the library and IT services.**

Thank you for your comment. The University and the Department under accreditation places great emphasis on developing the soft skills of law students. Hence the University has decided to use, among others, various teaching activities like:

- Case studies
- Problems based solving
- Group discussions and assignments
- Role play
- Debates/advocacy
- Mock trials
- Drafting pleadings

The University also applies a Learner-Centred, Problem-Based Teaching & Learning Model manual (**see Annex 9**).

The objectives of the programme also include the provision of seminars by external specialists. Furthermore, are offered to the students the Placement course where they can develop their soft skills especially in understanding and applying the law, developing their oral and written language and communication skills.

**13. The EEC recommends the adoption of the European Code of Conduct relating to academic integrity.**

Thank you for this suggestion. The University of Limassol is committed to upholding the principles of responsible research and research integrity, as outlined in the ALLEA European Code of Conduct for Research Integrity. This commitment is demonstrated both procedurally and institutionally.

At the procedural level, the UoL Research Center ensures that all proposal submissions for EU research grants include a formal declaration of compliance with the ALLEA Code of Conduct, made on behalf of the University.

At the institutional level, the University is in the process of developing a comprehensive Research Policy, which incorporate dedicated provisions on research ethics and integrity, aligning with ALLEA principles. This policy is expected to be fully ratified by the University Senate by 2025, further reinforcing UoL's commitment to maintaining the highest standards of research conduct.

The University also mandatorily implements the legislation and framework of the Cyprus National Bioethics Committee.

14. The course titled “Law of Free Competition” should be titled “Competition Law”. The Trust Law module (Law -440) is offered to both the Cypriot and Greek path. Nevertheless, this module is more appropriately aligned with Cypriot Law rather than Greek Law. The same may be applicable for other courses such as Intellectual Property Law, Consumer Law, Arbitration Law and Banking Law, although there may be a certain degree of commonalities between Greek and Cyprus Law.

Thank you for this suggestion. The University **adopt your suggestion** and the new titled is “Competition Law” (see Annex 10).

Regarding Trust Law, we acknowledge that this topic may not be as directly applicable to Greek law. However, we believe that an understanding of trust law, as it exists in common law systems, EU law, and international transactions, is essential for students interested in pursuing an international career or one with an international or transactional focus. Trusts are a key legal vehicle for transactions, estate planning, and tax structuring worldwide, making this knowledge highly relevant for law graduates seeking to engage with cross-border legal matters.

Additionally, we also thank the committee for its remaining comments and note that both EU law and internationally recognized standards have established both in common and civil law legal framework in areas such as Intellectual Property Law, Consumer Law, Arbitration, and Banking Law, making these subjects relevant for both Cypriot and Greek legal practitioners. Therefore, these courses are examined in the light of European law and how it is applied in Cyprus and Greece. We remain committed to delivering knowledge that is both relevant and useful to our students, ensuring they are well-equipped for the evolving legal landscape.

## 2. Quality Assurance

### Sub-areas

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

### 1. The state of the current building infrastructure as had been identified in the programme report was a cause for concern but the subject of development.

The University understands the EEC's comment. Each classroom of the current building has **a capacity of about 100 students**. In the classrooms there is all the necessary equipment, a large monitor and side monitors. Also, the Government has approved the construction of our new campus in Limassol, so we anticipate significant changes and advancements in the next few years, regarding the physical infrastructure of our university. It's also important to mention that the University is on the final stage to locate **a third building in Limassol (4 in total)**, while we are on the process of obtaining the master plan planning permit for our Campus in Palodia (see **Annex 7**). In relation to the number of students we have decided to limit this to a sufficient number based on the current facilities

### 2. Library resources issued had been identified by students as outlined in the programme report.

Thank you for your feedback. As a junior University, we give significant attention for the intellectual resources, especially for the Library. The library's budget for the 2024-2025 academic year is **€248,560**, highlighting the University of Limassol's commitment to enhancing its resources and supporting the academic community. Compared to the 2023-2024 budget of **€93,200.22**, this reflects a significant near-threefold increase, demonstrating the university's growth as a new institution and the continued need to strengthen the library's resources.

Also, the University of Limassol Library currently subscribes to three major databases: **EBSCO Host**, **ProQuest Central**, and **IEEE Xplore**. As part of our ongoing efforts to improve library resources, we have expanded our offerings to include new databases such as **Sage**, **Taylor & Francis**, and Greek legal databases like **ISOKRATIS** and **CyLaw** (Cyprus Legal Information Source). Furthermore, global databases such as **HeinOnline** and **LexisNexis** have been added, with access to **LexisNexis** available to academic staff and students starting in September 2025.

The library at the Nicosia campus holds a collection of **3,500 books**, covering a broad range of academic disciplines, including business, law, engineering, health sciences, and humanities. Across all university locations, the total library collection consists of **5,000 books**. As the university continues to grow, the library is committed to expanding its collection to support new academic programs and research needs. For every new program introduced at the university, we conduct an in-depth review in collaboration with faculty members to identify essential titles for acquisition. This process includes updating existing editions, purchasing new books, and ensuring that students have access to the most relevant and up-to-date

materials. In addition, we actively seek feedback from faculty and students regarding required books and supplementary reading materials to further enrich our collection. For the LLB program we have already ordered a number of new and updated books and also, we have an sufficient number of law books in order to support the starting needs of the new program (see **Annex 11**, a list of related books)

Furthermore, the University of Limassol Library is actively engaged in interlibrary loan agreements with all major academic institutions in Cyprus (University of Cyprus, Cyprus University of Technology, European University, University of Nicosia, Frederick University, and Neapolis University Pafos). These collaborations allow our students and faculty members to borrow physical materials from other university libraries and access their reading facilities.

3. **The EEC did not come across an elaborated document on academic integrity. In this regard, the institution could consider endorsing the European Code of Conduct for Research Integrity, notably because it aspires to be active in seeking research funding from Europe. This is necessary in particular in case of research papers and projects with an empirical component.**

Thank you for this suggestion. The University of Limassol is committed to upholding the principles of responsible research and research integrity, as outlined in the ALLEA European Code of Conduct for Research Integrity. This commitment is demonstrated both procedurally and institutionally.

At the procedural level, the UoL Research Center ensures that all proposal submissions for EU research grants include a formal declaration of compliance with the ALLEA Code of Conduct, made on behalf of the University.

At the institutional level, the University is in the process of developing a comprehensive Research Policy, which incorporate dedicated provisions on research ethics and integrity, aligning with ALLEA principles. This policy is expected to be fully ratified by the University Senate by 2025, further reinforcing UoL's commitment to maintaining the highest standards of research conduct.

The University also mandatorily implements the legislation and framework of the Cyprus National Bioethics Committee.

4. **Additionally, the institution does not appear to have a well-thought open access policy. While requests appear to be treated in an expeditious manner, it would make sense to have a policy that informs the researchers about possibilities upfront. The EEC would think that there is leeway for cooperation with other institutions based in Cyprus.**

The University of Limassol Library is actively committed to promoting Open Access initiatives. Currently, we participate in two agreements through the Cyprus library consortium, ensuring access to **Sage** and **Taylor & Francis** databases. These agreements enable our researchers to publish their work in Open Access journals without additional costs, making scholarly outputs widely accessible. As the demand for Open Access resources increases, we are continuously exploring new partnerships. Currently we are in the process of negotiating a potential agreement with **Springer**. Once new agreements are finalized, the library promptly



informs academic staff and students, ensuring they have access to the latest Open Access opportunities. Additionally, we provide guidance on Open Access publishing, institutional repositories, and compliance with funders' mandates regarding Open Access requirements.

**5. Although quality assurance committees were inbuilt into assessment practices, broader structural staffing issues, e.g. seniority 'gaps' in staffing, entailed that significant risks were present in assessment issues.**

Thank you for your comments. The University recognizes the need for senior staff for quality assurance and evaluation purposes. To this end, the University **has recently recruited:**

- **Professor Athanasios Pouliadis as senior Professor (TRF), of Private Law. Professor Pouliadis with over 30 years of university teaching experience** (see Annex 1), will be model teaching two courses and twin-teaching with junior faculty another two courses, as well as training and mentoring the rest of the faculty members of the Department in effective teaching methods.
- **Professor Nikitas Hatzimihail, Professor of Law at the University of Cyprus, as a Visiting Professor at UoL with over 20 years of teaching experience** (see Annex 2) to teach a course as well as help train and mentor junior TRF faculty and STF with limited teaching experience.
- **Dr. Athina Moraiti as Assistant Professor of European Law. Ms. Moraiti, with a decade of academic teaching experience and a solid publications record** (see Annex 3) takes over the teaching of several courses from inexperienced STFs. Her recruitment will minimize the need for STFs as well as improve the gender balance in the Department.

Also, the University has procedures in place whereby both staff and curricula are evaluated by the Quality Assurance Committee and an Internal Quality Committee which operates in each School and Department. (see The University's Charter as **Annex 12**, p. 30). Although the University is a new organization with almost 2 years of life, it is in a process of growth where recruitment of academic staff, including senior faculty members, is ongoing.

**6. Mentoring and peer review arrangements for staff, including so-called flying faculty within the percentage that is allowed by the Agency, were advised by the EEC in order to build essential expertise. This would enhance quality assurance as to assessment but also would be essential for the younger staff as they aim to grow in their capacity as full-fledged academics.**

The University thanks you for your recommendation. The University collaborates with visiting professors and emeritus professors. The University also organises seminars with external visiting professors.

Moreover, the University has an Academic Advisory Board (AAB) of the University of Limassol. (<https://www.uol.ac.cy/en/academic-advisory-board/>).

The AAB of the University of Limassol, consists of distinguished academics external to the University. The AAB provides guidance on academic strategy and growth and advises on attaining and maintaining the highest standards of excellence and academic integrity. It operates as a sounding board for new ideas, and challenges and a source of fresh innovative approaches to research, teaching and learning.

The Board has no decision-making authority; their role is purely advisory. The aim is to bring together a diversity of perspectives that can provide the broadest advice to the University, the Schools and the faculty, capitalising on the members' diverse expertise, experience and networks. A recent addition to the Board has been **Professor Sir Malcolm Evans, Professor of Public International Law**, whose presence can help both the Law Department and the Programme.



### 3. Administration

1. **Quality assurance procedures were detailed and multifarious, with appropriate levels of oversight, accountability and transparency. The state of accreditation entailed that the Department was not yet fully functional as implied by the criteria.**

Thank you for the comment. Generally, all the Departments of the University follow all the regulations and policies of the University regarding Quality Assurance in order to promote the objectives of the Department and the University as well.

2. **The staffing of the department was a general concern of the EEC where its relatively junior composition and lack of a full professor/ full-time staff member with sufficient management/ leadership experience appeared to impinge its capacity to function. This affected its administration overall.**
  - **We recruited Professor Athanasios Pouliadis as senior Professor (TRF), of Private Law. Professor Pouliadis with over 30 years of university teaching experience** (see Annex 1), will be model teaching two courses and twin-teaching with junior faculty another two courses, as well as training and mentoring the rest of the faculty members of the Department in effective teaching methods.
  - **Also, we engaged Professor Nikitas Hatzimihail, Professor of Law at the University of Cyprus, as a Visiting Professor at UoL with over 20 years of teaching experience** (see Annex 2) to teach a course as well as help train and mentor junior TRF faculty and STF with limited teaching experience.
  - **Furthermore, we recently recruited Dr. Athina Moraiti as Assistant Professor of European Law. Ms. Moraiti has with a decade of academic teaching experience and a solid publications record** (see Annex 3) takes over the teaching of several courses from inexperienced STFs. Her recruitment will minimize the need for STFs as well as improve the gender balance in the Department.
3. **English language modules going forward could be considered to aide with the rollout of internationalisation subject to appropriate staffing.**

The University found your suggestion very useful. To address this the University, offer **English Induction course** for every academic year. Also, especially for the LLB programme, a compulsory **Course English Legal Terminology** is offered, and the teaching language will be in English. Furthermore, we are offering masterclasses in English in every year of study.

#### 4. Learning and Teaching

##### Sub-areas

##### 4.1 Planning the programmes of study

##### 4.2 Organisation of teaching

1. **The Department has an adequate system for designing the programme of study, building on the expertise of existing staff. Stakeholders were involved in the development of the programme. It should be ensured that they are also involved in the assessment and future review of the program. ILOs are well-designed but it further needs to be ensured that the ILOs of each course match the ILOs of the programme as well as to how each course's ILOs contribute in achieving the objectives of the programme. Other than bringing practitioners in class, the Department could also introduce short masterclasses to complement the study programme.**

Thank you for your recommendation. From the very beginning, the opinions of external experts from the labour market and the legal professions have been taken into account in the design of the programme and the Department of Law. The aim of the Department and the Law Programme is to provide students with academic training and all the necessary professional skills, as well as to link them to the labour market and the legal professions. To this end, the University accepts evaluations of its programme by external stakeholders on an annual basis, so that the learning outcomes of each course and of the programme are met. Also, in response to this recommendation, we incorporate topics such as AML, government procurement, and fintech into our seminar and masterclass series, inviting experts and external stakeholders to share their insights. Furthermore, the University of Limassol regularly hosts seminars on these subjects, leveraging our institution's broad and market-oriented approach to benefit our law students. These initiatives ensure that students gain exposure to current legal developments and practical perspectives from both academia and industry.

2. **However, it remains unclear how these will play out once the programme is launched. Variation, as mentioned, is important in the use of teaching, learning and assessment methods to allow for an overall rewarding learning experience.**

Thank you for your comment. The University uses a variety of methods for examining and assessing students. Programme directors ensures that there is sufficient variation in the formative component of the grading. For this programme, in addition to the final examination, which usually accounts for 50% to 60% of the total grade, the methods used are mid-term examinations, (group or individual) assignments, oral presentations and class participation.

In addition, we use a range of other assessment formats, including collaborative work, pro bono portfolio, legal case debates, a moot court where students take part in mock trials, and mooting competitions (debates about hypothetical legal cases). These assessments are designed to help develop writing, analytical, presentation, negotiation and legal research and legal argumentation skills that are essential to professional life and legal practice.

The University also applies a Learner-Centred, Problem-Based Teaching & Learning Model manual (see Annex 9).

Also, University-wide the program director/coordinator is tasked with the coordination and maintenance of a fairness in the assessment of competences across students and across courses. To this end, the program coordinator provides guidelines on how to assess students so that there is a common process and no major discrepancies in assessment methods and grading between courses. Meetings are also organized every semester between the programme coordinator and the teaching staff where feedback on the course assessment process is given. Finally, each instructor informs the program coordinator at the beginning of each course of the student assessment methods to be followed in order to make any changes where major discrepancies in student assessment between courses are identified. The grades submitted for each course by the instructor, before officially recorded, are reviewed by the program director/coordinator for signs of grade inflation and other discrepancies or anomalies which are addressed with the instructor, and, if necessary, with the Department Chair for possible remedy.

**3. Innovation appeared central to the programme although it was unclear what it consisted of, as the programme is new.**

The University has attempted to design an innovative programme in law that combines legal training with modern and innovative elements that provide students with the tools to choose a wide range of legal careers. To this end, the programme offers a research methods course (Introduction to Research Methods) in which students learn how to conduct quantitative and qualitative research (e.g. questionnaires, interviews). This course, which is not commonly offered in undergraduate law programmes, provides many benefits to the law student. Not only does it provide the necessary skills for future academic research, but it also gives them the skills to respond to a wide range of careers in both the private and public sectors. The programme also offers a course in Law and Artificial Intelligence, a modern and innovative course that is now essential for the lawyer of the future. Moreover, there are courses that combine interdisciplinarity, such as Forensic Psychology & Psychiatry, as well as the Placement course, which is essential in helping students with their professional orientation as well as the practical application and development of their legal knowledge and skills.

Finally, the University has signed Memorandumus of Understanding with professional bodies (Cyprus Bar Association, Limassol Bar Association and Kerynia Bar Association) and law firms through which various synergies can be achieved and the industrial sector can contribute to the education of the law students

**4. As noted earlier, though, the EEC would consider it important to ensure that there is central coordination as far as concerns the different methods of assessment across semesters and courses.**

Thank you for the comment. University-wide, the program director/coordinator is tasked with the coordination and maintenance of a fairness in the assessment of competences across students and across courses. To this end, the program coordinator provides guidelines on

how to assess students so that there is a common process and no major discrepancies in assessment methods and grading between courses. Meetings are also organized every semester between the programme coordinator and the teaching staff where feedback on the course assessment process is given. Finally, each instructor informs the program coordinator at the beginning of each course of the student assessment methods to be followed in order to make any changes where major discrepancies in student assessment between courses are identified. The grades submitted for each course by the instructor, before officially recorded, are reviewed by the program director/coordinator for signs of grade inflation and other discrepancies or anomalies which are addressed with the instructor, and, if necessary, with the Department Chair for possible remedy.

5. **The EEC found that a broader diversity of more contemporary teaching and learning practices could readily be inbuilt into the programme to engage better with the considered views of stakeholders but also more cutting-edge pedagogical practice.**

Thank you for your comment. The University uses a variety of methods for examining and assessing students. Programme directors ensures that there is sufficient variation in the formative component of the grading. For this programme, in addition to the final examination, which usually accounts for 50% to 60% of the total grade, the methods used are mid-term examinations, (group or individual) assignments, oral presentations and class participation.

In addition, we use a range of other assessment formats, including collaborative work, pro bono portfolio, legal case debates, a moot court where students take part in mock trials, and mooting competitions (debates about hypothetical legal cases). These assessments are designed to help develop writing, analytical, presentation, negotiation and legal research and legal argumentation skills that are essential to professional life and legal practice. Moreover, we have adopted a manual for Learner-Centred, Problem-Based Teaching & Learning Model, which is a very important tool for the instructors (see **Annex 9**).

Furthermore, during the above methods, we are assisted by external stakeholder of relative professionals fields, such lawyers ex-judges in order to provide their experience and input to enrich the pedagogical practices and teaching methods with their practical experience.

6. **Although quality assurance committees were inbuilt into assessment practices, broader structural staffing issues, e.g. seniority ‘gaps’ in staffing, entailed that significant risks were present in assessment issues.**

Thank you for your comments. The University recognizes the need for senior staff for quality assurance and evaluation purposes. To this end, the University **has recently recruited Professor Athanasios Pouliadis**, Professor in Private Law, **who has over 30 years of university experience (see Annex 1)**. As an experienced and senior Professor, Mr. Pouliadis will lead the Department (chairman), supervise and ensure the quality procedures of the program, and mentor the rest of the department's academic staff. **This covers any gaps in senior staff**. Moreover, we have also **appointed Professor Nikitas Hatzimihail (Annex 2)**, Professor of Law at the University of Cyprus, as a **Visiting Professor**, where his presence will ensure the quality of the programme and the development of the Department. Further, the University **has recently recruited Assistance Professor Athina Moraiti (see**

**Annex 3)** in the field of European Law with an important academic teaching experience and significant publications. **Ms. Moraiti has a decade of academic teaching experience and** a solid publications record (see Annex 3) takes over the teaching of several courses from inexperienced STFs. Her recruitment will minimize the need for STFs as well as improve the gender balance in the Department.

The University has procedures in place whereby both staff and curricula are evaluated by the Quality Assurance Committee and an Internal Quality Committee which operates in each School and Department. (see The University's Charter as **Annex 12**, p. 30). Although the University is a new organization with almost 2 years of life, it is in a process of growth where recruitment of academic staff, including senior faculty members, is ongoing.

7. **Mentoring and peer review arrangements for staff, including so-called flying faculty within the percentage that is allowed by the Agency, were advised by the EEC in order to build essential expertise. This would enhance quality assurance as to assessment but also would be essential for the younger staff as they aim to grow in their capacity as full-fledged academics.**

The University thanks you for your recommendation. The University collaborates with visiting professors and emeritus professors. The University also organises seminars with external visiting professors.

Moreover, the University has an Academic Advisory Board (AAB) of the University of Limassol. (<https://www.uol.ac.cy/en/academic-advisory-board/>). The AAB of the University of Limassol, consists of distinguished academics external to the University. The AAB provides guidance on academic strategy and growth and advises on attaining and maintaining the highest standards of excellence and academic integrity. It operates as a sounding board for new ideas, and challenges and a source of fresh innovative approaches to research, teaching and learning.

The Board has no decision-making authority; their role is purely advisory. The aim is to bring together a diversity of perspectives that can provide the broadest advice to the University, the Schools and the faculty, capitalising on the members' diverse expertise, experience and networks. A recent addition to the Board has been **Professor Sir Malcolm Evans, Professor of Public International Law**, whose presence can help both the Law Department and the Programme.



## 5. Teaching Staff

1. While the EEC has not been given any information on how many new resident and visiting faculty members that the Law Department would plan to recruit, in case it would be accredited, it is left with the impression that the Department is understaffed to accomplish set objectives. While the current staff would seem to have the necessary legal competence, the EEC was taken aback by the lack of teaching experience of most faculty members, both full- and part-time. That may not only affect the quality of teaching but also the assessment of student performance. The ratio of the resident and special teaching staff is 1 to 1, which seems to the EEC less than satisfactory given the objective to offer a qualitative Law Programme.

The University recognises that both TRF and STF members do not have enough teaching experience. It should be noted that some members of the academic staff do have teaching experience and are already teaching at university level.

The University **has recently recruited Professor Athanasios Pouliadis**, Professor in Private Law, **who has over 30 years of university experience**. Professor Pouliades will mentor and train the rest of the faculty members of the Department in the teaching methods, especially through the **twinning method within teaching teams**. The same contribution will provide by **Professor Nikitas Hatzimihail**, Professor of Law at the University of Cyprus, who appointed the University as a Visiting Professor. Further, the University **has recently recruited Assistance Professor Athina Moraiti (see Annex 3)** in the field of European Law. Ms. Moraiti **has a decade of academic teaching experience and a solid publications record**.

Moreover, the University has and applies specific procedures for the acquisition of teaching skills and experience of its members.

- All new faculty members are required to complete **a compulsory Moodle-based course titled "How to Teach, Engage & Assess Students"**, which provides structured guidance on effective teaching and learning practices. This training is offered at multiple levels, tailored to the academic rank of the instructors, to ensure relevance and depth.

You may be able to see the course below, by using the credentials on Moodle:

Username: eec.test@stu.uol.ac.cy

Password: Uol24!!@

Link to the course: <https://moodle.uol.ac.cy/course/view.php?id=3633>

- **For entry-level instructors, an experienced faculty advisor—typically of higher academic rank—is assigned to provide ongoing support, pedagogical advice, and to collect feedback aimed at continuous improvement.** This mentorship model ensures that junior faculty members receive the necessary guidance to enhance their teaching effectiveness early in their academic careers.
- As part of this mentoring process, we have also introduced a **twinning method within teaching teams**. This involves pairing a senior instructor with a junior colleague in a structured collaboration. The senior supports the junior through co-planning, occasional co-teaching, and reflective feedback sessions. This not only strengthens the teaching

capacity of new staff but also fosters a collaborative academic culture rooted in shared learning and continuous professional development.

- In addition, we maintain a dedicated **Moodle page called the Instructor Resource Center**, which provides a wide array of academic materials, teaching guides, and tools for faculty use. This resource hub is currently being enhanced based on feedback collected by departmental representatives, to better align with the needs of instructors across all programmes.

Link to the Instructor Resource Center:

<https://moodle.uoi.ac.cy/course/view.php?id=3339>

- The Distance Learning Unit also organises regular workshops and micro-trainings focused on teaching methodologies, digital pedagogy, assessment strategies, inclusive teaching practices, and student engagement techniques. These sessions are delivered in hybrid mode to ensure accessibility for both on-campus, part-time staff and distance learning teaching staff.
- Also, we have replaced a STF with a new teaching experienced STF (**see Annex 6**).

We strongly agree with the EEC's view that continuous professional development is essential to empowering our staff and boosting their confidence. As such, we are committed to fostering a culture of ongoing learning and teaching excellence. In parallel, we are collaborating with Department Heads to incorporate teaching development goals into the annual performance and development reviews of academic staff.

Ultimately, we see this feedback as an opportunity to reinforce our institutional commitment to high-quality education, ensuring that all students benefit from engaging and effective teaching delivered by well-supported and continuously developing educators—whether on campus or online.

2. **The EEC recommends that the Law Department makes the resort to external reviewers compulsory for the recruitment of permanent staff, and at least the assistant, associate and full professors.**

The University agrees with the EEC's comment, which it considers very important. The University already has a policy (**see Annex 13**) for the recruitment of permanent staff. This provides for a compulsory minimum of two external reviewers, who should be of a higher rank than that of the post to be filled. Also, it is worth to refer that all previous, current and future recruitments in the Law Department used external reviewers.

3. **The EEC thinks it desirable that the Law Department safeguards the 40% research time ceiling and ensures that the amount of teaching of the resident faculty members does not exceed what is reasonable, given that the Law Department is also expecting them to do significant research, quantitatively as well as qualitatively, and to establish the university as a research institution.**



The University thanks you for your valuable comment. The University of Limassol has as its primary objective the promotion of research and has therefore created conditions that allow academic staff to have sufficient time for their research.

In order to achieve this, 40% of the academic staff's time devoted to research **is legally guaranteed by their employment contracts**. In addition, the University provides an **annual sum of €5000 to academic staff for research purposes and participation in scientific conferences**. It should also be noted that the academic member managing the grant has the possibility to reduce teaching hours for the needs of research.

Both Dean of the School and Chair of the Department are responsible for making sure that 40% of the research time is respected.

4. **The Law Department should ensure that all resident faculty members have a PhD degree in law and strive for better gender balance for permanent staff.**

Thank you for your comment. The academic staff who teach core legal courses hold a PhD in law. However, courses that are not part of hard-core law and that focus more on interdisciplinary fields can be taught by faculty from the University who have expertise in the subject area of the course and who may not hold a PhD in law (e.g. Forensic Psychology & Psychiatry course).

Also, following the EEC's recommendation about the gender balance, the University **has recently recruited Assistance Professor Athina Moraiti (see Annex 3) in the field of European Law Ms. Moraiti with a decade of academic teaching experience and a solid publications record**.

It is worth to mention that in previous recruitments for the Department of Law, the University offered an academic position to a woman, but she decided not to accept the appointment.

Furthermore, the University follows a specific policy about gender balance. By implementing specific measures, the University can create a more inclusive and balanced structure, benefiting both the institution and its academic community. See **Annex 14** the UoL Policy Document for Diversity, Equity, and Inclusion for 2022 – 2029.

5. **The EEC strongly recommends that the Department recruit at least one Associate Professor in the short run (and also a Full Professor by the time the new campus is ready at the latest) to ensure there is sufficient experience and authority to lead and give the Department an international profile.**

Thank you for your comments. Following the EEC's recommendations, the the University **has recently recruited Professor Athanasios Pouliadis**, Professor in Private Law, **who has over 30 years of university experience (see Annex 1)**. As an experienced and senior Professor, Mr. Pouliadis will **lead** the Department (chairman), **supervise** and ensure the quality procedures of the program, and mentor the rest of the department's academic staff. **This covers any gaps in senior staff**. Moreover, we have also **appointed Professor Nikitas Hatzimihail**, Professor of Law at the University of Cyprus (**Annex 2**), as a **Visiting Professor**, where his presence will ensure the quality of the programme and the development of the Department. Also, the University **has recently recruited Assistance**

**Professor Athina Moraiti (see Annex 3).** in the field of European Law with important academic teaching experience and significant publications.

6. **The EEC was taken aback by the number of elective courses. When no more than 25-30 students are enrolled in the Programme, offering twenty elective courses does not make sense. This could be set as an ideal for the future, when the number of enrolled students is significantly higher. In the meantime, it would seem preferable that the Law Department spent much of these resources on other things. What could also make electives viable is to offer them only when more than 10-15 students have registered for the course.**

Thank you for the comment. The University has reduced the list of electives from 20 to 15 so that there can be the necessary number of students to take them. A list of elective courses is attached as **Annex 15**. The students will also be able to choose only the elective course offered in the current semester and not generally any elective course offered in the programme. This way a class of 10-15 students can be formed for each semester that a particular elective is offered.

7. **The Department should ensure that there are resources and available staff to replace resident faculty members in case they obtain a research grant or a research bonus that allow them to buy out of some teaching.**

The University has a policy whereby in the event that an academic member obtains a research grant or a research bonus that allows them to buy out some teaching and their teaching hours are replaced by Special Teaching Staff (STF) for whom a roster of candidates is maintained. For longer-term needs additional TRFs are recruited.

## 6. Research

### 1. The Department could consider endorsing the European Code of Conduct for Research Integrity, notably because it aspires to be active in seeking research funding from Europe.

Thank you for this suggestion. The University of Limassol is committed to upholding the principles of responsible research and research integrity, as outlined in the ALLEA European Code of Conduct for Research Integrity. This commitment is demonstrated both procedurally and institutionally.

At the procedural level, the UoL Research Center ensures that all proposal submissions for EU research grants include a formal declaration of compliance with the ALLEA Code of Conduct, made on behalf of the University.

At the institutional level, the University is in the process of developing a comprehensive Research Policy, which incorporate dedicated provisions on research ethics and integrity, aligning with ALLEA principles. This policy is expected to be fully ratified by the University Senate by 2025, further reinforcing UoL's commitment to maintaining the highest standards of research conduct.

The University also mandatorily implements the legislation and framework of the Cyprus National Bioethics Committee.

### 2. The Department should consider adopting an open access policy.

Thank you for your suggestion. The University of Limassol Library is actively committed to promoting Open Access initiatives. Currently, we participate in two agreements through the Cyprus library consortium, ensuring access to **Sage** and **Taylor & Francis** databases. These agreements enable our researchers to publish their work in Open Access journals without additional costs, making scholarly outputs widely accessible. As the demand for Open Access resources increases, we are continuously exploring new partnerships. Currently we are in the process of negotiating a potential agreement with **Springer**. Once new agreements are finalized, the library promptly informs academic staff and students, ensuring they have access to the latest Open Access opportunities. Additionally, we provide guidance on Open Access publishing, institutional repositories, and compliance with funders' mandates regarding Open Access requirements.

### 3. All of the seven resident faculty appear to be active researchers. However, the length and quality of their respective research portfolios vary, but in no case does it exceed what can be considered normal for such young academics.

The University of Limassol has as its primary objective the promotion of research and has therefore created conditions that allow academic staff to have sufficient time for their research.

In order to achieve this, 40% of the academic staff's time devoted to research is legally guaranteed by their employment contracts. In addition, the University provides an annual sum of €5000 to academic staff for research purposes and participation in scientific conferences. It should also be noted that the academic member managing the grant has the possibility to reduce teaching hours for the needs of research.

It's remarkable to note that faculty members of the Department start to important research portfolio. Specifically Dr. Dimitrios Kourtis has recently published his book [\*"Genocide and the Right to Exist. An International Criminal Law Account"\* \(Springer Nature\)](#).

4. **The EEC is of the view that the research time of young academics in particular will have to be safeguarded so that no overwhelming teaching obligations are imposed on any faculty member at any given time. In that regard, the Dean and the Chair of Department will have to make sure that the research time of 40% is respected.**

Thank you for your valuable comment. As mentioned above, the University of Limassol has as its primary objective the promotion of research and has therefore created conditions that allow academic staff to have sufficient time for their research.

In order to achieve this, **40% of the academic staff's time devoted to research is legally guaranteed by their employment contracts**. In addition, the University provides an **annual sum of €5000** to academic staff for research purposes and participation in scientific conferences. It should also be noted that the academic member managing the grant has the possibility to reduce teaching hours for the needs of research. See also the Policy statement on Faculty Research as **Annex 16**).

Both Dean of the School and Chair of the Department are responsible to make sure that the research time of 40% is respected.

5. **There is no information on the collaboration of resident faculty members with partners within and/or outside of the Law Department, in Cyprus or abroad. As noted earlier, Erasmus+ possibilities and short research or teaching stays in other academic institutions during non-teaching periods should be actively explored and supported by the institution's internal structures.**

Thank you for the comment. Dr. Kriton Dionysiou, RTF of the UoL is a founding member of the Institute of Politics and Democracy, a research-based think tank in Cyprus dedicated to producing high-quality research and contributing to effective policymaking. The Institute focuses on a broad range of issues, including governance, political affairs, and legal frameworks, with a strong emphasis on law and its role in shaping democratic institutions. Dr. Dimitrios Kourtis, RTF of UoL, participated in Research Projects and was an Academic Consultant of Council of Europe and Hellenic Parliament (see **Annex 17**).

The University participates in the Erasmus+ programme. Under this programme it has agreements with European Universities for the exchange of students and staff of the University. The University also has agreements for the exchange of students and staff with universities that are not part of the Erasmus+ programme (see **Annex 18**). Furthermore, the

University (ex CIIM) has been positively evaluated and has been awarded the "ERASMUS CHARTER FOR HIGHER EDUCATION 2021-2027" quality certificate (**Annex 19**). Finally, various students at the University and student from other Universities have used the Erasmus+ programme in order to visit the UoL (see **Annex 20**).

- 6. The EEC thinks it desirable that the Law Department safeguards the 40% research time ceiling and ensures that the amount of teaching of the resident faculty members does not exceed what is reasonable.**

Thank you for the comment. As mentioned above, the University of Limassol has as its primary objective the promotion of research and has therefore created conditions that allow academic staff to have sufficient time for their research.

In order to achieve this, 40% of the academic staff's time devoted to research **is legally guaranteed by their employment contracts**. In addition, the University **provides an annual sum of €5000** to academic staff for research purposes and participation in scientific conferences. It should also be noted that the academic member managing the grant has the possibility to reduce teaching hours for the needs of research.

Both Dean of the School and Chair of the Department are responsible for making sure that 40% of the research time is respected.

- 7. An expeditious open access publication process should be seriously explored, potentially in collaboration with other academic institutions in Cyprus and Greece.**

The University of Limassol Library is actively committed to promoting Open Access initiatives. Currently, we participate in two agreements through the Cyprus library consortium, ensuring access to **Sage** and **Taylor & Francis** databases. These agreements enable our researchers to publish their work in Open Access journals without additional costs, making scholarly outputs widely accessible. As the demand for Open Access resources increases, we are continuously exploring new partnerships. Currently we are in the process of negotiating a potential agreement with **Springer**. Once new agreements are finalized, the library promptly informs academic staff and students, ensuring they have access to the latest Open Access opportunities. Additionally, we provide guidance on Open Access publishing, institutional repositories, and compliance with funders' mandates regarding Open Access requirements.

- 8. The Law Department could think of establishing further incitement that encourages increased research and a higher number of publications in high-ranking publication fora. This could include small writing grants for participation in calls for papers, for instance.**

We appreciate the EEC's constructive suggestion regarding the encouragement of increased research output and publications. In this regard, we would like to note that the Law Department maintains a close and active collaboration with the university's Research Center, which plays a pivotal role in supporting our academic staff in identifying suitable calls for papers, preparing research proposals, and navigating application processes for funding. Additionally, the Research Center facilitates connections with broader academic networks



and international partners, creating opportunities for joint projects and co-authorships that enhance both the visibility and quality of our research. This ongoing partnership serves as a key driver of research activity within the department, complementing our internal efforts to foster a strong and vibrant research culture.

In addition, the University provides each faculty member with **€5,000 per year to attend scientific conferences and to purchase equipment for research purposes**. Also, the employment contracts of faculty members stipulate that substantial amounts (1,000-2,500 euro) will be paid as a bonus for publications in high-ranking scientific journals, beyond contractual research obligations (see **Annex 16**).

**9. The Law Department should ensure that there are resources and available staff to replace resident faculty members in case they obtain a research grant or a research bonus that allow them to buy out of some teaching.**

The University has a policy whereby in the event that an academic member obtains a research grant or a research bonus that allows them to buy out some teaching and their teaching hours are replaced by Special Teaching Staff (STF) for whom a roster of candidates is maintained. For longer term needs additional TRFs are recruited.

**10. The Department could consider endorsing the European Code of Conduct for Research Integrity, notably because it aspires to be active in seeking research funding from Europe.**

Thank you for this suggestion. The University of Limassol is committed to upholding the principles of responsible research and research integrity, as outlined in the ALLEA European Code of Conduct for Research Integrity. This commitment is demonstrated both procedurally and institutionally.

At the procedural level, the UoL Research Center ensures that all proposal submissions for EU research grants include a formal declaration of compliance with the ALLEA Code of Conduct, made on behalf of the University.

At the institutional level, the University is in the process of developing a comprehensive Research Policy, which incorporate dedicated provisions on research ethics and integrity, aligning with ALLEA principles. This policy is expected to be fully ratified by the University Senate by 2025, further reinforcing UoL's commitment to maintaining the highest standards of research conduct.

The University also mandatorily implements the legislation and framework of the Cyprus National Bioethics Committee.

#### 11. The Department should consider adopting an open access policy.

Thank you for your suggestion. The University of Limassol Library is actively committed to promoting Open Access initiatives. Currently, we participate in two agreements through the Cyprus library consortium, ensuring access to **Sage** and **Taylor & Francis** databases. These agreements enable our researchers to publish their work in Open Access journals without additional costs, making scholarly outputs widely accessible. As the demand for Open Access resources increases, we are continuously exploring new partnerships. Currently we are in the process of negotiating a potential agreement with **Springer**. Once new agreements are finalized, the library promptly informs academic staff and students, ensuring they have access to the latest Open Access opportunities. Additionally, we provide guidance on Open Access publishing, institutional repositories, and compliance with funders' mandates regarding Open Access requirements.



## 7. Resources

1. However, the EEC identified and emphasized the need for additional hires at the associate and full professor level, which would mean that additional resources will need to be devoted to the Law Department. A well-thought-out plan regarding to how profits will be used to further strengthen the Department was not presented to the EEC in any detail. This is necessary to cater for the sustainable growth of the Department, notably if the projected profits of 780'000 in year 4 materialize. Other than UoL overheads, the EEC recommends that a transparent plan is elaborated to ensure that net profits are invested back to the further growth of the Department and the improvement of the academic environment.

In response to the EEC identified need for additional hires at the senior level, **we have already recruited Professor Athanasios Pouliadis as senior Professor (TRF) of Private Law. Professor Pouliadis with over 30 years of university teaching experience** (see **Annex 1**), will be model teaching two courses and twin-teaching with junior faculty another two courses, as well as training and mentoring the rest of the faculty members of the Department in effective teaching methods. Also, **we engaged Professor Nikitas Hatzimihail, Professor of Law at the University of Cyprus, as a Visiting Professor at UoL with over 20 years of teaching experience** (see **Annex 2**) to teach a course as well as help train and mentor junior TRF faculty and STF with limited teaching experience. Furthermore, **we recently recruited Dr. Athina Moraiti as Assistant Professor of European Law**. Ms. Moraiti, **with a decade of academic teaching experience and a solid publications record** (see **Annex 3**) takes over the teaching of several courses from inexperienced STFs. Her recruitment will minimize the need for STFs as well as improve the gender balance in the Department.

Moreover, we have budgeted but also actively recruiting the founding team of faculty to be well above the minimum thresholds. Targeting only 30 students from Year 1 and noting that we already have interest from a significant number of students to join our first year of study, we will be operating at a staff to faculty ratio of 12 to 1. In addition, we have introduced a better method in growing the number of teaching staff as the department grows.

While not a direct cost item, we have built in our budget & financial model an “Absorption Expenses” line which accounts for a % of revenue, this would account for costs & overheads the University as a whole will incur. At such time that the Department grows in numbers, these amounts will be earmarked for Department specific costs i.e. Rent/investment in Department specific classrooms/facilities. Lastly, we have built within the budget a “Sinking Fund” which earmarks a % of the Net Profits after a certain level to be utilised and reinvested within the Department (see **Annex 4**).

2. The library budget is very low, as subscription-based databases to legal journals are very expensive. HeinOnline is the only database but additional ones are needed (Greek-speaking and international) for research by students and staff. Thus, the library budget will need to be at least doubled and grow in proportion to the growth of student numbers. The library would also have to explore possibilities for pooling of resources with other academic institutions in Greece, Cyprus or other countries.

The University Library is constantly developing and expanding its collection: the library budget has more than **doubled** for **2024-2025 academic year, reaching €248,560, compared to €93,200.22** in 2023-2024 to meet the university's increasing needs. Also, there are available databases such **EBSCOhost, ProQuest Central, IEEE Xplore, SAGE** (with 1093 academic journals), **Taylor & Francis** (with 2013 academic journals). Especially for legal databases are available **ISOKRATIS** (a database for Greek law), **CyLaw** (legal information for Cyprus), **HeinOnline** and **LexisNexis** (which recently added in the Library database following the recommendations of the EEC).

Furthermore, the University of Limassol Library is member of the Cyprus library consortium and is actively engaged in interlibrary loan agreements with all major academic institutions in Cyprus.

3. **IT infrastructure will probably be adequate in the new premises but until then the IT team would need to be ready to accommodate requests on short notice. Support staff budget line is expected to stay the same for three years but then double from year 3 to 4. The EEC would rather have expected a smooth progression within this 4-year timeframe.**

We thank the Committee for their constructive feedback regarding the current IT infrastructure and support. We would like to highlight that, alongside our internal IT team, we collaborate with Business Revolutions LTD, an external partner, to ensure that we have sufficient capacity and technical expertise to respond effectively to the University's operational demands. This partnership enables us to remain agile and responsive, particularly as we anticipate future growth. In parallel, our internal IT team is being gradually strengthened to meet the evolving needs of the University.

We remain committed to monitoring the situation closely and making any necessary adjustments to ensure continued reliability and quality of service, particularly in light of the ambitious student growth targets and the new campus timeline. Furthermore, in relation to our LMS (Moodle), we work closely with colleagues from the Distance Learning Unit, adopting a co-design approach that ensures continuous improvement of the technical infrastructure. We also maintain a strong collaboration with WideServices, an external provider responsible for hosting the LMS and supporting enhancements to the student learning experience. This co-design approach, applied across both infrastructure and support, reflects our proactive and integrated strategy. It is working effectively so far.

4. **The EEC noted, however, that the institution's library at the premises it visited is very small and many books are outdated. We assume that the Nicosia campus does not remedy that, notably with respect to legal books. The library does not maintain any book titles that correspond to the necessities of the LLB curriculum under evaluation, bar one text. The EEC understands that an acquisition wave is coming. However, it is important that all required teaching material is available to the students when the programme is launched.**

Thank you for your comment. The University Library is constantly developing and expanding its collection: the library budget has more than **doubled** for **2024-2025 academic year, reaching €248,560, compared to €93,200.22** in 2023-2024 to meet the university's increasing needs. We are also members of the Cyprus Library Consortium, which includes all universities in the country (University of Cyprus, Cyprus University of Technology, European University, University of Nicosia, Frederick University, and Neapolis University Paphos). Based on this Consortium the the University of Limassol Library is actively engaged in interlibrary loan agreements with all major academic institutions in Cyprus.

Also, for both new and existing programs, we are continuously acquiring new books and materials, with the goal of enriching our collections and meeting the educational needs of our students. As a new university, we invest in every possible opportunity to strengthen our libraries and ensure that our students have access to modern and high-quality instructional materials, data sources and new publications.

For the LLB program **we have already ordered a number of new and updated books and also, we have an sufficient number of law books in order to support the starting needs of the new program** (see Annex 11). At the same time, we are in the process of ordering more books. Furthermore, it's important to mention that the University is on the final stage to locate a third building in Limassol (**4 in total**), while we are on the process of obtaining the master plan planning permit for our Campus in Palodia (see Annex 10). So, with the expansion of the University's premises with one more building this also allow the expansion of the library space.

5. **However, in view of the limited online database (HeinOnline appears to be the only important one, but other important ones such as WestLaw, LexisNexis or Jstor are not available), it appears that availability of relevant academic resources for both students and staff are sub-optimal. The EEC came to realise that the budget would need to be significantly increased if such lacunae were to be addressed with the launch of the new LLB programme. It is also important that the Department explores the possibility of pooling resources with other academic institutions to gain access to all major publishers in Greece and preferably in Europe as well.**

Thank you for your feedback. As mentioned above the library budget has more than doubled for 2024-2025 academic year, **reaching €248,560**, compared to €93,200.22 in 2023-2024 to meet the university's increasing needs. The library at the Nicosia campus holds a collection of **3,500 books**, covering a broad range of academic disciplines, including business, law, engineering, health sciences, and humanities. Across all university locations, the total library collection consists of **5,000 books**. As the university continues to grow, the library is committed to expanding its collection to support new academic programs and research needs. For every new program introduced at the university, an in-depth review in collaboration with faculty members to identify essential titles for acquisition. This process includes updating existing editions, purchasing new books, and ensuring that students have access to the most relevant and up-to-date materials. In addition, we actively seek feedback from faculty and students regarding required books and supplementary reading materials to further enrich our collection.

Also, the Library of the University of Limassol provides students with full access to a wide range of academic resources and databases that support their research and studies. Available databases include **EBSCOhost**, **ProQuest Central**, **IEEE Xplore**, **SAGE** (with 1093 academic journals), **Taylor & Francis** (with 2013 academic journals), **ISOKRATIS** (a database for Greek law), **CyLaw** (legal information for Cyprus), as well as law databases such as **HeinOnline** and **LexisNexis** (which recently added in the Library database following the recommendations of the EEC).

- 6. The IT infrastructure and support appears to be adequate to support the study programme. However, in view of the ambitious targets regarding student numbers in the next 4 years and taking into account that the new campus will not be ready before 2029-30, it is crucial that the situation is monitored and adjusted when needed.**

We thank the Committee for their constructive feedback regarding the current IT infrastructure and support. We would like to highlight that, alongside our internal IT team, we collaborate with Business Revolutions LTD, an external partner, to ensure that we have sufficient capacity and technical expertise to respond effectively to the University's operational demands. This partnership enables us to remain agile and responsive, particularly as we anticipate future growth. In parallel, our internal IT team is being gradually strengthened to meet the evolving needs of the University.

We remain committed to monitoring the situation closely and making any necessary adjustments to ensure continued reliability and quality of service, particularly in light of the ambitious student growth targets and the new campus timeline. Furthermore, in relation to our LMS (Moodle), we work closely with colleagues from the Distance Learning Unit, adopting a co-design approach that ensures continuous improvement of the technical infrastructure. We also maintain a strong collaboration with WideServices, an external provider responsible for hosting the LMS and supporting enhancements to the student learning experience. This co-design approach, applied across both infrastructure and support, reflects our proactive and integrated strategy. It is working effectively so far and remains central to how we manage and evolve our systems to meet future demands.

In relation to the number of students we have decided to limit this to a sufficient number based on the current facilities.

- 7. A strategic plan ensuring that net profits are invested back to the further growth of the Department.**

As mentioned above, we have budgeted, and we are also actively recruiting the founding faculty team to be well above the minimum thresholds. Targeting only 30 students in Year one and noting that we already have interest from significant number of students to join our first year of study, we will be operating at a staff to faculty ratio of 10 to 1. In addition, we have introduced a better method in growing the number of teaching staff as the department grows.

While not a direct cost item, we have built in our budget & financial model an "Absorption Expenses" line which accounts for a % of revenue, this would account for costs & overheads

the University as a whole will incur. At such time that the Department grows in numbers, these amounts will be earmarked for Department specific costs i.e. Rent/investment in Department specific classrooms/facilities. Lastly, we have built within the budget a “Sinking Fund” which earmarks a % of the Net Profits after a certain level to be utilised and reinvested within the Department (see **Annex 4**).

**8. Clarity about an alternative plan to address failure to meet the targeted student numbers.**

Thank you for your comments. If the University does not receive the expected number of students for the programme, the University has planned the following actions:

- The ability to enrol a new cohort of students in the spring semester as well.
- Enhancing the marketing plan by providing for promotional activities across a wide range of communications, including media, social media, presentations to professional bodies and schools.
- Provision of scholarships. The University already offers a number of scholarships in collaboration with the Limassol Bar Association.
- Organisation of Career Days highlighting the innovative elements of the programme.
- Increased engagement of educational agents in student recruitment.

**9. increase significantly the budget of the library to make sure that access to important resources is available (Sakkoulas, Nomiki Bibliothiki, WestLaw/LexisNexis, Jstor etc).**

Thank you for your feedback. The library's budget for the **2024-2025** academic year is **€248,560**, highlighting the University of Limassol's commitment to enhancing its resources and supporting the academic community. Compared to the 2023-2024 budget of €93,200.22, this reflects a significant near-threefold increase, demonstrating the university's growth as a new institution and the continued need to strengthen the library's resources.

Also, the University of Limassol Library currently subscribes to three major databases: **EBSCO Host, ProQuest Central, and IEEE Xplore**. As part of our ongoing efforts to improve library resources, we have expanded our offerings to include new databases such as Sage, **Taylor & Francis**, and Greek **legal databases** like **ISOKRATIS** and **CyLaw** (Cyprus Legal Information Source). Furthermore, global legal databases such as **HeinOnline** and **LexisNexis** have been added, with access to LexisNexis available to academic staff and students starting in September 2025.



## B. Conclusions and final remarks

At the same time, some deficiencies as identified in the Programme Report were pertinent to recall here, ranging from staffing and hires of senior academics to increasing resources for students and staff to ensuring a continuous balance between research and teaching time throughout the academic year. We urge the Department and institution to address these deficiencies as soon as possible and in a systematic manner in view of the launch of the programme in the coming months/year.

The University thanks EEC for their valuable and important comments. It finds their feedback very useful and, as a new University and a new Law Department, it is an important guide for improvement.




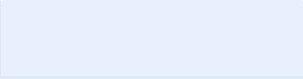
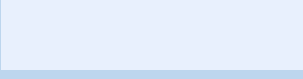
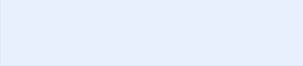
As mentioned above, the University **has recently recruited:**

- **We recruited Professor Athanasios Pouliadis as senior Professor (TRF), of Private Law. Professor Pouliadis with over 30 years of university teaching experience** (see Annex 1), will be model teaching two courses and twin-teaching with junior faculty another two courses, as well as training and mentoring the rest of the faculty members of the Department in effective teaching methods.
- **Also, we engaged Professor Nikitas Hatzimihail, Professor of Law at the University of Cyprus, as a Visiting Professor at UoL with over 20 years of teaching experience** (see Annex 2) to teach a course as well as help train and mentor junior TRF faculty and STF with limited teaching experience.
- **Furthermore, we recently recruited Dr. Athina Moraiti as Assistant Professor of European Law. Ms. Moraiti has with a decade of academic teaching experience and a solid publications record** (see Annex 3) takes over the teaching of several courses from inexperienced STFs. Her recruitment will minimize the need for STFs as well as improve the gender balance in the Department.

It's also important to mention that the University is on the final stage to locate a third building in Limassol (4 in total), while we are on the process of obtaining the master plan planning permit for our Campus in Palodia.

Furthermore, the University increased the budget for the intellectual resources in order to address the need of new programmes, such as more **electronical resources, open access, books and e-books as well**. As mentioned above, the library's budget for the 2024-2025 academic year is **€248,560**, highlighting the University of Limassol's commitment to enhancing its resources and supporting the academic community. The University of Limassol Library currently subscribes to three major databases: **EBSCO Host, ProQuest Central, and IEEE Xplore**. As part of our ongoing efforts to improve library resources, we have expanded our offerings to include new databases such as **Sage, Taylor & Francis**, and Greek legal databases like **ISOKRATIS** and **CyLaw** (Cyprus Legal Information Source). Furthermore, global databases such as **HeinOnline** and **LexisNexis** have been added, with access to **LexisNexis** available to academic staff and students starting in September 2025. Furthermore, about the open access we participate in two agreements through the Cyprus library consortium, ensuring access to **Sage** and **Taylor & Francis** databases.

### C. Higher Education Institution academic representatives

Name	Position	Signature
Prof. Theodore Panayotou	Rector	
Prof. Doron Sonsino	Dean of the School of Social Sciences and Humanities	
Dr Dimitrios Kourtis	Designated Vice Chair of the Department	
FullName	Position	
FullName	Position	
FullName	Position	

Date: 17.04.2025



