



AMERICAN COLLEGE

ORGANIZATION, ADMINISTRATION AND FACULTY HANDBOOK

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ORGANIZATION, ADMINISTRATION AND FACULTY HANDBOOK

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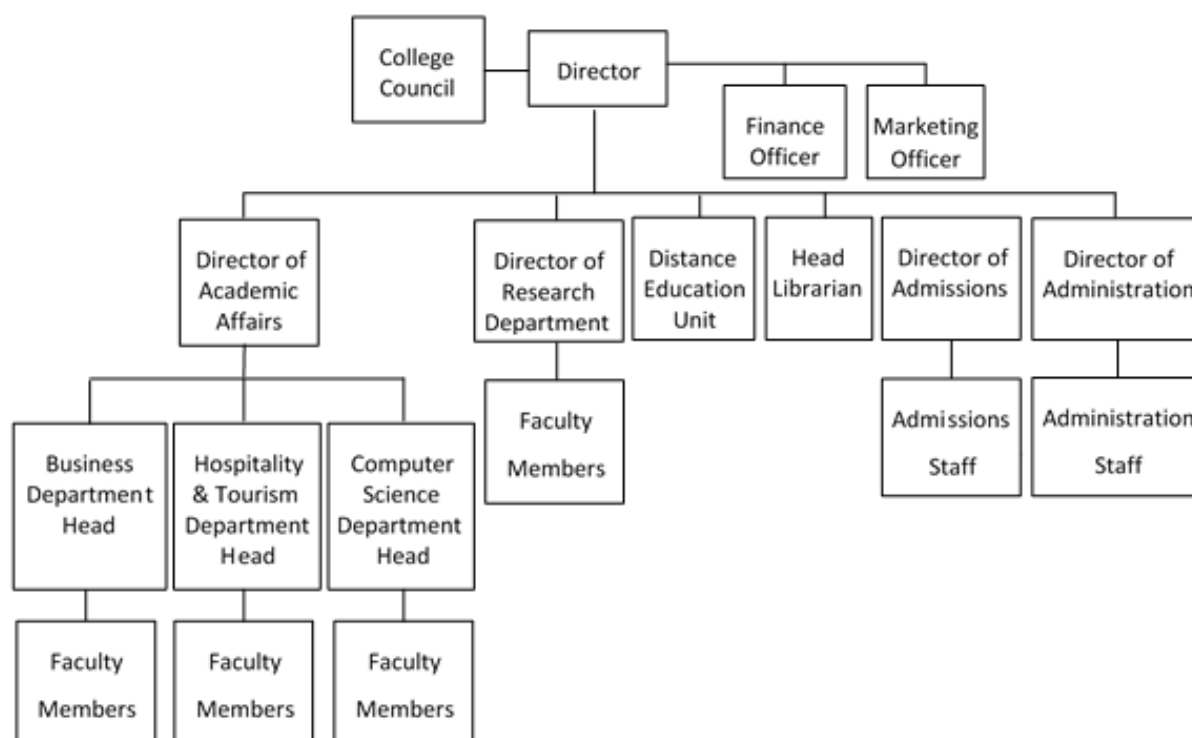
1 ORGANISATION AND ADMINISTRATION

1.1 Organisational Structure and Policy Making

In the following sections you may find a clear description of the responsibilities and other important information regarding the American College Councils and Committees. Description of responsibilities, duties and other information on administrative procedures are clearly defined in the College intranet. The intranet is made accessible to all interested parties.

1.1.1 Organizational Chart

The administrative organization of the College reflects the College's aims and philosophy and allows each and everyone of its members to perform their duties and responsibilities. Below we present the organizational chart of the American College.



1.1.2 College Council

Membership

1. Director (Chairperson) (1)
2. College Owner(s) (3)
3. Department Head (1)
4. President of Students' Union (1)

The Department Head who is a member of the council is appointed by the Director in September of every year and his/her membership is valid for the next 12 months. The Director has the right to re-appoint a Department Head as a member of this council.

Responsibilities

The College Council is responsible for defining and approving the College mission and for appointing the Director of the College. The Director is appointed in June of every odd year. The appointment begins in the following September and is valid for 24 months. The College Council assigns the management of the College and the College policy making to the Director. The Director is responsible for reporting to the College Council anything related to the financial status and the stability of the College. The College Council, through the Director is responsible for the financial viability of the College programs of study and for the College governance issues.

In addition, the College Council advises the owner(s) and/or Director of the College on issues related to:

1. The curricula of the College programs of study;
2. The requirements for admission, good academic standing and graduation of students;
3. The College internal regulations; and
4. Any other issue forwarded to the Council by the owner(s) of the College.

Procedures

1. The council must meet at least once each academic year.
2. Meetings of the council may be requested at any time by its members, provided that sufficient cause and a minimum of ten working days' notice are given to the chairperson.
3. To conduct the business of the council a quorum must be present.
4. A quorum is $\frac{1}{2}$ of the total voting members.
5. A motion becomes effective following a simple majority vote of the members present.
6. The chairperson shall cast the deciding vote in case of a tie.
7. Notice of the time, place and agenda shall be sent by the chairperson to every member of the council five working days in advance of the meeting.
8. The agenda can include items requested by the chairperson and/or members of the council.
9. Proposed agenda items should be submitted to the chairperson at least six working days prior to a scheduled meeting.
10. Meetings are held in closed sessions.
11. The chairperson of the council may invite any person to attend designated meetings.
12. Non-members attending such meetings shall have a voice but not a vote in council proceedings.
13. The minutes of any meetings shall be kept in the office of the Director.

1.1.3 Academic Committee

Responsibilities

The Committee has the authority on all matters affecting the establishment of curricula, the fixing of standards of instruction, the determination of requirements for degrees and generally the formulation of the educational policy of the College in such matters. Specifically, the Academic Committee is responsible for:

1. Assessing existing and developing new programs of study;
2. Setting up and continuously monitoring academic standards;
3. Setting up and supervising the implementation of admission requirements;
4. Reviewing regularly the college admission requirements;
5. Developing, assessing and modifying methods of teaching;
6. Setting up examination procedures and regulations;
7. Upgrading methods of student assessment;
8. Establishing the graduation requirements for all qualifications;
9. Modifying, reviewing, developing and assessing programs of study;
10. Allocating academic responsibilities to members of the faculty; and
11. Dealing with all matters affecting educational policy.

The Committee also handles unresolved disputes that may arise from a student who believes that a final grade received in a course does not represent a fair evaluation of his or her performance.

Membership

The Academic Committee consists of the following:

1. Department Head (Chairperson)
2. Department Heads
3. Director of Administration
4. Director of Admissions
5. Director of Research Department
6. Student Welfare Officer
7. President of Students' Union

The Department Head chairing the committee is appointed by the Director in September of every year and his/her chairmanship is valid for the next 12 months. The Director has the right to re-appoint a Department Head to chair this committee.

Procedures

1. The committee must meet at least twice each academic year. Hearings for grade grievance cases will be held when a student files a formal written grievance to the Student Welfare Officer.
2. Meetings of the committee may be requested at any time by its members, provided that sufficient cause and a minimum of ten working day's notice are given to the chairperson.
3. To conduct the business of the committee a quorum must be present.
4. A quorum is $\frac{1}{2}$ of the total voting members.
5. A motion becomes effective following a simple majority vote of the members present.
6. The chairperson shall cast the deciding vote in case of a tie.
7. Notice of the time, place and agenda shall be send by the chairperson to every member of the committee five working days in advance of the meeting.
8. The agenda can include items requested by the chairperson and/or members of the committee.
9. Proposed agenda items should be submitted to the chairperson at least six working days prior to a scheduled meeting.
10. Meetings are held in closed sessions.
11. The chairperson of the committee may invite any person to attend designated meetings.
12. Non-members attending such meetings shall have a voice but not a vote in committee proceedings.
13. The minutes of any meetings shall be kept in the office of the Director.

1.1.4 Administrative Committee

Responsibilities

The Committee is responsible for all matters affecting the normal operation and administration of the College.

Specifically, the Administrative Committee is responsible for:

1. Recommending investment on facilities and services;
2. Supervising facilities maintenance;
3. Providing feedback and assistance as needed to the College Council;
4. Co-ordinating the operations of administration;
5. Overseeing the operations of the campus facilities such as the College library and computer laboratories;
6. Monitoring extracurricular activities organized by the College such as cultural activities and student trips;
7. Co-ordinating student accommodation;
8. Establishing criteria for scholarships and awards;
9. Promoting student welfare, safety and security; and
10. Overseeing the normal operation of the student union.

Membership

The Administrative Committee consists of the following:

1. Director (Chairperson)
2. Department Head
3. Director of Administration
4. Director of Admissions
5. Student Welfare Officer
6. President of Students' Union

The Department Head who is a member of the committee is appointed by the Director in September of every year and his/her membership is valid for the next 12 months. The Director has the right to re-appoint a Department Head as a member of this committee.

Procedures

1. The committee must meet at least twice each academic year.
2. Meetings of the committee may be requested at any time by its members, provided that sufficient cause and a minimum of ten working day's notice are given to the chairperson.
3. To conduct the business of the committee a quorum must be present.
4. A quorum is $\frac{1}{2}$ of the total voting members.
5. A motion becomes effective following a simple majority vote of the members present.
6. The chairperson shall cast the deciding vote in case of a tie.
7. Notice of the time, place and agenda shall be send by the chairperson to every member of the committee five working days in advance of the meeting.

8. The agenda can include items requested by the chairperson and/or members of the committee.
9. Proposed agenda items should be submitted to the chairperson at least six working days prior to a scheduled meeting.
10. Meetings are held in closed sessions.
11. The chairperson of the committee may invite any person to attend designated meetings.
12. Non-members attending such meetings shall have a voice but not a vote in committee proceedings.
13. The minutes of any meetings shall be kept in the office of the Director.

1.1.5 Disciplinary Committee

Responsibilities

The Disciplinary Committee has jurisdiction in all cases involving violations of College regulations. Further, the Committee exercises superintending control if there is probable cause to believe that elementary principles of fairness and justice are being or will be violated. The Disciplinary Committee is empowered to hear cases referred to it by the Director and the Student Welfare Officer and in hearing such cases the Disciplinary Committee may:

1. Require payment of the cost of any property damaged or stolen;
2. Suspend or dismiss a student from the College; and
3. Take whatever action it deems necessary to restore order and fairness.

Principles of Discipline

1. The Disciplinary Committee has a general disciplinary authority over all registered students of the College;
2. Students are held responsible for conducting themselves in conformity with the moral and legal restraints found in any law-abiding community. Moreover, it is the responsibility of every student to obey and to support the enforcement of the Code of Ethics;
3. Every student is responsible for becoming acquainted with all rules, regulations and policies of the College. The College reserves the right to change its Regulations without prior notification; and
4. Hearings of all offences are governed by the principles of natural justice.

Membership

The Committee is comprised of the following:

1. Director of Administration (Chairperson)
2. Department Head
3. Director of Admissions
4. Student Welfare Officer
5. President of Students' Union

The Department Head who is a member of the committee is appointed by the Director in September of every year and his/her membership is valid for the next 12 months. The Director has the right to re-appoint a Department Head as a member of this committee.

Procedures

1. The committee shall hold a meeting when a case involving violation of College regulations is referred to by the committee.
2. Meetings of the committee may be requested at any time by its members, provided that sufficient cause and a minimum of ten working days' notice are given to the chairperson.
3. To conduct the business of the committee a quorum must be present.
4. A quorum is $\frac{1}{2}$ of the total voting members.
5. A motion becomes effective following a simple majority vote of the members present.
6. The chairperson shall cast the deciding vote in case of a tie.
7. Notice of the time, place and agenda shall be sent by the chairperson to every member of the committee five working days in advance of the meeting.
8. The agenda can include items requested by the chairperson and/or members of the committee.
9. Proposed agenda items should be submitted to the chairperson at least six working days prior to a scheduled meeting.
10. Meetings are held in closed sessions.
11. The chairperson of the committee may invite any person to attend designated meetings.
12. Non-members attending such meetings shall have a voice but not a vote in committee proceedings.
13. The minutes of any meetings shall be kept in the office of the Director.

1.1.6 Quality Assurance Committee

Responsibilities

The Committee is responsible for all matters related to maintaining and improving the quality of education provided by the College. Specifically, the Quality Assurance Committee is responsible for the following:

1. cultivation of perceptions and behaviors that recognize the importance of quality and its assurance for the accomplishment of the College work;
2. application of a policy and associated procedures for ensuring the quality and standards in relation to the programs of study offered and the qualification titles awarded;
3. operation of formal mechanisms for the approval, monitoring and periodic review and where necessary revision of the programs of study offered and the qualification titles awarded;
4. ensuring that the students' assessment on the basis of published criteria, regulations and procedures is applied consistently;
5. possession by the teaching staff of the necessary qualifications and skills in relation to the teaching it is required to perform, as well as possession of the data documenting the degree of competency of the teaching staff;
6. the adequacy and suitability of learning resources for each program of study offered for the purpose of supporting the process of student learning;
7. collection, analysis and use of all data related to the effectiveness and efficiency of the management of the programs of study offered and other educational activities; and
8. publication, in printed and electronic form, at regular intervals, an up to date, impartial and objective report regarding the programs of study offered and other educational activities as well as the qualifications titles awarded.

Apart from the above the committee is responsible for the following:

1. coordination of the preparation of special self-assessment reports in relation to the external accreditation of the College, in accordance with the standards applicable to these reports set and published by the Agency of Quality Assurance and Accreditation in Higher Education; and
2. preparation of the general assessment reports of the College for submission to the Agency, concerning the College as a whole and including data on a number of key quality indicators published by the Agency.

Membership

The Committee is comprised of the following:

1. Department Head responsible for the overall College academic affairs (Chairperson)
2. Faculty member
3. Faculty member
4. Faculty member
5. Member with experience in quality assurance
6. Member with experience in quality assurance
7. Undergraduate students' representative
8. Postgraduate student's representative
9. Administration staff representative

Note: One of the students' representative must be a Distance Education student

Note: At least one student must be present

Note: Student's representatives are appointed by the Student Union

Note: External Stakeholders can also participate as external consultants

Procedures

1. The committee must meet at least once each academic year.
2. Meetings of the committee may be requested at any time by its members, provided that sufficient cause and a minimum of ten working days' notice is given to the chairperson.
3. To conduct the business of the committee a quorum must be present.
4. A quorum is $\frac{1}{2}$ of the total voting members.
5. A motion becomes effective following a simple majority vote of the members present.
6. The chairperson shall cast the deciding vote in case of a tie.
7. Notice of the time, place and agenda shall be sent by the chairperson to every member of the committee five working days in advance of the meeting.
8. The agenda can include items requested by the chairperson and/or members of the committee.
9. Proposed agenda items should be submitted to the chairperson at least six working days prior to a scheduled meeting.
10. Meetings are held in closed sessions.

11. The chairperson of the committee may invite any person to attend designated meetings.
12. Non-members attending such meetings shall have a voice but not a vote in committee proceedings.
13. The minutes of any meetings shall be kept in the office of the Director.

1.1.7 Departmental Quality Assurance Committees

Responsibilities

Each committee is responsible for:

1. the proportional application of the standards provided for in article 12 of the “Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency for Related Issues” law and related regulations, for the purpose of ensuring the internal quality of the Department.
2. to assist the work of the Quality Assurance Committee in the preparation of the special self-assessment reports in relation to the External Evaluations of the Department and its programs of study, in accordance with the standards specified and published by the Agency.
3. the analysis of the internal strengths and weaknesses of the college, the department and the programs of study of the department as well as external factors which create opportunities and threats (SWOT analysis) for the achievement of the their goals. The evaluation of the Department or a program of study will focus but will not be limited to, the following elements of the educational work of the college/department or program of study:
 - the effectiveness of the teaching work and the resources available for that purpose
 - the programs and the titles of study in relation to the scientific and professional objectives of each program of study or the College
 - the research work and its synergy with teaching
 - the administration, student welfare and teaching support services
 - the adequacy in the number and quality of the academic and teaching staff

The analysis and any attached data will be forwarded to the Quality Assurance Committee to facilitate its work and will be an integral part of the application for Institutional and Program of Study evaluation.

Membership

Business Department Committee

The Committee is comprised of the following:

1. Department Head (Chairperson)
2. Faculty Member of department
3. External stakeholder
4. Student studying in the 3rd year of an undergraduate program of study of the department

The Faculty Member and the Student who are members of the committee are appointed by the Department Head in October of every year and their membership is valid for the next 12 months. The Department Head has the right to re-appoint a Faculty Member as a member of this committee.

Hospitality and Tourism Department Committee

The Committee is comprised of the following:

1. Department Head (Chairperson)
2. Faculty Member of department
3. Student studying in the 3rd year of an undergraduate program of study of the department

The Faculty Member and the Student who are members of the committee are appointed by the Department Head in October of every year and their membership is valid for the next 12 months. The Department Head has the right to re-appoint a Faculty Member as a member of this committee.

Computer Science Department Committee

The Committee is comprised of the following:

1. Department Head (Chairperson)
2. Faculty Member of department

3. Student studying in the 3rd year of an undergraduate program of study of the department

The Faculty Member and the Student who are members of the committee are appointed by the Department Head in October of every year and their membership is valid for the next 12 months. The Department Head has the right to re-appoint a Faculty Member as a member of this committee.

Procedures

1. Meetings of the committee may be requested at any time by its members, provided that sufficient cause and a minimum of ten working days' notice is given to the chairperson.
2. To conduct the business of the committee a quorum must be present.
3. A quorum is $\frac{1}{2}$ of the total voting members.
4. A motion becomes effective following a simple majority vote of the members present.
5. The chairperson shall cast the deciding vote in case of a tie.
6. Notice of the time, place and agenda shall be send by the chairperson to every member of the committee five working days in advance of the meeting.
7. The agenda can include items requested by the chairperson and/or members of the committee.
8. Proposed agenda items should be submitted to the chairperson at least six working days prior to a scheduled meeting.
9. Meetings are held in closed sessions.
10. The chairperson of the committee may invite any person to attend designated meetings.
11. Non-members attending such meetings shall have a voice but not a vote in committee proceedings.
12. The minutes of any meetings shall be kept in the College administration offices.

1.2 Minutes of Meetings

Minutes are kept for all meetings of the council and committees. All minutes of meetings state the name of council or committee which met, the academic year and the date the meeting took place and describe the decisions taken. All minutes are signed by the chairperson and are made available for the staff.

1.3 Duties of Director, Administrators and Department Heads

The duties of the Director, as well as those of other College Administrators, are clearly defined and are made known to the faculty and other staff. The College's Director and Administrators have qualifications, experience and abilities which are related to their areas of competence. Their duties and responsibilities are as follows:

1.3.1 Director

The Director of the College is responsible for:

1. The smooth and efficient operation of the College;
2. The long-range planning of the College's operations;
3. Ensuring that the rules under which the College operates are kept;
4. Ensuring that the College is conforming to the provisions of the law;
5. Ensuring that the College's internal regulations are observed; and
6. Appointing of Department Heads for heading each academic department of the College and for committee chairing and membership.

1.3.2 Department Heads

Department Heads are responsible for the following:

1. Monitoring and maintenance of the required academic standards;
2. Ensuring the efficient delivery of the courses offered by the College;
3. Identification and development of new courses and programs, and the continued improvement of the curriculum of the College;
4. Establishment and enforcement of course requirements, prerequisite degree and graduation requirements;
5. Execution of academic regulations;
6. Establishment and maintenance of admissions and exception criteria to the various courses and programs;
7. Development and managing of the College budget on academic issues;
8. Identification and recommendation of recruitment needs in new faculty staff;
9. Participate in faculty selection process;
10. Assigning to faculty responsibilities including teaching of courses;
11. Monitoring and reporting of faculty performance;
12. Assess faculty performance;
13. Faculty development;
14. Faculty non-academic activities;
15. Communication and cooperation of faculty members with each other regarding inter-departmental matters;
16. Offer academic advice and professional guidance to students;
17. Assign academic advisors to all students of the department;
18. Monitor and review the progress of students;
19. Assign faculty responsibilities;
20. Encourage faculty to participate in non-academic activities; and
21. Represent the department in all appropriate committees.

1.3.3 Director of Research Department

The Director of Research Department is responsible for the following matters:

1. Organizing meetings and establishing contacts with outside agencies, institutions (public, semi-public and private) and organizations for achieving research collaborations, for acquiring information / data for research or for discussing results for research carried out;
2. Distributing information regarding research to faculty members as well as to external organizations when necessary;
3. Reporting to the Director for the relevant research activities carried out by the department and preparing written reports;
4. Preparing written reports to external organizations regarding the department's research activities when such reports are necessary (e.g. grant research);
5. Writing of the Minutes of the Research Department;
6. Organizing meetings with the faculty members for discussing research issues or outlining the strategy of the department;
7. Guiding when necessary other faculty members, motivating them or organizing them in teams;
8. Designing and redesigning the organizational structure of the department;
9. Evaluating research activity of other faculty members; and
10. Preparing financial reports regarding the expenses of the research activities when grant research is carried out.

1.3.4 Distance Education Unit

Information on the operation, policies, procedures and staff members of the Distance Education Unit are provided in the Distance Education Unit Handbook.

1.3.5 Librarian

The Librarian is responsible for all matters concerning the College library.

1.3.6 Director of Admissions

The Director of Admissions is responsible for all matters relating to the:

1. Promotion the college in Cyprus and abroad;
2. Preparing and implementing the yearly marketing plan;
3. Monitoring advertising campaigns;
4. Designing of the college publications;
5. Implementation of the admission policies of the College;
6. Admission and registration of new students; and
7. Development of new markets.

1.3.7 Director of Administration

The Director of Administration is responsible for all matters relating to the:

1. Running of the College and College administration;
2. Maintenance of buildings and facilities;
3. Purchases of material and equipment;
4. Maintenance of records regarding personnel;
5. Overall investment planning of the College;
6. Financing of the College's operations;
7. Operations of the administration department; and
8. Scheduling of academic calendar.

1.3.8 Student Welfare Officers

Student Welfare Officers are responsible for the following matters:

1. Student counselling on personal issues;
2. Orientation of new students;
3. Student accommodation;
4. Oversee student welfare; and
5. Student recreation activities.

1.3.9 Finance Officer

The Finance Officer is responsible for all matters relating to the:

1. Preparation and auditing of the budget, development of a suitable system of keeping accounts and control of financial issues; and
2. Monitoring of College expenses according to the budget.

1.4 Administrative Information

The American College Intranet which all its information are described in this report is made accessible by all interested parties. The intranet places particular emphasis and includes information on the following:

1. The duties and responsibilities of the administrative officers;
2. The pattern of institutional organisation and governance of the staff;
3. Statements governing employment security of the staff;
4. Statements guaranteeing the fair and objective treatment of the staff; and
5. Other institutional policies and procedures affecting the faculty, the non-teaching staff and the students.

1.4.1 Personnel Policies and Goals

The college believes that it will function best when it employs highly qualified personnel, conducts appropriate staff development activities, and establishes policies and working conditions which are conducive to high morale and which enable each staff member to make the maximum contribution to college programs and services.

The following information may also serve as a guide in helping someone understand the way the American College operates and what is expected by someone as a member of the College.

The goals of the College's personnel program will include the following:

1. To develop and implement those strategies and procedures for personnel recruitment, screening, and selection which will result in employing the best available candidates, i.e., those with high capabilities, strong commitment to quality education, and the potential to implement effectively the college's learning program;
2. To develop general development strategy for greatest contribution to the learning program and to use it as the primary basis for determining staff assignments;
3. To develop a climate in which optimal staff performance, morale and satisfaction are encouraged;
4. To provide positive programs of staff development designed to contribute both to the implementation of the learning program and to each staff member's career development aspirations;
5. To provide for a genuine team approach to education, including staff involvement in planning, decision making and evaluation;
6. To provide attractive compensation and benefits as well as other provisions for staff welfare; and
7. To develop and use, for personnel evaluation, positive processes which contribute to the improvement of both staff capabilities and the learning program.

1.4.2 Non-discrimination Policies

The American College does not discriminate on the basis of gender in the conduct or operation of its educational programs or activities (including employment therein and admission thereto). The College admits students of any race, gender, creed, colour, age, physical ability, sexual orientation, national and ethnic origin to all the rights, privileges, programs and activities generally accorded or made available to students at the College. Further, it does not discriminate on the basis of race, gender, creed, colour, age, physical ability, sexual orientation, national and ethnic origin in the administration of its educational policies, admission policies, scholarship and other College-administered programs. The college hereby provides notice to its students, employees, applicants, and others that it does not discriminate on the basis of disability in its educational programs and activities, including admission to and access to the College.

The College believes that it is educationally sound to provide students with an opportunity to relate to and learn from personnel of diverse backgrounds. Therefore, the College will provide equal opportunities for employment, retention and advancement of all people regardless of race, colour, religion, national origin, handicap or sex. Decision to employ will be based on the qualifications of the applicant and his/her capability to perform properly in a specific assignment.

2 FACULTY

2.1. General Policies

2.1.1 Staff members conduct

All staff members must conduct themselves in a manner that not only reflects credit to the College, but it sets forth a model worthy of emulation by students. At all times they must uphold and promote the image of the College. All staff members will be expected to carry out their assigned responsibilities, with conscientious concern. Essential to the success of College operations and programs of study are the following specific responsibilities, which will be required of all personnel:

1. Faithfulness and promptness in attendance at work;
2. Support and enforcement of College policies, regulations, procedures and guidelines;
3. Diligence in carrying out assignments promptly; and
4. Care and protection of College property.

It is important that all staff members maintain a high standard of behavior in order to safeguard the quality of services and the reputation of the College. Good working relationships among staff members are very important for the smooth operation of the College. Staff members are expected to develop interpersonal relationships with colleagues and other personnel with a view to promoting co-operation, co-ordination, and sharing of information. The need for disciplinary action should be rare and the College will always consider the need for giving advice and counselling staff members to improve conduct and performance. Disciplinary procedures (e.g. informal oral warning, formal oral warning, and written warning) are designed to provide an incentive for improvement by discussion and action where performance or conduct falls short of accepted standards.

The College wishes all personnel to establish and maintain clear understanding of the working relationships in the College. Lines of direct authority are those shown in the College organisational chart. It is expected that the established lines of authority will serve most purposes; but, through the staff complaint procedure, all staff members have the right to appeal against any decision made. Lines of authority should not restrict in any way the smooth and successful cooperation of all staff members at all levels in order to develop the best possible College programs and services. The lines of authority establish direction of authority and responsibility, but they also represent avenues for a two-way flow of ideas and communications to improve College programs and operations.

Staff members will be expected to refer matters requiring action by their superior to their superior. Their superior will refer such matters to the next higher authority when necessary. Additionally, all staff members are expected to keep the person, to whom they are immediately responsible, informed of their activities by whatever means the person in charge deems appropriate. Faculty members are expected to consult their Department Head or College Director for any important changes on any issue the members feel are necessary to take place. Faculty members should always keep their Department Head or College Director up to date on all academic matters that need their attention.

2.1.2 Faculty members conduct

Faculty members are expected to follow the conduct guidelines provided in this section in addition to the guidelines provided in staff members conduct. Faculty members by virtue of the nature of their duties and the responsibilities arising from them have a special obligation to further the interests of the College. In performing their duties, faculty members are expected to act in such a manner as to promote the ideals of the College, inspire students and be acclaimed by the society. The following consists of an indicative list of types of unacceptable conduct by faculty members:

1. Evaluating students work on criteria not directly related to the course;
2. Unjustified delay in evaluating students work;
3. Failure to hold examinations as scheduled;
4. Failure to meet office hours and classes;
5. Discrimination against students;
6. Using one's position to cause harm to a student for personal reasons;
7. Violation of intellectual honesty and scholarship code;
8. Evaluating competence of faculty members not on the basis of established criteria;
9. Breach of established rules on confidentiality of personnel processes;
10. Conviction in a court for committing a criminal act; and
11. Joining organisations whose purposes are illegal or may be considered inappropriate or immoral.

2.1.3 Staff ethics

An effective educational program requires the services of men and women of integrity, high ideals, and human understanding. Staff members are expected to abide by professional ethics and behave in ways which will not embarrass or offend other members of staff or the College. All college employees are expected to maintain high standards in their College relationships. These standards include the following:

1. Maintaining just and courteous professional relationships with students, students' parents, staff members, and others;
2. Maintaining their efficiency and keeping up with the developments in their fields of work;
3. Placing the education and welfare of students as the first concern of the college, which will require that appointments to positions and promotions be based solely on merit;
4. Directing any criticism of other staff members or of any department of the College towards the improvement of the College. Such constructive criticism is to be made directly to the particular college administrator who has the administrative authority to improve the situation and then to the College Director, if necessary; and
5. Using properly and protecting all College properties, equipment, and materials.

2.1.4 Faculty Integrity

The College respects the faculty's rights to professional teaching and to the assessment of student performance within broad limits, and expects high standards of integrity. Insufficient coursework, inadequate evaluation and lack of care in preventing or controlling cheating and plagiarism represent lack of professional integrity. Special guidelines relating to examinations must be followed. Absence of faculty integrity will be treated as a disciplinary matter.

2.1.5 Behavior towards students

Staff members are expected to regard each student as an individual and to accord each one the rights and respect due to any individual. Consequently members of the staff should do nothing that could be construed as exploiting students. Students must be treated with courtesy and consideration. Neither an insult nor sarcasm must be used before a student's peers as a way of forcing compliance with a staff member's requirements or expectations. Staff members must behave in ways which will not embarrass or offend students.

Staff members must place the education and welfare of students as their primary concern. The role of staff members is to guide and direct the students' learning process. Staff members should give the necessary personal attention to students at all times. They must do their best to help each student develop his/her self-determination, and in consistency with college goals provide optimal opportunities for all students. Finally, staff members must refrain from using their position to impose on students the views of a specific political party or ideology, or to evaluate students based on their political or other views.

2.1.6 Academic freedom

The American College values highly the principle of academic freedom. The College understands that, as a center of learning, it depends upon the free search for truth and the free expression of ideas.

Faculty members of the American College are entitled to full freedom in research, within the law, provided their other duties are adequately performed. They are entitled to freedom in the classroom within the scope of achieving the objectives set forth for the course as outlined in the course syllabus.

Faculty members are citizens, members of a scholarly profession and representatives of their institution. When they speak or write as citizens, they will be free from institutional censorship or sanctions. However, because the public may judge their profession and their institution by their statements and behavior, faculty members need at all times to be precise, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate that they are not speaking for the College when they are expressing their opinion unless they are authorized to do so.

Faculty members who feel that their academic freedom has been infringed may make a written request to the College Director that an investigation of their case is made. The request should set forth, in a clear and concise manner, the events and circumstances upon which the charge is based. The College Director may refer the request to the Disciplinary Committee.

2.2 Faculty Selection

2.2.1 Procedure

The following steps are taken for the recruitment and selection of a faculty member:

1. The Department Head of the relevant department identifies the need for additional faculty.
2. The Department Head in consultation with the Director of Academic Affairs determine the requirements of the position in terms of qualifications, teaching experience, industry experience, research work and publications.
3. The College places a job vacancies' advertisement and invites applicants to send an email/letter of interest (stating the position they are applying for), their curriculum vitae and their qualifications. The advertisement specifies briefly, the duties of the position, the qualifications required for the position and the procedure and deadline for submitting applications. In addition, the College maintains the curriculum vitae of previous job applicants. The Director of Academic Affairs may review the curriculum vitae of previous job applicants and inform applicants with the appropriate qualifications and experience of the details of the vacancy. The applicants are also informed that, if interested, they would need to apply for the vacant position within the deadline shown in the advertisement.
4. The Department Head in consultation with the Director of Academic Affairs establish a short list with the names of those candidates who fulfil the requirements of the position based on the information provided in the candidates' curriculum vitae.
5. The Director of Academic Affairs will have a first interview with all short listed candidates. The first interview aims to meet the candidate and initially assess the candidate's personality and potential (i.e. regarding his/her expected contribution to the teaching and research work of the College) rather than examining in detail his/her suitability for the position. During this first interview the candidate is given the opportunity to ask questions about the College, the courses he/she is expected to teach, the post for which he/she has applied and he/she is provided with information about the faculty's terms of employment. The candidate has the opportunity to express the reasons why he/she is applying for the job, what he/she expects from the specific job and how he/she will contribute to the College in general.
6. The Director of Academic Affairs arranges with all the successful short listed candidates to attend a second interview. He/she explains to the candidates that during the second interview they need to give a twenty-minute demonstration lecture on a topic relevant to the area of the vacant position and to bring along their qualifications (original certificates and copies). The twenty-minute demonstration lecture must be conducted as if it is a complete lecture. The Director of Academic Affairs and the candidate agree upon the date and time the second interview and demonstration lecture will take place.
7. During the second interview candidates give a demonstration lecture on the subject agreed. The members of the Faculty Selection and Ranking Committee attend the demonstration lecture. After the end of the demonstration lecture the committee members interview the candidate. The purpose of the second interview is to examine in detail the candidate's suitability for the position and to verify the candidate's qualifications. The candidate is asked to leave a copy of his/her qualifications to the committee.
8. After all candidates have attended the second interview the Faculty Selection and Ranking Committee meets in order to discuss the candidates' appraisals, rank all candidates considered to be appropriate in order, in terms of their suitability for the position.
9. The candidate ranked first is made an offer. The Director of Academic Affairs invites the selected candidate and explains to the candidate in concrete terms the terms and conditions of employment.
10. Provided that the candidate accepts the Committee's offer, a contract is signed and employment commences on the agreed date. In case the candidate does not accept the offer, the Committee should make an offer to the next most suitable candidate. In case no successful candidate accepts the Committee's offer then another advertisement is placed and a new faculty recruitment and selection procedure is initiated.

2.2.2 Candidate's demonstration lecture

The American College attaches great value to the teaching skills of its faculty. Candidates for a teaching position are required to teach a topic relevant to the area of the vacant position in the presence of the Faculty Selection and Ranking Committee. The demonstration lecture usually lasts about twenty minutes. During the demonstration lecture candidates are expected to behave as if they are in a real class and to treat committee members as if they are genuine students. The College recognises that the atmosphere during the demonstration lecture will be different from that of a class of real students and therefore the

committee's evaluation takes into consideration the fact that candidates may feel nervous and somehow uncomfortable with their demonstration lecture.

Guidelines for assessing a candidate's demonstration lecture

The context of the lecture

It is expected that the lecture will be well organized and have a clear focus. The objectives of the lecture must be explicitly made and should be achievable within the twenty-minute demonstration lecture.

The teaching style

The College acknowledges that each tutor has his/her own teaching style. It is nevertheless expected that the right combination of pitch, movement within the classroom, use of the board and other teaching aids, discussion with the class, handouts and/or exercises given, will generate and sustain an atmosphere conducive to learning and will arouse and preserve the attention of the class.

The language of instruction

Tutors are expected to have a very good command of the English language and to speak fluently and clearly. They are also expected to be in a position to explain to the class complex concepts in English. The same criteria, but in Greek, is used for tutors in the programs of study taught in Greek.

2.2.3 Faculty selection and ranking committee

Membership

The Committee consists of the College Director, the Department Head of the relevant department and one member of the faculty with related qualifications to the qualifications required for the position.

Meetings

The Committee must hold a meeting whenever the procedure for faculty selection is activated. A quorum must consist of all the members of the Committee. In order to become effective a motion requires a simple majority vote of the members present. The College Director must send a notice of the time, place and agenda to every member of the Committee in advance of the meeting. Meetings must be held in closed sessions. A record of the agendas must be kept in the office of the College Director.

2.3 Faculty Ranks

All faculty members are appointed to one of the ranks listed below according to the following minimum requirements:

Instructor	Two-year Diploma or adequate teaching experience or a combination of the two or Bachelor's Degree
Special Scientist	Master's Degree or many years of recognized relevant professional experience
Special Teaching Personnel	Master's Degree and many years of recognized relevant professional experience
Lecturer	Doctoral Degree ¹
Assistant Professor	Doctoral Degree ¹ + 3 years of post-doctorate higher education teaching and/or research experience + adequate research work
Associate Professor	Doctoral Degree ¹ + 7 years of post-doctorate higher education teaching and/or research experience + adequate research work + Ability to guide and promote research and other research related work + Contribution to the promotion of higher education teaching and administrative work
Professor	Doctoral Degree ¹ + 11 years of post-doctorate teaching and/or research experience + adequate research work + Ability to guide and promote research and other research related work + Contribution to the promotion of higher education teaching and administrative work

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Notes

1. The possession of a doctoral degree is not necessary in the case of subjects of exceptional and indisputable specificity, for which it is not possible or it is unusual to prepare a doctoral dissertation.
2. The Faculty Selection and Ranking Committee decides about the rank a faculty member is appointed to when an offer for a faculty position is made to a candidate.
3. For the ranks of Associate Professor and Professor, appointments may be limited to the number of positions determined by the College Council.
4. Exceptional cases are subject to the discretion of the Faculty Selection and Ranking Committee (e.g. a faculty member who does not have enough years of experience but has an outstanding research record with many important publications may be considered as an exceptional case).
5. All faculty ranks are first entry and promotion positions.

Apart from the above teaching may be carried out by the following:

Emeritus Professor is a retired Professor of American College.

Visiting Academic - A Lecturer, Assistant Professor, Associate Professor or Professor or an Emeritus Professor (provided he/she is active in research and publication) of another academic institution can teach as a Visiting Academic for a specific period of time (usually 1 semester to 1 year or exceptionally to 2 years).

Cooperating teaching personnel possesses a doctoral degree, has many years of recognized relevant professional experience and teaches in distance education courses.

Exceptions to any of the above can apply in unusual circumstances.

2.4 Faculty Remuneration

2.4.1 Faculty remuneration

1. A faculty member is assessed each year. If his/her performance is found to have met expectations then he/she will receive a number of increments associated with his/her rank. If his/her performance is found to have exceeded expectations then he/she will receive the same number of increments (as when his/her performance is found to have met expectations) associated with his/her rank and a bonus or he/she will receive a greater number of increments (than the number of increments earned when his/her performance is found to have met expectations) associated with his/her rank. If his/her performance is found to be below expectations then he/she will receive no or fewer increments (compared to the number of increments he/she would earn when his/her performance is found to have met expectations) associated with his/her rank. A faculty member will receive no increments or a bonus if there are disciplinary offences.
2. Any increments will be effective on 1 October of each year. Any bonuses will be paid on the last working day of October following the academic year for which the performance was found to have exceeded expectations, provided that the faculty member is still employed by the College (e.g. if for the academic year 2007 – 2008 a faculty member's performance was found to have exceeded expectations and it is decided that a bonus will be given to the particular faculty member then such a bonus will be paid on the last working day of October 2008).
3. A change in the salary due to a change in the rank will only be in effect when the faculty member's promotion becomes effective. Faculty promotions become effective every October. In order to calculate the new salary (including any increments) of a faculty member who has been promoted, we take the nearest salary (equal or higher) to the faculty member's current salary found in the scale of the rank he/she has been promoted to and we add on this new salary the number of increments associated with the faculty member's new rank. For example, an Assistant Professor whose salary in October 2007 was €2.090 was informed of his/her promotion to Associate Professor in July 2008 (the promotion becomes effective in October 2008). If in October 2008 the College decides to provide 6 increments to all faculty members who have met the College's expectations (this faculty member has met the College's expectations) then this faculty member's salary will become €2.150 (€2.090 + 6 increments in the Associate Professor scale).
4. Where a faculty member is appointed to a post on or after 1 January, he/she will receive no increment in the calendar year of appointment. Example: The salary of a faculty member appointed in January 2008 will be reviewed in October 2009.

2.4.2 Benefits

The College wishes to promote among its faculty members the sense of security and ease of mind essential for their efficiency and productivity in their field of work. Therefore, the College will provide benefits, in addition to their monthly salary, as an integral part of the total remuneration. Faculty members will enjoy the following benefits:

2.4.2.1 Social insurance fund contribution

Each month the College contributes on top of each employee's gross salary an amount equal to 8.3% of the employee's monthly gross salary to the social insurance fund.

2.4.2.2 Government medical scheme contribution

Each month the College contributes on top of each employee's gross salary an amount equal to 2.9% of the employee's monthly gross salary to the government medical scheme fund.

2.4.2.3 Social cohesion fund contribution

Each month the College contributes on top of each employee's gross salary an amount equal to 2% of the employee's monthly gross salary to the social cohesion fund.

2.4.2.4 Redundancy fund contribution

Each month the College contributes on top of each employee's gross salary an amount equal to 1.2% of the employee's monthly gross salary to the redundancy fund.

2.4.2.5 Industrial training fund contribution

Each month the College contributes on top of each employee's gross salary an amount equal to 0.5% of the employee's monthly gross salary to the industrial training fund.

2.4.2.6 Tuition exemption

All full-time faculty members of the College and their immediate family members [spouses and dependent children (natural, adopted or step children)] who enroll at the American College will be entitled to a tuition fees exemption as follows:

Faculty

Faculty member's Completed Years of Full-time Employment at the American College	Tuition Exemption
> 2	100%

Immediate family members

Faculty member's Completed Years of Full-time Employment at the American College	Tuition Exemption
2 - 4	50%
5 - 9	75%
≥10	100%

It must be noted that:

1. Tuition exemption is calculated on the tuition and not on other fees (such as application fee, enrollment fee, laboratory fee, etc.)
2. The above exemption does not apply to any fees for external examinations.
3. Tuition exemption ceases when faculty member's employment at the American College is terminated for whatever reason.

2.5 Faculty Terms of Service

2.5.1 Duties

All faculty members are expected to work conscientiously, and perform all their duties with enthusiasm and dedication. In general, faculty members are expected to excel and be highly competent in teaching and teaching related duties, research (applicable to those with research obligations), and duties related to college administration procedures (applicable to faculty members responsible for college administration procedures). Finally, they are expected to adhere to College regulations.

2.5.2 Working schedule

Working days for faculty members are considered all days of the year except for the Christmas and Easter Holiday periods, any other official holidays and when faculty members are on a leave. The table below illustrates a faculty member's working schedule (i.e. the total number of weekly hours he/she is required to be present at the College, including teaching and office hours):

Period	Commitments
Enrollment Week	<ul style="list-style-type: none"> Maintain at least 30 office hours per week
Fall/Spring Semester Teaching Period	<ul style="list-style-type: none"> Teach as scheduled by the College Be present at the College for at least 30 hours per week Maintain at least 5 office hours per week
Examination Period	<ul style="list-style-type: none"> Invigilate in examinations as scheduled by the College Be present at the College for at least 30 hours per week Maintain at least 5 office hours per week
Non Teaching Period	<ul style="list-style-type: none"> Be present at the College for at least 30 hours per week 25 of which must be between 08:30 and 13:30 Maintain at least 5 office hours per week
Summer Period (applicable only for working days)	<ul style="list-style-type: none"> Teach as scheduled by the College Be present at the College for at least 30 hours per week 25 of which must be between 08:30 and 13:30 Maintain at least 5 office hours per week

The exact dates for the following periods are specified in the academic calendar:

- Fall/Spring semesters and Summer sessions teaching and examination periods, and
- Christmas and Easter holiday periods.

The Enrollment Week is considered to be the week before classes for each semester or session commence. During this week faculty members are required to provide a minimum of thirty (30) office hours during which they are mainly expected to assist students in the selection of courses and enroll students into courses. At least ten (10) office hours should be set before 14:00 and at least ten (10) office hours should be set after 15:00.

The Summer period (period between the end of Spring semester and the beginning of Fall semester) is considered to be a Non-teaching period if no teaching is scheduled for a faculty member.

The College understands that for the execution of certain duties (e.g. attending a meeting out of the College) faculty members may have to be out of the College during the hours they are committed to be present at the College. In case a faculty member should be absent from the College during these hours he/she needs to inform the College Director.

Within two working days after a faculty member is given his/her teaching timetable he/she needs to inform the College Director in writing of his/her office hours and of the hours he/she will be present at the College (during the enrollment week and during teaching weeks) for approval. In addition, within two working days after a faculty member is given the final examination schedule (showing faculty members' invigilation timetable) he/she needs to inform the College Director in writing of his/her office hours and of the hours he/she will be present at the College (during the final examination period) for approval. Faculty members are expected to strictly adhere to their working hours according to their working schedule and avoid tardiness.

2.5.3 Teaching and research load

The teaching load of each rank for faculty members on a Research track is shown in the table below. Such faculty members will be expected to produce a research output worth of at least the number of research credits shown in the table below.

Faculty Rank	Fall Semester Hours per week	Spring Semester Hours per week	Summer Session Hours per week *	Total Yearly Load *	Research Credits
Lecturer	12	12	3	351	100
Assistant Professor	12	12	3	351	100
Associate Professor	12	12	3	351	120
Professor	9	9	3	273	200

- * Each semester has 13 weeks whereas the Summer session has 6 weeks of teaching. The Summer session hours indicated above are based on a 13-weeks semester. To reach the total yearly load faculty members can either teach 6 hours per week during the 6½-week Summer session or teach additional 3 hours per week during the Fall or Spring semester.

Notes

1. The teaching load of each rank for faculty members on a Less Research track increases by 3 hours for each of the Fall and Spring semesters. Such faculty members will be expected to produce a research output worth of at least the number of research credits shown in the table above reduced by 30 research credits.
2. Instructors, Special Scientists and Special Teaching Personnel are not expected to carry out any research but they are expected to have a higher teaching load than the teaching load of a Lecturer on a Less Research track.
3. By 30 June of every year faculty members (except those at the rank of Instructor, Special Scientist and Special Teaching Personnel) need to complete and submit to the College Director the Track Declaration form declaring whether they would like to follow the Research or Less Research track in the academic year starting in the next Fall semester. In the form they should also provide a brief description of the research they intend to carry out during the next academic year.
4. Any teaching in excess of the total yearly load is considered to be overtime.
5. The teaching load of faculty members teaching technical/vocational courses may be higher than that of a Lecturer on a Less Research track.
6. A faculty member who serves as a Department Head will receive a teaching relief of 6 hours per academic year.
7. The required number of research credits for faculty members who started their employment in September or October of the evaluation year and who are in the first year of their employment is reduced by 50%.
8. In cases where a faculty member is allocated a lesser load than the one specified above then other duties may be assigned, such as teaching short courses or undertaking major administrative work.

2.5.4 Research credits

A faculty member will receive research credits for each research output based on the following table and notes:

RESEARCH OUTPUT	Credits
Group A	
1 Article published in a high ranked (Category A or B) refereed journal listed in a Journal Rating/Ranking/Quality List ^{1, 2}	200
2 Article published in a ranked (Category C or D) refereed journal listed in a Journal Rating/Ranking/Quality List ^{1, 2}	100
3 Article published in an unranked refereed journal not listed in a Journal Rating/Ranking/Quality List ^{1, 2}	60
4 Article published in the Cyprus Journal of Sciences ^{1, 2, 3}	30
Group B	
5 Proposal submitted for funded research	30
6 Winning a high score (e.g. Research Promotion Foundation >7.5/10) after submitting a proposal for funded research ²	40
7 Having a proposal for funded research accepted ²	100
8 Carrying out funded research ^{4, 5}	Notes 4-5
Group C	
9 Paper published in refereed conference proceedings of a conference taking place abroad ²	45
10 Paper published in refereed conference proceedings of a conference taking place locally ²	30
11 Abstract published in refereed conference proceedings of a conference taking place abroad	15
12 Abstract published in refereed conference proceedings of a conference taking place locally	10
Group D	
13 Article published in popular press (e.g. newspaper, magazine)	5
14 Chapter/Case study published in a book	20
15 Book published ⁶	40-100

Notes for specific research outputs

1. A manuscript accepted for publication would provide 90% of the related research credits.
2. Any credits received before related to this will be deducted. For example if a faculty member has received a number of research credits in the previous year for the acceptance of the manuscript of this year's publication, such credits will be deducted.
3. The Cyprus Journal of Sciences is an in-house journal. The only reason why less research credits are given for publications in this journal is to encourage our faculty members to publish articles in other journals.
4. Researchers of funded research get five (5) credits for every €1.700 they have received.
5. Coordinators of funded research get two (2) credits for every €1.700 researchers have received.

6. The exact amount of research credits will be decided based on the book's content (whether it is a research oriented book or a textbook), whether the book was published by a well-known international publisher or not.

General Notes

7. The above table provides the basis for assigning research credits. The final decision as to how many research credits will be awarded lies with the research evaluator.
8. Faculty members should aim to promote the College through their research output in every way possible. For example, if possible, where an article is published it should mention that it was written by a faculty member of the American College.
9. The responsibility for demonstrating where and when an article, a paper or an abstract was accepted for publication rests with the faculty member.
10. The responsibility for demonstrating whether a journal is ranked in a Journal Rating/Ranking/Quality List rests with the faculty member.
11. The research credits given to a faculty member whose research output was produced in cooperation with others (multiple-authored) will be as follows:

Research Credits Gained = Research Credits (found from the table above) * C * 1.25 (Ignore “* 1.25” if C > 80%)

C is the percentage of contribution of the particular faculty member for the specific research output. The 25% multiple is provided in order to encourage faculty members to cooperate with other academics (especially more experienced ones) in producing high quality research outputs. It is also provided as a recognition to the fact that multiple-authored research outputs require more effort than single-authored ones. The particular faculty member should submit to the research evaluator a letter signed by all the authors of the particular research output stating what each author's contribution was for the particular research output. To avoid any misunderstandings it is advisable that individuals who decide to co-author a paper, agree from the very beginning and put on paper what the contribution of each individual will be and sign the paper.

2.5.5 Public holidays and days the college administration is closed

The College administration is closed on all public holidays unless otherwise indicated. Public service departments are closed on all public holidays.

Public holidays with fixed dates

1 January	New Year's Day
6 January	Epiphany Day
25 March	Greek National Day
1 April	Greek Cypriot National Day
1 May	Labor Day
15 August	Assumption Day
1 October	Cyprus Independence Day
28 October	Greek National Day (Ochi Day)
24 December	Christmas Eve *
25 December	Christmas Day
26 December	Boxing Day

* The College administration and banks are open.

Public holidays with variable dates

In addition to the public holidays with fixed dates every year, we also have public holidays with a variable date. Below you may find all public holidays with variable dates:

Calendar year:	2021
Green Monday	15/3
Good Friday	30/4
Holy Saturday	1/5
Easter Sunday	2/5
Easter Monday	3/5
Holy Spirit Monday	21/6

On Easter Tuesday (the day following Easter Monday) the College administration and the banks are closed.

The dates when the College administration is closed are considered as holidays for faculty members.

2.5.6. Leave and absence from work

2.5.6.1. Annual leave

Faculty members are free during the Christmas holiday period and the Easter holiday period. In addition they are entitled to receive 14 days of annual leave per year. These 14 days can be taken between 11 and 31 of August. The exact dates of Christmas and Easter holiday period are specified in the Academic Calendar. These are the periods during which normally no teaching takes place. Faculty members who teach for the Summer Intensive English Language program can take their leave in June and September when no teaching takes place. Faculty members can apply for annual leave by completing the Request for Leave form and submit it to the College Director. Provided that the College Director approves the request for leave the faculty member receives a written notification of approval for his/her request.

Notes

1. Requests for leave should be made at least one week in advance for a leave of no more than two days and at least one month in advance for a leave of more than two days. The above notice periods are required so that the necessary planning takes place and disruption of the College is avoided.
2. Faculty members' unused annual leave cannot be carried forward to the following calendar year.
3. Staff members that will be out of their office due to an inland business (e.g. attending a seminar outside the College) should also apply for a leave.
4. Leave taken due to military service obligations or due to a College business trip abroad or inland business, will not be treated as coming from holiday entitlement.
5. Prior to departure of annual holidays, all faculty members must ensure where appropriate, that pending work has been handed over to other members of the faculty. All members of faculty must provide their contact details during their absence so that contact may be made. Such contact will not be made unless it is absolutely necessary.
6. Faculty members are advised to request leave when their workload is at a minimum.

Notes

1. Staff members that will be out of their office due to an inland business (e.g. attending a seminar outside the College) should also apply for a leave.

2.5.6.2. Maternity leave

All female staff members are entitled to maternity leave in accordance with prevailing legislation. Female staff members can receive a maternity grant from the Ministry of Labour and Social Insurance. In case the maternity leave period coincides with the College vacation dates (Christmas, Easter, Summer) or holidays dates, such dates will be counted as part of the maternity leave for all purposes (i.e. no extra leave or remuneration will be claimed).

2.5.6.3. Military leave

The College grants leave with full pay to male staff members called for military duties. To apply for such leave male staff members need to submit to the College Director a completed request for leave along with a copy of their Military Service Invitation (ΦΥΛΛΟ ΑΤΟΜΙΚΗΣ ΠΡΟΣΚΛΗΣΗΣ), issued by the Cyprus army headquarters, at least one week in advance of the leave day(s). Once the staff member has returned to his work, following the completion of his military service obligations, he should submit to the College Director evidence issued by Cyprus army headquarters certifying that the employee has been present for his military service obligations.

2.5.6.4. Absence from work

Absence from work is only excused in the case of illness or an emergency. Whenever an absence may be known in advance staff members must request annual leave. If an employee is unable to be on time for work or unable to come to work then he/she or a member of his/her family has to call the College reception officers by 08:15 on the day of the absence and report the fact that he/she will be absent as well as the reasons of his/her absence. Upon the staff member's return to the College, following his/her absent, he/she should complete an Absence Report form and submit it to the College Director.

Notes

1. In case an employee is going to be absent from work beyond the first day of absence then he/she must inform the College Director.
2. A medical report signed by a doctor needs to be attached to the Absence Report form submitted to the College Director for any absence of more than 2 days due to sickness or illness. The College Director reserves the right to ask for a doctor's certificate even for absences of shorter duration.

3. An employee may claim a sick leave grant from the District Labor Office by completing and submitting to the District Labour Office within 10 days from the beginning of the absence an official social insurance sick leave form (obtainable from the District Labour Office). Such a claim can only be made for absences of more than 3 consecutive days for a maximum of 30 days. If the College makes no salary deduction concerning the employee's absent then the grant received by the employee must be forwarded to the College.
4. In case of a faculty member's absence the faculty member is required to make up all classes missed due to his/her absence unless differently agreed by the College Director.
5. Any absence from duty without proper notification and/or justification or systematic tardiness may be considered as breach of regulations and may necessitate disciplinary action.

2.5.7. Probation and tenure

A faculty member is on probation during the first two years of his/her employment. During this period he/she is evaluated by the College for determining whether he/she suits the College's needs and standards.

A faculty member who has completed two years of employment at the College, his/her performance has been considered satisfactory and he/she has fulfilled any agreed requirements (such as obtaining additional academic qualifications) will be offered tenure. Tenure is decided by the College Director following consultation with the faculty member's Department Head. In certain cases, the College may offer a special contract for a fixed period of time, which may be renewable but does not lead to tenure.

2.5.9. Retirement

The retirement age is 65 years. At the age of 65 staff members are entitled to all retirement benefits available under the social insurance legislation (some benefits start at the age of 63 under certain conditions). The College may provide full or part-time employment to faculty members who have retired. According to the current legislation no social insurance contributions are made for staff members over 65 years old.

2.5.10. Outside work

Full-time staff members are expected to give the responsibilities of their College positions precedence over any types of outside commitments. Outside employment or consultation or commitment or assignment is considered as outside work. Full-time members are not allowed to accept or undertake any paid or unpaid outside work without first obtaining the written permission of the College Director.

The College Director may grant permission to a member of staff to do outside work if such work is expected to contribute effectively to the professional development of the member, correlates with College work, and reflects credit upon the College. In addition, for permission to be given, it is essential that the outside engagement will not in any way interfere with the member's duties and responsibilities at the College. The College Director reserves the right to declare a conflict of interest at anytime. Laboratories, materials, equipment, or other facilities of the College are not available to faculty members to be used for outside work. No permission is required for production of scholarly works such as journal articles, papers and books.

When permission is granted for outside work, staff members' outside work should not in any way:

1. Prevent the employee from performing his/her College responsibilities in an effective manner; or
2. Prejudice his/her effectiveness in his/her position at the College; or
3. Raise a question of conflict of interest - for example, where the employee's position in the college gives him/her access to information or any other advantage, useful to his/her outside activities.

2.5.11. Part-time faculty members

Part-time faculty members usually have the same level of academic qualifications as full-time faculty members. Most of the terms of service, duties, responsibilities and rights applying to full-time faculty members also apply to part-time faculty members. If a duty or a responsibility does not apply for part-time faculty members this is clarified where the details of the particular duty or responsibility are provided. Part-time faculty members are paid a rate per hour of teaching and invigilation in examinations.

2.6. Faculty Duties

2.6.1. Compliance with regulations and familiarization with publications

Faculty members must be fully aware of and comply with the College's standards, established policies-procedures, regulations and guidelines contained in the College intranet and in the College official documents, such as the College Bulletin. In addition, they must familiarize themselves with the publications of the College.

2.6.2. Academic calendar and deadlines

Faculty members are advised to obtain a copy of the academic calendar (copies are available at the reception). They must get to know when classes commence and end, the holiday periods, and when the final examinations period commences and ends. Memos are regularly placed in their mailboxes. They are required to follow any guidelines and deadlines described in such memos. It is very important that faculty members be aware of and respect all deadlines. Non-adherence to a deadline may prohibit the College's smooth operation. If faculty members have any queries concerning deadlines or memos, they should contact the staff member who set the deadline/sent the memo or their Department Head or the College Director.

2.6.3. Teaching

Faculty members are responsible for effectively administrating the courses they are assigned to teach. They are responsible for the appropriate conduct and the teaching of the courses assigned to them appropriately. They are required to:

- teach courses belonging to the curricula of the College and other courses, such as short courses, as scheduled by the College. Normal teaching days are Monday to Friday. There are three teaching zones at the College. The Morning Zone (08:00 – 15:00), the Afternoon Zone (15:00 – 18:00) and the Evening Zone (18:00 – 22:00). The College has the right to schedule classes between Mondays and Fridays from 08:00 to 22:00 and exceptionally during weekends.
- be well-prepared for each class they teach. Faculty members must be properly prepared and should also give adequate attention to the presentation of material and handouts. They must know that teaching requires frequent extensive periods of time for preparation and planning.
- follow the given syllabus of the courses they are assigned to teach.
- teach based on up to date material.
- teach in an understandable way.
- substitute an absent colleague, when a need arises.
- organize teaching and teach according to the objectives of a course.

2.6.4. Distance Education Delivery

For anything related to distance education delivery one needs to refer to the Distance Education Unit Handbook.

2.6.5. Faculty portfolio

A faculty portfolio is a collection of work produced by a faculty member. Just as an artist uses a portfolio of collected works to illustrate his/her talents, a faculty portfolio is designed to demonstrate the faculty member's work. Thus faculty members are required to construct and maintain faculty portfolios in order to highlight and demonstrate their degree of preparation, knowledge and skills in teaching. A portfolio also provides a means for reflection. It offers the opportunity for critiquing one's work and evaluating the effectiveness of his/her teaching and for interpersonal interactions with students and peers. During accreditation audits it may be necessary for faculty members to present some of the items contained in their faculty portfolio, such as samples of marked examination scripts and completed homework. A faculty portfolio should not contain everything a faculty member does. It must contain carefully selected items that reflect his/her expertise and achievements. A portfolio may include the following:

1. Overhead slides and/or PowerPoint presentations used in teaching.
2. Lecture notes or other handouts (journal or newspaper articles, case studies etc) handed out to students.
3. Examination question papers (tests, quizzes, mid-term and final examinations).
4. Homework (a project's or an assignment's requirements handed out to students).
5. Video/audio tapes, photos and other evidence of any important teaching activities or innovations.
6. Samples of marked scripts (apart from final examination scripts) and completed homework.
7. Up to date curriculum vitae.
8. Course outlines.
9. Evidence of professional development activities (seminars, workshops, conferences and lectures attended; participation in peer consultation and evaluation).
10. Research work.

The evaluation of the faculty portfolio is based on the quality and adequacy of as many of the items 1 to 4 as possible and on the existence of as many of the items 5 to 10 as possible. The faculty portfolio is used as a part of the faculty evaluation process.

2.6.6. Office hours and student advisement

Faculty members paid by the hour, teaching up to six (6) hours per week, in either the Fall or the Spring semester, should be available to students for advisement either before or after classes or by appointment. Faculty members paid by the hour, teaching more than six (6) hours per week, in either the Fall or the Spring semester, are expected to provide a minimum of two (2) office hours per week. Faculty members paid a monthly salary are expected to provide a minimum of five (5) office hours per week. At least two (2) office hours should be set before 14:00 and at least two (2) office hours should be set after 15:00 (this is not applicable during the examination periods). Faculty members teaching at least one course during evening hours are required to provide at least one office hour after 17:00. Office hours must be spread out over a minimum of three days (at least one hour per day) of which one day must be a Monday or a Tuesday and another day must be a Thursday or a Friday. Office hours must not clash with the time available for meetings (if there is a specific time set by the College administration) or breaks. Each office hour session should last for at least 60 minutes.

During office hours faculty members are required to offer students (who are or are not their advisees) advice on academic issues (such as material taught in the classroom, class participation, attendance, class etiquette and expectations, methods of studying, coursework, referencing, research, and other issues related to a student's education), advice on personal matters, advice on career plans and professional guidance. If a faculty member cannot help a student, he/she must refer the student to the Student Welfare Officer. Generally, during their office hours faculty members should give enough time to establishing the professional atmosphere that encourages students to communicate freely, exchange ideas, and flourish professionally and intellectually. If during a faculty member's office hours no students turn up he/she should remain in his/her office and perform other duties (e.g. prepare for classes or carry out research). Faculty members are required to post their office hours outside their office on the small note-board provided. Changes in office hours must be notified promptly on the note-board. Faculty members should maintain records of the students they have seen and the important issues discussed during their office hours.

2.6.7. Academic advisors

Faculty members acting as academic advisors are expected to counsel students on methods of studying, research, issues related to a student's education and career plans. Academic advisors are required to assist students in their selection of courses and enroll students in courses. To be able to assist students in the selection of courses, academic advisors are expected to keep current with curriculum changes that influence the process of enrollment in courses. They must know the College's regulations applicable to students and advise them accordingly.

2.6.8. Course outline

Prior to the commencement of classes faculty members are required to prepare a course outline for each course they will teach according to the Course Outline Guidelines. In case a faculty member needs further guidance in preparing his/her course outline(s), he/she may consult the Department Head responsible for the particular course(s). Faculty members teaching a course for the first time are advised to look at past semesters' course outlines of the same and other courses prior to preparing their course outline(s). College receptionists can provide faculty members with such course outlines. The course outline should be prepared with as much accuracy as possible and be submitted to the appropriate Department Head, in electronic form, for approval at least two weeks before classes commence. Once the course outline is approved by the Department Head he/she must submit a copy of the course outline to the College administration. The College administration maintains records of all course outlines used.

The aim of the course outline is to give a short description of the course and the topics that will be covered, and explain to students what they are expected to do. Course outlines may state learning outcomes, learning methods and educational activities, assessment means to be used and their weight towards the total mark, grading system, course bibliography, attendance procedures and dates pertaining to coursework and examinations. All faculty members need to clarify to students, through the course outline, what is expected of them and what their responsibilities are in order to avoid confusion that could negate a student's performance in that course.

In order to maintain academic credibility and consistency in classroom procedures, all faculty members are expected to distribute to the students the course outline for each course they are assigned to teach during the first week of classes. It is the responsibility of faculty members to explain the course outline to students during the first class meeting. It is important that all students obtain a copy of the course outline. Students joining the course after the first week of classes should also be given a course outline. Faculty members are required to follow strictly the course outline handed out to students and consult with their Department Head if there will be any deviations from what has been described in it. Unauthorized deviations from the course outline will be considered as a negative factor for the evaluation of a faculty member.

2.6.9. Assessment of students

The primary purpose of the students' assessment is to check (both for the sake of the student and of the tutor) the student's progress. The assessment of students is considered to be an important part of the College operations. It is separated into three categories: coursework examinations, homework and final examination. Coursework examinations refer to means of

assessment, such as mid-term examination, tests, and quizzes, where students usually have to complete in the classroom. Homework refers to means of assessment, such as projects and assignments where students usually have to complete outside the classroom and submit for marking. All assessment means used except for the final examination are considered as coursework. Faculty members are expected to:

- Organise the assessment of students towards meeting the objectives of a course.
- Assess students only on the material that has been covered in class or otherwise assigned for the particular course.
- Safeguard the integrity of an examination or coursework by refraining from revealing to the students any examination questions/answers prior to the examinations or any answers to coursework prior to the submission of the completed coursework by all students.
- Provide sufficient time in their notice for any coursework examinations and for any homework. For example, provide at least a week's notice for a scheduled test and give students at least two weeks to complete a project from the time the requirements of the project are given to them.
- Grade students in a fair and consistent manner and follow all relevant policies, guidelines and procedures irrespective of the pressure they might receive from some students.
- Return the adequately marked coursework and coursework examination scripts to students promptly, indicating wrong answers clearly in writing.
- Make available to students, throughout the semester, a current evaluation of their progress, including student inspection of marked scripts or homework (Communicating students' evaluation to them is very important as it enables them to mark their own progress, see where they stand and improve. It is extremely important that faculty members keep students well informed of their progress. Faculty members must discuss any students' marked work with them.)
- Mark final examination papers adequately and promptly indicating wrong answers in writing.
- Maintain any coursework completed by students enrolled in the courses they have been teaching during a semester up to one and a half month following the date student grade reports for the particular semester were issued,.
- Be prepared to discuss final examinations with students up to one and a half month following the date student grade reports for the particular semester were issued.
- Submit to the College administration all coursework questions/requirements assessment means (just the questions/requirements not the scripts/answers), such as mid-term examination question papers after they have been handed out to students.
- Submit to the College administration, following the end of a semester, a selection of high quality projects and assignments completed by students.
- Keep accurate student records with information regarding grades/marks that would enable them to assess students properly and prepare reports concerning a student's academic performance.
- Be aware that the level of difficulty of questions written in a coursework examination and the level of homework requirements must be appropriate to the level of the particular course. The level of assessment requirements must reflect a satisfactory level of competence. The requirements must be fair and must discriminate between those who know and those who do not know the material.
- Avoid giving out any take-home examinations, as this is not allowed. Open-book examinations may be used with caution where appropriate.
- Use ready-made objective test (e.g. multiple choice) questions rather than design their own as the design of such questions may be extremely difficult.

Faculty members must be aware of all matters concerning grading and if need arises explain to the students anything concerning grading. If a faculty member has any questions or doubts about the grading policies of the College he/she must consult his/her Department Head. A faculty member who has an unclear idea of the College's mission, academic standards of the College and appropriate ways of assessing students' performance must consult the College Director.

2.6.9.1. Coursework examinations

Preparing a coursework examination

If a tutor teaches more than one section of the same course (e.g. ENG101A and ENG101B) he/she cannot use the same coursework examination for the different sections he/she teaches as these sections are not taught during the same time. If two or more tutors teach different sections of the same course the coursework examinations used must not be the same unless the assessment will take place at the same time and the coursework examinations are compatible with the syllabus covered in all the different sections of the course to be assessed. In such cases the faculty members involved need to coordinate with each other for the preparation of the assessment. True/False, Multiple Choice or Fill in the Gaps questions may be used but faculty members must be aware that for intermediate and advanced courses, usually taken by junior or senior students, the emphasis must be on essay-type and critique-type questions. Faculty members teaching a course for the first time are advised to look at past semesters' mid-term examination question papers of the same and other courses prior to preparing their mid-term examination question paper. The College receptionists can provide faculty members with mid-term examination question papers.

Organizing and invigilating a coursework examination

Mid-term examinations, tests, quizzes take place within the usual teaching time assigned for the teaching of a course. The dates arranged for such assessments to take place are set by the faculty members themselves. Before scheduling a mid-term examination faculty members may take into account when the majority of their students do not have mid-term examinations of other courses. Students can usually provide such information. The objective is to arrange the mid-term examination when students do not have many mid-term examinations on the same day. Faculty members teaching a course are expected to invigilate their mid-term examinations, tests and quizzes and must be aware that strict invigilation during coursework examinations is necessary. If the number of students enrolled in a course cannot permit faculty members to sit only one student per two-seat desk or a maximum of two students per three-seat desk in the room where the class takes place they must prepare two versions of their mid-term examinations/tests. In this way tutors can have two students sitting in a two-seat desk or three students sitting in a three-seat desk as long as no student sitting next to each other gets the same version of mid-term examination or test. If a faculty member needs a bigger room to administer a coursework examination he/she should contact the Director of Administration well in advance. In case a tutor needs assistance with the invigilation of a coursework examination he/she must consult his/her Department Head. If the Department Head decides that it is necessary to assign a second invigilator for the particular examination he/she must request a tutor to do so. If two people are invigilating an examination they must be positioned at different sides of the room. Faculty members are not required to check student identity cards during a coursework examination but they need to act accordingly if they feel that an individual is taking the examination in the place of another student.

Students' absences from coursework examinations

If a student is absent from a coursework examination he/she does not get any marks unless his/her absence is justified. An absence may be justified for serious reasons, such as illness (verified by a doctor's certificate stating clearly that the student was unable to take the examination due to illness). Tutors are advised to read carefully what a doctor's certificate writes (e.g. dates, degree of inability of the student to take the examination). Not all doctors' certificates justify an absence. In addition, tutors are free to consider an absence justified for other reasons according to their judgment but are generally advised not to be lenient with students. If a student's absence is justified the tutor may decide to add the assessment weight of the missed coursework examination to the final examination weight. Alternatively, the tutor may ask the student to complete additional homework. The assessment weight of the additional homework must be the same as that of the missed coursework examination. No make-up examinations can be provided in the case of coursework examinations.

2.6.9.2. Homework

Faculty members who wish to ask their students to do homework (such as a project or an assignment) need to provide their students with the requirements of the homework along with a deadline. They also need to inform their students of where they should submit the completed homework. Faculty members can either ask students to submit their completed homework to them during normal teaching hours or office hours or to a College receptionist. Projects or assignments submitted to a College receptionist will be placed in the mailbox of the particular faculty member. A project proposal and an oral presentation of a project are compulsory only in the case of the Master in Business Administration thesis. Homework for different sections of the same course or for different courses must not be the same. All marked essay type homework should be given out to students to see them but should then be collected by tutors during the same class session. Essay type homework must be kept by tutors in order to discourage plagiarism (other students copying parts of other students' homework). For that purpose, the college encourages instructors to use an online anti-plagiarism software (can be accessed at <http://www.dustball.com/cs/plagiarism.checker/>) in order to accurately detect and prevent plagiarism.

Faculty members are required to hand out the Project Guidelines to students who are asked to complete a project. In addition, they are required to hand out the Referencing Guidelines to students who are asked to complete homework that needs referencing. While handing out the College Referencing Guidelines, tutors need to emphasize that using proper referencing and avoiding plagiarism is extremely important. Faculty members are expected to know the College Referencing Guidelines and they are expected to advise students on proper referencing whenever necessary.

Faculty members are required to follow the College Marking Students' Written Work Guidelines. The aim of the criteria is to enable a fairer and a more consistent marking of students' written work. If a student does not submit homework at all he/she does not get any marks. Non submission of completed homework is not justified under any circumstances. Those students who have handed in homework after the set deadline but before the end of the teaching period of the particular semester need to receive less than 100% of the marks they would have received if they had handed it in before the deadline. Each faculty member may decide as to their own policy concerning this. For example, a faculty member may decide to grant 80% of the mark for homework handed in 1 week late, 70% for homework handed in 2 weeks late, etc. In such a case any homework handed in within 1 week after the deadline will receive only a mark of 72% ($90 * 80\%$) instead of 90%.

2.6.9.3. Final Examination

Completion and submission of the Examination Details form

Faculty members are asked to complete the Examination Details form, providing details, such as duration of the examination, and submit it to the College administration at least four weeks prior to the time the final examinations' period commences. The information provided on the Examination Details form is used for preparing the Final Examination Schedule.

Preparation of a final examination question paper

Faculty members are expected to follow the Final Examination Paper Guidelines strictly when preparing their final examination paper(s). If they need clarifications for the preparation of a final examination question paper they may consult the Department Head responsible for the particular course. Faculty members preparing a final examination paper for the first time are advised to look at past semesters' final examination question papers of the same and other courses prior to preparing their final examination question paper. College receptionists can provide faculty members with such final examination question papers.

Submission of a final examination question paper and model answers

Faculty members are also required to submit to the College administration the final examination question paper within the set deadline, in electronic form so that minor amendments can easily be made. They are required to submit model answers for each course they teach along with the question paper. Where appropriate, the model answers will be in point-form or photocopies from books or notes where those parts consisting of the answer should be highlighted. Model answers can also be provided handwritten as long as they are legible.

The Final Examination papers are given by the College administration to the appropriate Department Head. The Department Head will ask the faculty member to make corrections or amendments to his/her final examination paper if necessary. Once the final examination paper is finalized it is given to the College administration by the Department Head in order to reproduce it and keep the examination copies in a safe place until the examination day. The final examination cover page is prepared by the College administration to ensure uniformity.

Final examination schedule

At least two weeks before the final examination period commences the final examination schedule is prepared and it is provided to all faculty members. Faculty members are then asked to confirm their agreement with the schedule or to inform the College administration whether there is anything they would like to change in it. Once the schedule is prepared it is posted on the College official notice board along with the Instructions to Students Concerning Examinations.

Advice provided to students regarding final examinations

In the last teaching session of a course faculty members are required to advise students that during examinations they cannot borrow anything from other students and that mobile phones must be switched off. In addition they must point out to students that cheating in examinations is a disciplinary offence and if they are caught cheating they will be penalized. Finally, faculty members must ask students to:

- read the final examination schedule carefully and note down the dates and times of their examinations;
- often look for any announcement posted on the official notice board concerning final examinations, such as changes in the date or time an examination will take place;
- read carefully and adhere to the Instructions to Students Concerning Examinations;
- be outside the examination room about twenty minutes prior to the examination starting time;
- take a calculator in the examination room, according to the Instructions to Students Concerning Examinations, only if for the particular examination a calculator is allowed; and
- take the necessary stationery items they will need for a particular examination (such as a ruler) in the examination room.

Invigilation of a final examination

Faculty members are required to invigilate final examinations according to the final examination schedule. It is the responsibility of each faculty member to know the dates and times of his/her invigilation, as well as to inform the College Director of any circumstances that would prevent them from invigilating at a certain time. Faculty members are usually assigned to invigilate at least the final examinations of the courses they have taught. No matter whether one or more invigilators are assigned to invigilate in the same room, one invigilator is appointed as the head invigilator. The head invigilator is in charge of anything related to the particular examination for which he/she is appointed as the head invigilator. Invigilators are responsible for the smooth conduct of the final examination they are invigilating. Faculty members assigned to invigilate an examination need to be well aware of the Invigilation Regulations and to follow them strictly. In case the examination requires the use of any equipment (e.g. computers etc.) the head invigilator must ensure that all equipment to be used in any examination is ready for use (this will have to be verified some days before the examination date).

2.6.9.4. Distance Learning Assessment

For anything related to distance education delivery one needs to refer to the Distance Education Unit Handbook.

2.6.9.5. Letter Grades

Assigning a letter grade

Faculty members should take the following steps in order to assign a letter grade:

1. Assign a mark in numerical form for each individual student in each individual assessment.
2. Find the weighted mark for each individual student in each individual assessment by multiplying the pre-defined assessment weight published in the course outline by the individual mark assigned.
3. Add all weighted marks and translate the weighted sum to a letter grade according to the following table:

% Grade	Grade	Grade Meaning	Grade Points per Credit
90-100	A	Excellent	4.00
85-89	B+	Very Good	3.50
80-84	B	Good	3.00
75-79	C+	Above Average	2.50
70-74	C	Average	2.00
65-69	D+	Below Average	1.50
60-64	D	Poor	1.00
Below 60	F	Failure	0.00
	W	Withdrawal	0.00
	I	Incomplete	0.00
	TR	Transfer Credits	0.00
	AU	Audit	0.00

Below there is an example showing how a letter grade is calculated:

Assessment Mean	Individual Marks	Assessment Weight	Weighted Marks
Course Work	%	%	%
Test	90	X 10	= 9
Project	60	X 15	= 9
Mid-term Exam	80	X 25	= 20
Total		50	38
Final Exam	80	X 50	= 40
Weighted Sum			<u>78</u>

The letter grade corresponding to the weighted sum of 78% is C+.

The performance of each student is graded as above. The highest letter grade is “A” and the minimum satisfactory passing letter grade is “C”. The lowest passing letter grade is “D”. Letter grades are further expressed in Grade Points per credit. Despite the fact that the passing mark is 60% (which corresponds to the letter grade “D” or 1 grade point out of 4) it is strongly recommended that faculty members view the mark of 70% (which corresponds to the letter grade “C” or 2 grade points out of 4) as the actual passing mark and prepare final examination papers and other coursework assessments with this in mind.

Withdrawal grade

After the end of the add/drop period students are entitled to withdraw from the course(s) they are enrolled in, provided they fill a Withdrawal form and submit it, not later than the end of the eighth week for the Fall and Spring semesters and not later than the end of the third week for the Summer session, to the Office of Student Welfare. The “W” grade will be assigned on the transcript of a student withdrawing from the College. Until the Withdrawal form is approved, students are considered to be enrolled students. Students cannot withdraw merely by stopping attendance. Failure to comply with the appropriate procedure will result in “F” grades being assigned on the student's transcript. All withdrawals are subject to the tuition refund policy of the College. If a student has withdrawn from a course the “W” grade is shown in the blank grade roster given to

faculty members for completion. In such a case faculty members do not need to assign a grade for such a student as the “W” grade has already been assigned.

Incomplete grade

The “I” grade means incomplete and is assigned by the faculty member only when a student has maintained satisfactory performance in a course but was unable to complete a major portion of the assessment (e.g. mid-term examination, project, final examination) and the reasons given were acceptable by the faculty member. It is the responsibility of the student to bring pertinent information to the faculty member to justify the reasons for the incomplete work and to reach an agreement on the means by which the remaining course requirements will be satisfied. When the “I” grade is awarded, the faculty member awarding the grade must file a written statement, using the Incomplete Grade Assignment form, and include:

- a) A description of the extenuating circumstances which justify the “I” grade.
- b) The specific conditions that must be met in order to complete the course requirements and have the “I” grade replaced by a regular grade.
- c) The length of time in which the student is allowed to complete all requirements.

After consulting with the faculty member, a student is responsible for fulfilling the remaining course requirements before the agreed deadline. In cases where the student is near to graduation this must be taken into account when deciding the deadline. In very special cases, the faculty member may extend the agreed deadline for fulfilling the incomplete work. If a student fails to complete work within the agreed time limit, then the faculty member will calculate the letter grade, taking into account that the student received 0% in the incomplete work. The incomplete grade in a course will be converted automatically to an “F” if a student re-enrolls in that course prior to clearing the “I” grade. A student cannot graduate with an “I” on the transcript.

Audit grade

The “AU” grade refers to courses students have been enrolled for on an Audit basis. Students who wish to get an idea of the material taught in a course without receiving credits or being assessed may choose to audit a course. Faculty members are informed by the College administration if a student is enrolled for on an Audit basis when a student enrolls. For such students no assessment should take place and faculty members are not expected to assign any grades on the grade roster for them.

Submission of the grade roster and marked examination scripts

Faculty members are required to submit a properly completed grade roster for all the courses they have taught in a given semester along with the related final examination marked scripts and completed attendance rosters according to the deadlines set by the College administration. Grade Rosters must be prepared by the faculty members and submitted to a College receptionist, within forty-eight hours from the final examination date along with the marked final examination scripts. The marked final examination scripts must be returned in the appropriate envelope(s) provided. In the case where a faculty member has more than one final examination on a particular day, a twenty-four (24) hour extension is given for each additional course. On the Grade Roster faculty members are required to provide only the total coursework mark (38 in the example above) along with the final examination mark (40 in the example above), the total mark (78 in the example above) and the letter grade (C+ in the example above). The marks obtained in the individual assessment means (9, 9 and 20 in the example above) are not required. Alternatively, faculty members can submit the marks in any way they like (e.g. spreadsheet printout) where all marks obtained in all assessment means are shown as long as the four columns (total coursework mark, final examination mark, total mark and letter grade) are clearly shown. When preparing the Grade Roster faculty members need to have in mind that only integer numbers are accepted (e.g. 42 and not 42.3) rounded to the nearest unit (e.g. 36.5 should appear as 37 and 36.4 should appear as 36) for the three columns of the roster taking a numerical value.

The weight of the various assessment means used must be consistent with the information provided on the course outline. Grade Rosters must be filled by using a black or blue pen, showing clearly all individual results and the corresponding letter grades. If for any reason a faculty member has used different weights for a student than the ones provided on the course outline then the grade roster should be accompanied by a note explaining the weights used, the reasons for using a different weight, and for which students these other weights have been used. Students who have been absent during the final examination should be given a mark of 0% for the final examination.

A faculty member is allowed to make an upgrading of the marks achieved by students in final examinations if he/she feels that the upgrading is necessary since it will result in a fairer letter grade which will reflect the students’ overall performance. In case a faculty member upgrades the marks achieved by students he/she should make sure that the individual marks written in the final examination column on the grade roster and the actual marks written on the examination scripts cover are the same. It is strongly recommended that examiners use a pencil for marking at first and then use a pen to write the final marks.

Once the grade rosters are submitted to the College administration these are entered in the College administration system. Printouts of the Grade Roster are then made from the administration system and are given to the faculty members. Faculty members should verify that the information shown on the grade roster printout is correct, sign it and return it to a College receptionist. If any information is incorrect they need to contact the Administration and Finance officer.

Under no circumstances faculty members should reveal final letter grades (orally, through the internet or any other way) to students or to any other unauthorized person. Letter grades are only given to eligible students on the Student Grade Report by the College administration after having been approved by the Academic Committee.

Approval of letter grades by the academic committee

The Academic Committee meets following the end of each semester. In this meeting the academic committee members approve the letter grades of the semester and decide if a student should be awarded an incomplete grade. The minutes of the meeting make full record of all decisions made and, where appropriate, they make justification for each decision. Grades become final and official only after their approval by the academic committee. They are then given out to eligible students.

2.6.9.6. Grade appeal procedure

If a student thinks that the final grade he/she has received in a course does not represent a fair evaluation of his/her performance, he/she must try to resolve this matter with the particular tutor. If this does not lead to a resolution, the student may appeal against the grade by completing and submitting to the Office of Student Welfare a Grade Appeal form within four weeks from the date the student grade reports have been released. The latter will exhaust all possibilities to resolve it individually with the student and the particular tutor and reach a decision.

An appeal must be based on evidence that the faculty member has been unfair in awarding a grade or a legitimate error has been made in the calculation of a student's grade. Disagreement with a tutor's judgment is not a basis for a grade appeal, nor is disagreement with a tutor's grading standards, if such standards have been described in advance to the class and have been applied fairly to all students in the course.

This procedure is only intended to handle disputes that may arise regarding the final examination. When disputes arise regarding the grading of coursework during the semester, the student should contact the tutor immediately rather than wait until the end of the semester. Each grade appeal submitted according to this procedure must be an individual action by an individual student. Grade appeals by one student on behalf of several students or an entire class are not permitted.

2.6.9.7. Change of grade

Once grades have been submitted on the grade roster no changes are allowed, unless a faculty member completes a Grade Change form. In the Grade Change form the faculty member requests that the grade must change because a legitimate error has been made in the calculation of a student's grade or as a result of a grade appeal procedure. Under no circumstances faculty members should reveal grade changes (orally, through the internet or any other way) to students or to any other unauthorized person.

2.6.9.8. Academic dishonesty

Defining academic dishonesty

Academic dishonesty consists of the following acts:

Cheating – Using or attempting to use unauthorized materials, information or study aids in any academic exercise. For example, using books or notes during closed-book examinations, or using examination answers or questions provided by other students, or electronic devices to provide notes or cheat papers, etc.

Fabrication – Unauthorized falsification or invention of any information or citation in an academic exercise. For example, changing collected data to meet the hypothesis, listing a research source that does not exist, listing a quote that does not exist, etc.

Plagiarism – Presenting the words or ideas of another person as one's own in any academic exercise. Examples include, but are not limited to, when a student:

- borrows the words, sentences, ideas, conclusions, and/or examples from a source (a book, an article, another student's paper, etc.) without appropriately acknowledging the source (without clear citing of the source);
- fails to use quotation marks appropriately;
- copies materials from a website and incorporates them into a piece of academic work without citation (also known as copy and paste);
- submits a piece of academic work which has been written by someone other than him/herself;
- submits a piece of academic work prepared in collaboration with another person without the knowledge and prior approval of the tutor (legitimate forms of collaboration, such as collaboration in group projects do not require any approval);
- buys a piece of academic work (papers, projects, essays, assignments, etc.); and

- aids another student in plagiarizing a piece of academic work as defined above.

Interference – Hindering the performance of another student.

Multiple submissions – Submitting the same written work for more than one course for a grade without the knowledge or permission of the faculty member involved.

Complicity – Failing to report incidents of academic dishonesty to the particular faculty member.

Facilitating academic dishonesty – Helping or attempting to help another student to violate academic honesty. Examples include, but are not limited to, giving any individual other than the faculty member your completed assignment, suggesting ways to cheat or plagiarize, sharing test answers or questions with other students.

Penalizing academic dishonesty

Students found guilty of any form of academic dishonesty will subject themselves to sanctions ranging from receiving lower marks than those they would have otherwise received to receiving no marks for the particular assessment. This applies also to the final examination scripts for which an Examination Rule-Breaking Incident form has been completed.

Faculty members may at times have to deal with cases of suspected cheating in an examination. In other words, it looks as if the examination scripts of two or more students are identical to some extent although they have not been caught copying from each other. In these cases, faculty members should make a note on the script and subtract certain points from all the scripts in question.

Referencing and plagiarism

Students need to follow the College Referencing Guidelines.

Faculty members must be aware that it is sometimes difficult to identify plagiarism, especially nowadays where one can find anything on the internet, however every reasonable effort and measures must be taken in order to check that a piece of academic work handed in to them has not been plagiarized. They have the right to ask the student to present other evidence, such as notes to prove to them that the project has been prepared by the student and not anyone else. In addition, they may check any references or footnotes to find out whether a piece of academic work has not been plagiarized or to check its accuracy. They must also be aware that nearly perfect pieces of academic work are suspicious. In addition, incomplete or inaccurate footnoting can prompt suspicion of plagiarism.

A faculty member who feels that a piece of academic work has been plagiarized he/she should deduct the number of marks he/she believes will result in a fair grading of the academic work. Plagiarism should be penalized according to the degree of plagiarism. A tutor may decide the number of marks to be reduced on his/her own or he/she may consult his/her Department Head.

If a student wishes to appeal a tutor's ruling of plagiarism (feels that his/her piece of work has not been plagiarized or that the marks deducted were too many) he/she may discuss the issue firstly with the particular faculty member and then (if the student remains unsatisfied with what the faculty member has told him/her) with the Department Head responsible for the particular course. If following the discussion with the Department Head the student still feels that the mark received was unfair he/she can make a written request to the College Director (within four weeks of the date the academic work has been returned to the student) for the issue to be discussed in the Disciplinary Committee meeting. The outcome of the Disciplinary Committee is final.

Faculty members must be able to distinguish incorrect referencing from plagiarism. Incorrect referencing means that simply a student has referred to the sources of the information used to prepare his/her academic work but the referencing was done incorrectly. This does not constitute plagiarism. Incorrect referencing is generally not a serious offence but it must be penalized to some extent especially in projects where a percentage of the overall mark is based on correct referencing. Incorrect referencing must be penalized in the case of the MBA thesis and independent study projects. Supervisors have the responsibility to point out to students how proper referencing is done. In addition, they have the responsibility to bring to the attention of a student when a piece of work is not correctly referenced and ask him/her to make the necessary corrections before he/she submits the project or thesis. Faculty members are requested not to penalize to a great extent students for incorrect referencing in academic works other than the MBA thesis and independent study projects.

2.6.9.9. Make-up examinations of final examinations missed

A make-up examination is a privilege extended to students who miss a final examination as a result of a medical problem, a personal emergency or other reasons. If a student wishes to have a make-up examination of an examination he/she has missed he/she should inform the Student Welfare Officer. The Student Welfare Officer will then contact the particular faculty member and examine the possibility of his/her granting a make-up examination. If the Student Welfare Officer decides that

a make-up examination must be granted then the Director asks the student to fill a Make-up Examination Request form and submit it to a College receptionist. Once the form is submitted to the College reception the Student Welfare Officer organizes and coordinates the make-up examination. The faculty member involved must prepare a make-up examination for the particular student and submit it to the Student Welfare Officer. After the make-up examination is taken the faculty member must mark the examination script, and submit a coursework mark, a final examination mark, a total mark and a letter grade to the College administration for the particular student. The marks and letter grade should be recorded on the special space provided on the Make-up Examination Request form.

2.6.10. Independent study supervision

Faculty members are expected to supervise an independent study if they are requested to do so. An independent study course must be assessed through an examination only or through an examination and a project. A project may serve to assess the knowledge gained by the student in courses of practical nature such as computer programming courses. If a Department Head informs a faculty member that he/she needs to supervise an independent study the faculty member needs to organize all aspects of the independent study. The faculty member must decide about how the student will work for the examination and when and how frequently he/she will meet with the student. In addition, the faculty member must complete the Independent Study Proposal form given to the faculty member by the Department Head and meet with the student in order to give him/her a copy of the form along with the course syllabus of the course which will be studied independently and any other material (such as lecture notes he/she may have for the particular course). The faculty member must explain to the student that:

The deadline set for an independent study is the date when the classes end for the semester during which the student has applied for an independent study. The student must fully prepare for the examination by the set deadline. After the deadline and usually during the final examinations period of the College the student will have to take the examination related to his/her independent study.

Once the examination is over the faculty member must mark the script, complete the Independent Study Grading form and submit it to the College administration.

If the faculty member will also assess the student by a project he/she must decide about the title and the expected content of the project, how the student will work for the project, when and how frequently he/she will meet with the student, the deadline for submission of the project and the assessment weight of the project towards the final mark. The faculty member must give to student all necessary information concerning the project along with the College Referencing Guidelines (if necessary) and Project Guidelines (if necessary) and inform the student that he/she is required to complete the project by the set deadline. Once the project is completed he/she will have to grade it. When the examination for the particular course is marked, the faculty member must calculate the total mark by taking into account the project mark, the examination mark and their assessment weight towards the total mark, complete the Independent Study Grading form and submit it to the College administration.

2.6.11. Quality Assurance

Quality assurance procedures are developed on the basis that each member of College has personal responsibility for the maintenance of academic standards. The quality assurance procedures in place are sanctioned by and operate through the academic committee, department heads and faculty members. Faculty members can: (a) suggest the development of a new program of study through a written proposal, (b) formally monitor and evaluate the quality of education for the offered programs of study, (c) review and evaluate a current program offered with a report to the Quality Assurance Committee through the program coordinator, and (d) suggest to revise or (e) discontinue an existing program of study. Details for all related procedures are found in section 1.1.6 (Quality Assurance Committee) and in Annex 4b (Quality Assurance).

2.6.12. Research

Faculty members with research output obligations are required to achieve research accomplishments of at least the number of research credits according to their teaching and research load.

2.6.13. College's committees and council

Faculty members may be assigned to participate in one or more permanent or ad-hoc committees of the College or in the College council. The function of each committee and of the College council is described in detail in the Internal Regulations of the College. Faculty members are expected to attend all meetings of any committees or council they belong to. In addition, they are expected to show keen interest in the work of committees or council and complete any committee or council assignments.

Minutes are kept for all meetings of the committees and council. All minutes of meetings state the name of committee or council which has met, the academic year and the date the meeting has taken place and describe the decisions taken. All minutes are prepared by the secretary and are signed by the chairperson of the committee and council. Faculty members

appointed by the College Director as secretaries are expected to prepare the minutes of the particular committee or council efficiently.

2.6.14. Faculty meetings

Faculty members' meetings aim at tackling any problems of academic or other nature that may arise, coordinating each faculty member's operations, finding ways to achieve the objectives and targets set. Faculty members who feel that their Department Head or the College Director should call a meeting on certain issues must consult with the Department Head or College Director and discuss with him/her the importance of these issues and the reasons for which a meeting should be held. Faculty members are expected to participate in all faculty meetings they are invited to attend.

2.6.15. Academic work

Faculty members are expected to assist their Department Head and College Director in duties of academic coordination, as well as to inform their Department Head and/or College Director of any academic irregularities that may have been found. They are also expected to get involved with activities, such as search, evaluation and selection of main textbooks, proposing and writing the curricula of new programs of study, revising the curricula of existing ones, proposing and writing course syllabi for new courses, revising existing course syllabi, writing research proposals, faculty selection, etc.

Faculty members are expected to recommend additional books, journals, magazines and other library resources for acquisition by the library, whenever they are asked to do so. To do this they must fill out a Book/Journal Request form (copies available from the College reception). Faculty members may be asked, in cooperation with the librarian, to indicate which books must be kept for reference only or for short loan.

Moreover, faculty members are required to get involved in tasks related to the accreditation of the College's programs of study by the Cyprus Council of Educational Evaluation Accreditation. Such tasks entail the preparation of reports, reading material related to the accreditation, collecting information to present during accreditation visits and participating in meetings with accreditation teams.

Finally, faculty members may be required to write recommendation letters for their students or ex-students.

2.6.16. College functions

Staff members are expected to attend College functions, such as the graduation ceremony and other College functions even when they are on a leave. They may be assigned to carry out certain duties related to a College function prior, during or after the College function. In such a case they are expected to participate actively and constructively in the College function and carry out the duties assigned. Faculty members are also recommended to initiate social and extra curricular functions. Finally, they are informed about forthcoming College functions through memos placed in mail trays or through emails. Many of such functions are organized by the Student Welfare Officer, staff members or the students' union.

2.6.17. Professional development

Faculty members are required to keep up with the developments in their areas of expertise and in pedagogical issues. They can achieve this through the following:

- Attend faculty development events, such as seminars and presentations concerning pedagogical issues (e.g. teaching and students' assessment) and their field of expertise.
- Read material (such as books) that is relevant to pedagogical issues (such as teaching, assessing students) and their field of expertise. Such material can be borrowed from the college library.
- Establish links with the business community and other educational institutions.
- Seek opportunities to teach at other academic institutions abroad. This is another form of professional development and faculty members are required to seek such opportunities.
- Sit in classes taught by more experienced faculty members and observe how their colleagues teach (this applies for less experienced faculty members).
- Engage in research since it is another form of professional development.
- Give out seminars on pedagogical issues to other less experienced faculty members (this applies for experienced faculty members).

2.7. Faculty Administration Issues

2.7.1. Administration staff working hours

The College reception and staff room (next to the reception) is open between 08:00 and 18:00 on Mondays to Fridays. The working hours of directors and officers vary but they are usually Mondays to Fridays from 08:00 to 13:00 and from 15:00 to 18:00.

2.7.2. Mail trays and staff room

All faculty members and most administration staff members have a personal mail tray with their name on it. All mail trays can be found in the staff room (next to the reception). Mail trays are used by administration and faculty to communicate with each other. Staff members are required to check their mail tray at least once a day during the days they are present at the College. Staff members are required to timely read whatever information is in their mail tray because sometimes it may be very important and urgent. Everybody at the College can use the mail trays for communication. The reception administrators facilitate messages for all members of staff. Such messages are communicated to staff members either via the mail trays, telephone or email. In mail trays one may find internal memos, internal or external letters, messages, and students' assignments/projects. Finally, note that no students are allowed in the staff room, hence staff members are advised to disallow students from going in the staff room.

2.7.3. Telephone and email communication

All staff member offices are equipped with a telephone line and set, a personal computer and a printer. Staff members can communicate with each other by calling at an office extension number or via electronic mail.

2.7.4. Arrangement of functions

The College encourages effective communication between staff members. It strongly believes that people can communicate and co-operate more easily when they have met each other. The College arranges a number of functions throughout the academic year with the purpose to give the chance to staff members to interact. All members of the staff are therefore advised to participate in College functions. The College recommends that staff members introduce other staff members to each other.

2.7.5. Semester timetable

The semester timetable is carefully and thoroughly prepared in advance to the commencement of classes. The individual teaching schedule of each faculty member is given to faculty members usually two weeks prior to the commencement of classes. In case a faculty member finds out that there is a time clash in his/her own teaching schedule he/she should contact the College Director immediately. Faculty members must adhere to the teaching dates, day(s), time and room(s) of their classes described in the semester timetable and academic calendar.

2.7.6. Change of teaching room, days, or hours

Faculty members are not allowed to change teaching room, days, or hours or to split or consolidate sessions of the same course without the approval of the College administration. Faculty members are required to keep to the allocated teaching room, days, and hours unless they obtain permission for a change. In case a faculty member wants to change the room where the teaching takes place he/she should consult the administration and finance officer in the staff room provided that there is a reason for requesting the change and the change will not cause any inconvenience to the students. In case a faculty member wants to change his/her teaching days or hours he/she should consult the College Director provided that there is a reason for requesting the change and the change will not cause any inconvenience to the students. Changes in teaching days or hours are rarely approved as in most cases they cause inconvenience to students. The policy of the College is to discourage any changes in the semester timetable unless it is absolutely necessary.

2.7.7. Photocopying and typing

It is recommended that faculty members become familiar with the use of the photocopy machine found in the staff room and use it whenever they want to photocopy something. Alternatively anything that needs to be photocopied can be given to College reception administrators (either by hand or via email) at least two working days before the date it is needed. It is the responsibility of each faculty member to make arrangements for and organise their photocopying needs promptly and not leave them for the last minute. For confidential reasons, faculty members are advised to be very careful when photocopying examination papers, tests and other confidential documents. Faculty members are expected to keep photocopying cost at minimum by applying the following:

- Photocopies given to students free of charge should be kept at minimum. Normally the maximum number of pages should not exceed three pages per lecture. Faculty members wishing to provide photocopies to their students of many pages (pack of notes, book chapter, etc.) need to give the pages to reception administrators in advance and ask them how much each set of photocopies will cost. Faculty members should then ask their students to order the particular set of photocopies by paying in advance at the College reception.

- Faculty members who use PowerPoint slides wishing to give photocopies of these slides to their students must place 6 slides on each page (and not just 1 or 2 on each page). This can be done through the print menu of PowerPoint.
- Faculty members must avoid unnecessary photocopying and whenever possible, upload notes on the college student server for students to acquire them in electronic form.

It is recommended that faculty members type the stuff that needs to be typed. Alternatively anything that needs to be typed (e.g. examination papers, course outlines, etc.) can be given to College reception officers (either by hand or via email) at least five working days before the date it is needed. It is the responsibility of each faculty member to make arrangements for and organise their typing needs promptly and not leave them for the last minute. For confidential reasons, faculty members are advised to be very careful when typing examination papers and other confidential documents.

Faculty members requesting reception administrators to photocopy or type stuff must clearly indicate the date and time the material will be needed, the course for which it is required and the number of copies needed.

2.7.8. Teaching supplies, stationery and equipment's consumables

Teaching supplies (markers, erasers, transparencies, etc.), stationery (pens, paper, etc.) and equipment's consumables (toners for laser printers, cartridges for inkjet printers, etc.) can be supplied by the reception administrators. It is the faculty members' duty to inform the reception administrators if they have run out of any teaching supplies, stationery or equipment's consumables. Faculty members must be able to justify all their requests. Faculty members must make sure there is no wastage of teaching supplies or stationery or equipment's consumables. For example, markers and erasers must not be left behind in the classroom. When teaching is over faculty members must collect all markers and keep them in their mail tray or office until the next time they will need them. Supplies are monitored so that wastage is controlled. Any College forms can be obtained from the reception.

2.7.9. Classroom/laboratory regulations

Faculty members are expected to:

- Admit in their classes only those students eligible to be in their classes according to the guidelines provided by the College administration.
- Be prompt for their class sessions and start and end classes according to the scheduled times.
- Switch off or mute their mobile phone and ask students to switch off or to mute their mobile phones at the beginning of each class.
- Use only non-permanent markers for writing on white boards and not to leave markers in a classroom when teaching is over.
- Disallow unauthorised interruption of class/laboratory sessions.
- Have the door of the classroom or laboratory closed so that as fewer disturbance to others as possible occurs.
- Not to smoke, drink or eat in the classroom and not to allow any smoking, eating or drinking by a student. Faculty members who have at least 3 consecutive class sessions are allowed to have a drink in the classroom.
- Establish rules (for example in respect to students coming late to class) and be strict in their requirements from the first class meeting of a semester.
- Avoid negative treatment of students, never shout or otherwise express lack of respect.
- Never use a language other than English (except in courses that the language of instruction is Greek e.g. some Office Management courses) or swear words in the classroom/laboratory. Extreme cases of student misbehaviour should be reported to the Student Welfare Officer.
- Not allow transfer of chairs or desks from one room to another. Such a transfer can only be made if there is an absolute need. In such a case at the end of the class all chairs and/or desks transferred should be returned to where found and the faculty member needs to inform the Director of Administration that an insufficient number of chairs and/or desks was available in his/her class.
- Once a teaching session is over, ask all students to leave the classroom/laboratory (unless some of them have a teaching session in the same classroom/laboratory immediately after) and be the last person to leave from the classroom/laboratory if it is possible.
- Switch of the instructors computer and make sure that the screen panel is fully raised.
- Switch off all lights unless another teaching session is taking place immediately after.
- Clean the white board at the end of each class.
- Ask all students to switch off their computer (applicable for computer labs).

2.7.10. Classroom/laboratory equipment

All classrooms and laboratories are equipped with one or more whiteboards and one or more air-conditioning units. In addition, all classrooms are equipped with an overhead (slides) projector and its table, a ceiling-mounted video projector, a projection screen, a computer and a set of speakers. Moreover, all computer laboratories used for teaching are equipped with

a ceiling-mounted video projector, a projection screen and a computer. Faculty members may use the computer, the set of speakers, the video projector and the projection screen to play DVDs and CDs, do PowerPoint presentations and project on the projection screen anything shown in the computer monitor (browse internet, demonstrate the use of a software, etc). Faculty members are strongly advised to become familiar with the use of equipment and make sure it is operational before the time they plan to use it. When staff members are using equipment they should take care of it and strictly follow the equipment's operation instructions carefully. Faculty members needing installation support or guidance on how to use any equipment should seek assistance from one of the reception administrators.

2.7.11. Portable audiovisual equipment

Faculty members may borrow portable audiovisual equipment if necessary. It is a faculty member's responsibility to collect the equipment and return it when he/she finishes using it. No student should ever be allocated this task. Faculty members are strongly advised to make sure that the portable audiovisual equipment is available before the time they plan to use it and reserve it in advance since it is possible that all equipment may be in use. Reservations are made on a "first come first served" basis.

2.7.12. First class meeting

The first impression an instructor makes on his/her students is very important. Students will not only "size up" an instructor but their attitudes towards the class and the college may well be affected for some time by this first impression. The following checklist covers the preparation and conduct of the first meeting.

1. Class should be started on time.
2. The instructors should get acquainted with the class by introducing himself/herself.
3. The course outline must be distributed and all the information contained in the course outline, such as the objectives of the course and the grading policy, must be explained.
4. The attendance policy must be explained.
5. Introduction to the subject should be made in a skilful and interesting manner.
6. Instructors are expected to hold the class for the full time.



2.7.13. Students' attendance

Faculty members can and do make a significant contribution to the development of students. A student who is not attending his/her classes regularly is missing a major part of his/her educational experience. Students are expected to maintain regular class attendance. Irregular class attendance by students may result in failure in the course.

2.7.14. Syllabus covered form

At the beginning of the semester each faculty member receives a Syllabus Covered form for each course he/she is teaching. Syllabus covered forms are placed in faculty members' mail trays. The syllabus covered form is used for recording the material covered from the syllabus during each class. Prior to a faculty member's first class of the day the faculty member should collect his/her syllabus covered forms. At the end of each class faculty members must complete the forms accordingly. Once a faculty member's last class of the day is over the faculty member should return the syllabus covered forms to his/her mail tray. The syllabus covered forms must be maintained in the faculty member's mail tray. A faculty member whose last class of the day ends after the reception closing time does not have to return the syllabus covered form to his/her mail tray. Below you may find an example of a completed syllabus covered form:

AMERICAN COLLEGE SYLLABUS COVERED FORM

<i>Complete this form for each class you teach at the end of each class session and keep it in your tray located at the College Reception.</i>		
Course Code ECO 301	Course Title International Economics	
Tutor Dr Louca Charalambos	Semester Spring 2006	
Class	Material Covered	Tutor's Signature
Class 1	<i>Labour productivity and comparative advantage: the Ricardian model</i>	
Date: <i>14/2/06</i>		
Class 2	<i>Comparative advantage with money goods. Exercises</i>	
<i>16/2/06</i>		

After classes for a semester end and before the semester ends faculty members need to submit to the College reception appropriately completed syllabus covered forms for all courses they have been teaching during the semester.

2.7.15. Work order

Whenever a staff member takes notice of any equipment or anything else at the College premises not working properly or which is damaged, he/she should fill out a work order form (available from the College reception) and put it in the Director of Administration mail tray in a timely manner.

2.7.16. Announcements posted on boards

The College has two official notice boards (one on the third floor of the Red building and one on the first floor of the Blue building). In addition, the College has a number of unofficial notice boards and a small notice board outside each room. All official announcements are posted on the official notice boards. Faculty members are not allowed to post announcements by themselves except from the small notice board found outside their office. If a faculty member requires having an announcement posted on notice boards he/she must inform one of the reception administrators. Reception administrators will prepare the announcement and post it on appropriate notice boards according to the content of the announcement.

2.7.17. Class cancellation due to faculty absences

An absence of a faculty member during the time of a scheduled class means the cancellation of the particular class. Faculty members are generally expected to avoid absences unless there is a serious reason (e.g. illness or personally emergency). The cause of absence must be such that it makes faculty members unable to attend their class. Faculty members should not cancel classes because students tell them to do so or because attendance is seriously reduced for any reason.

When an absence can be anticipated, faculty members must inform the administration and finance officer in the staff room or a reception administrator and their students (while they have a class with them) as soon as the absence is known. In such cases the College administration in cooperation with the faculty member involved may make alternative arrangements such as the arrangement of an additional class, the setting of written work or study task to be supervised by another faculty member or finding a qualified substitute faculty member.

If an absence cannot be anticipated (e.g. something serious and unexpected turns up to a faculty member on the day of his/her class) or if a faculty member expects to be late for his/her class he/she should let the administration and finance officer in the staff room or a reception administrator know immediately. If a faculty member is expected to be late for class, arrangements may be made for the students to be kept otherwise busy or to stay in the classroom/laboratory until the particular faculty member arrives in the classroom/laboratory.

For each class cancelled the College places an announcement for its cancellation on the classroom's notice board and on the official notice board. Following a cancellation of a class faculty members need to arrange with their students and the administration and finance officer in the staff room to do the class missed at a future date. It is important that faculty members

firstly consult the administration and finance officer for possible days and times prior to arranging for the make up class since the administration and finance officer will check for the availability of classrooms/laboratories and students. A record is kept of all absences. Unexcused or excessive absences during a semester will be brought to the attention of the College Director.

2.7.18. Main book(s) of courses

Each course taught at the College has one or more main books. Faculty members may borrow from the library the main book(s) assigned for the course(s) they will teach in a particular semester. These books are College property and once the semester is over faculty members are required to return them to the library. Many publishers may provide to faculty members teaching aids related to a book such as teacher's manuals, PowerPoint slides and test banks. Faculty members wishing to obtain such teaching aids are advised to consult their Department Head.

If a faculty member teaching a course feels that the book of a particular course is not adequate he/she must discuss the issue with his/her Department Head. If both the Department Head and the faculty member involved decide that the main book needs to be replaced then the latter is charged with the duty to recommend to the Department Head a suitable replacement. Faculty members wishing to change the book of a course need to consult their Department Head and request his/her approval. Faculty members wishing to change a book need to take into account the following when looking for the replacement:

1. The coverage of the course syllabus of the particular course.
2. The price of the book (students prefer inexpensive books).
3. The easiness of read (Easy to read books, e.g. written in a simple language, are much more welcomed by students).
4. The quality, comprehensiveness and variety of the teaching aids provided by the publisher.

A replacement book has to be found at least one month before the start of the semester in which the new book will be used for the replacement to be applied.

2.7.19. Library

Faculty members are encouraged to use the College library for their own reading and research. Faculty members should be familiar with the books, journals, magazines, and services available in the Library, especially in their respective fields. Faculty members need to:

1. become familiar with the library's rules and regulations (copy available in the library);
2. become familiar with the library's classification of books (can be explained by the librarian);
3. become familiar with the library's list of journals/magazines available as hard copies in the library (copy available in the library);
4. know what the Search Bank Databases are and how one can login and use them (written instructions are available in the library); and
5. be aware of the DVDs and CDs available at the library for borrowing.

Faculty members should encourage students to utilize library resources and online information for reading beyond what is included in the main book(s), researching and doing projects/assignments. This raises the standard of each course and the college in general.

Faculty members are granted library privileges. Faculty members can borrow books from the library for longer periods than the periods applicable to students. The due date for such books is the end of the semester in which the book was borrowed. The librarian, however, has the right to restrict the number of books borrowed by the faculty members and may recall books if needed. Finally, faculty members are encouraged to donate unneeded personal books to the College library.

2.7.20. Field trips

Field trips have an educational objective and are strongly recommended. Faculty members who wish to organise a field trip are advised to consult other members of staff who have organised field trips in the past to profit from their experience. An authorization from the Department Head is necessary before making any field trip arrangements. The Student Welfare Officer is responsible for arranging transportation for field trips. Faculty members must therefore contact the Student Welfare Officer once approval is granted by the Department Head to organise the transportation details. Students' attendance in field trips is compulsory. Absences from field trips should be recorded on the attendance roster of that day's classes. Field trips can be an excellent addition but should not be a substitute for classroom instruction.

2.7.21. Guest speakers

Faculty members are encouraged to invite guest speakers. Other staff members may help in identifying and persuading good speakers to give a speech at the College. Faculty members who wish to invite a guest speaker are advised to consult other members of staff who had a guest speaker in the past to profit from their experience. Most guest speakers will be happy to speak for free. Every time a faculty member invites a guest speaker, he/she should inform the Director of Administration in

writing of what the speech was all about, who the guest speaker was and when the speech took place. The College will cover the fees of those speakers expecting to be paid. In this case, faculty members must consult the College Director before making any definite arrangements. A certificate of appreciation is awarded to all guest speakers at the end of their speech. Faculty members need to ask the Director of Administration, a few days in advance of the speech, to prepare such a certificate.

2.7.22. Information technology

The policy of the College is to provide to its staff and students high quality up to date information technology facilities to support their teaching, research and administrative needs. Our facilities are constantly improved and expanded. All members of staff are expected to be familiar with word-processing, web browsing, and email software applications.

Once a staff member registers with our IT Center he/she can access the College intranet through the internet. The College intranet accommodates useful information such as College policies, procedures and guidelines on a number of issues as well as various forms. Faculty members who have an office at the College are provided with a personal computer that provides access to the College network, internet and a number of necessary software applications and a printer. In the staff room there is a scanner for use by staff members. Staff members facing an IT related matter should contact the IT Center Director.

Staff members are encouraged to communicate through email and are advised to regularly check their email account for new emails. When on campus, staff members can check their email account by using their email software application. When off campus, staff members can check their email through the internet by visiting the address: <http://mail.ac.ac.cy:3000/>.

Faculty members are required to encourage students to use the college information technology facilities. Some main books come together with a software application relevant to the material found in the book. In addition to such specialised software applications faculty members may use popular applications (for example a spreadsheet may be used in Statistical or Marketing Research courses). Faculty members may use software applications to enhance students understanding of the material taught as well as encourage students to use the college information technology facilities. Faculty members needing to have a software application installed in a computer laboratory should contact the IT Center Director.

2.8. Faculty Evaluation

All faculty members are evaluated annually. The evaluation period is from the end of the spring semester until the end of the following spring semester. The evaluation is based on a faculty member's performance and more specifically how well he/she has executed his/her duties. The evaluation procedure is designed to give feedback on a faculty member's performance by drawing attention to strengths and weaknesses. In addition, the faculty evaluation is used for decisions relating to tenure, remuneration and promotion. The annual faculty evaluations become part of the faculty members' permanent record.

2.8.1. Areas

The following are the evaluation areas in which faculty members are assessed:

- **Teaching** - Faculty members are assessed based on how well they have carried out their teaching and other teaching related duties.
- **Research** - Faculty members are expected to produce a research output worth of at least the required number of credits (see teaching and research load and research credits policies-procedures).
- **College service and skills** - Faculty members are assessed based on how well they have carried out their duties related to College service and on the skills they possess.

2.8.2. Procedures

The following procedures are used for the evaluation of faculty members:

2.8.2.1 Course outline evaluation

Before the beginning of a semester Department Heads are asked to approve course outlines prepared by faculty members. Once a Department Head is provided with a course outline he/she returns the course outline to the particular faculty member with his/her comments as to the corrections that need to be made or confirms his/her approval. When the Department Head receives the first "version" of a course outline he/she evaluates it and records his/her evaluation along with any comments on the Other Academic Matters Evaluation form. The evaluation is based on the extent that the Course Outline Guidelines have been followed. Towards the end of each semester when Department Heads evaluate the final examination question paper they make a copy of the completed Other Academic Matters Evaluation form. The original form is given to the particular faculty member and the copy of the form is given to the College Director. Each Department Head will be evaluated by another Department Head as specified by the College Director.

2.8.2.2 Classroom observation

The Department Head of each department has the right to visit any classroom and observe the way teaching is carried out by a faculty member with or without any prior notice given to him/her. The Department Head observes the teaching of each faculty member at least once a semester. The procedure is as follows:

1. He/she observes the teaching of a faculty member and evaluates him/her by completing the Classroom Observation form.
2. He/she then invites the particular faculty member to his/her office and discusses the various aspects of the teaching observed. During the discussion he/she identifies the strengths and weaknesses found in the way the faculty member has carried out his/her teaching. Following the discussion over the strengths and weaknesses, suggestions are made for improving teaching. These suggestions are noted in Section 2 of the Classroom Observation form. In addition, a number of other academic matters (found in the Academic Progress form) are discussed.
3. He/she completes the Academic Progress form based on the discussion and makes oral recommendations to the faculty member. He/she makes one photocopy of the completed Classroom Observation form. The original Classroom Observation form is given to the particular faculty member and the copy is given to the College Director along with the completed Academic Progress form. The forms given to the College Director are kept in the Faculty Personal Files located in the office of the College Director.

Each Department Head will be evaluated by another Department Head as specified by the College Director.

2.8.2.3 Faculty portfolio evaluation

Portfolios are kept by the faculty members and are presented to Department Heads whenever this is requested by them. The Department Head usually requests faculty members to present to him/her their faculty portfolio during the meeting they will have to discuss the teaching observed by him/her (following the classroom observation). The Department Head may request to evaluate faculty portfolios within two weeks, following the end of the examination period of each semester. Once faculty portfolios are presented to the Department Head he/she discusses the various aspects of the faculty portfolio with the particular faculty member. During the discussion he/she identifies the strengths and weaknesses found in the faculty portfolio and suggests ways in which it can be improved. He/she records his/her evaluation and comments on the Other Academic Matters Evaluation form. Towards the end of each semester, Department Heads evaluate the final examination question papers and make a copy of the completed Other Academic Matters Evaluation form. The original form is given to the particular faculty member and the copy is given to the College Director. Each Department Head will be evaluated by another Department Head as specified by the College Director.

2.8.2.4 Final examination question paper evaluation

Towards the end of a semester Department Heads are asked to approve final examination question papers. Once a Department Head is provided with a final examination question paper he/she returns the final examination question paper to the particular faculty member with his/her comments as to the corrections that need to be made or confirms his/her approval. When the Department Head receives the first "version" of a final examination question paper he/she evaluates it and records his/her evaluation along with any comments on the Other Academic Matters Evaluation form. The evaluation is based on what extent the Final Examination Paper Guidelines were followed. Once Department Heads evaluate the final examination question papers, they make a copy of the completed Other Academic Matters Evaluation form. The original form is given to the particular faculty member and the copy is given to the College Director. Each Department Head will be evaluated by another Department Head as specified by the College Director.

2.8.2.5 Students' faculty evaluation

Towards the end of each semester or session (usually in the 11th week of teaching, in every Fall and Spring semester and the 5th week in every summer session), an administration officer visits all classes (except the classes for the English preparatory courses), asks each faculty member to step out of the classroom and asks students to fill out the Students' Faculty Evaluation form. Following the forms' completion, the administration officer collects the forms and asks the faculty member to return to the classroom and continue his/her class session. All forms are then processed and statistical results (Students' Faculty Evaluation Statistics) are produced for every course taught during the semester. The statistical results, shown in the Students' Faculty Evaluation Statistics, are separated into the following three columns:

- a) Course Average: The average percentage scored by the faculty member in the particular course.
- b) Tutor Average: The average percentage scored by the faculty member in all the courses he/she taught during the semester.
- c) Semester Average: The average percentage scored by all faculty members in all the courses they taught during the semester.

For all the above three columns average scores are produced for each individual evaluation question, found on the Students' Faculty Evaluation form. A total average of all the evaluation questions is shown at the bottom of each column. The score used for the faculty member's evaluation is found as follows:

Score Used for Faculty Evaluation = $50\% + [(TA - SA) * 50\% / (100 - SA)]$

Where: TA: Tutor Total Average Score in all the courses he/she taught
SA: Semester Total Average Score

The score is rounded to the nearest integer number and any negative numbers are shown as zero.

Example: In a particular semester the Semester Total Average Score is 93%. If a faculty member's Tutor Total Average is 97% then the score used for the faculty member evaluation is $50\% + [(97 - 93) * 50\% / (100 - 93)] = 79\%$ (78.6% rounded to the nearest integer number).

The score to be awarded is calculated and printed on the Students' Faculty Evaluation Statistics. The Students' Faculty Evaluation Statistics are signed by the College Director and stamped with the College stamp. A copy of the statistical reports is kept in the Faculty Personal Files located in the office of the College Director. Each faculty member gets the original of the Students' Faculty Evaluation Statistics for all the courses he/she has taught during the semester soon after the Academic Committee approves the grades of the semester. The College Director reads all comments expressed in words found in the Students' Faculty Evaluation Forms and marks any comments either positive or negative that need to be communicated to the particular faculty member.

During the overall faculty evaluation the College Director meets all faculty members individually to discuss their overall evaluation. During this meeting the College Director discusses the Students' Faculty Evaluation Statistics and any students' comments with the faculty member and where appropriate he/she suggests remedies so that the faculty member achieves higher average percentages in students' evaluation.

The completed Students' Faculty Evaluation Forms give very useful feedback on the level of acceptance by students and the level and the quality of communication. Faculty members should not be offended and should not react in a negative way by making negative comments to any student. The tutor total average scores which are below the semester total average score and the negative comments reveal feelings. If a faculty member receives such scores or comments he/she should try to find what has caused them so that he/she can achieve higher scores in future students' evaluations. Faculty members need to read between the lines and pay attention to comments expressed in words communicated by the College Director. They should draw their own conclusions and adjust their attitude, behavior, and teaching accordingly.

Students appreciate the following practices and qualities on the part of the faculty member: good preparation, good use of class time, consistency, real interest in their progress, fairness, non-discrimination, keeping the class alive and interesting, use of various appropriate teaching techniques, good communication skills, ability to make himself/herself understood by the majority of students from the first time he/she says something, real life examples and examples from industry, evidence that he/she is familiar and up to date with bibliography, proper appearance, encouraging, finding opportunities to express his/her views and feelings, prompt return of coursework, and strict invigilation during tests.

2.8.2.6 Research output

Once the Spring semester is over faculty members with research requirements need to complete the Research Output form. By 15 June of each year such faculty members should have a meeting with the Director of Research Department to present to him/her the completed Research Output form along with the necessary supporting evidence. In order to complete the form faculty members should consult the guidelines found in the research credits. The Director of Research Department evaluates the research output of each faculty member and awards the appropriate number of research credits for each research output produced by each one of them. In order to decide the number of research credits to award for a specific research output the Director of Research Department should consult the guidelines found in the Research Credits policy-procedure.

Faculty members are allowed to claim research credits for research output they have not yet produced but expecting to produce during the following evaluation year (e.g. a journal article not published yet but expected to be published during the following evaluation year). Such research credits are called expected research credits. Faculty members are allowed to claim expected research credits if the total number of research credits awarded from actual output is less than the number of their research credits required. The number of research credits awarded (for actual output and expected output) to such faculty members cannot exceed the number of their research credits required. For example, if the required number of research credits for a faculty member is 100 and he/she will be awarded 100 or more research credits for his/her actual output, then he/she cannot claim any expected research credits. If the same faculty member will be awarded 70 research credits for his/her actual output he/she can claim up to 30 research credits for expected research output. Any expected research credits awarded during the previous evaluation year are deducted from the number of research credits awarded.

When assigning the total percentage score, used for the faculty overall evaluation, for his/her research output two things need to be considered. A) the research credits awarded (RCA) to the particular faculty member and b) his/her research credits requirements (RCR). The research credits requirements for faculty members depend upon their rank and the track they have followed as described in the teaching and research load policy-procedure. The total percentage score is found as follows: $\text{Total Score} = \text{RCA} * 100 / (\text{RCR} * 2)$. In case the total percentage score exceeds 100 then the number 100 will be used for the faculty member's overall evaluation.

The Director of Research Department should complete the form, photocopy it and give the original form to the faculty member being evaluated. By 16 June the Director of Research Department should submit all photocopies of the completed Research Output forms to the College Director. If a faculty member serves as the Director of Research Department then his/her research output evaluation will be evaluated in the same way as described above by the College Director.

2.8.2.7 Faculty self-evaluation and suggestions report

All faculty members prepare a report called Faculty Self-Evaluation and Suggestions Report. The report provides an account of their activities, carried out during the evaluation period, in respect to the following areas:

- a. Teaching
- b. College Service
- c. Skills
- d. Professional Development
- e. Community Service

Faculty members should also provide in their report suggestions on how things in the above areas can improve. The report is submitted to the College Director by 15 June of each year. The Faculty Self-Evaluation and Suggestions Reports are kept in the faculty personal files located in the office of the College Director.

The report is used for the following purposes:

1. To assist in evaluating a faculty member.
2. To assist the College Director in identifying issues which need improving. The College Director will act accordingly in order to improve the issues raised in the report (e.g. arrange so that certain issues are discussed in academic or administrative committee meetings or College council meetings).

2.8.2.8 College service and skills evaluation

By 15 June the College Director should complete a College Service and Skills Evaluation form for faculty members assessed in the College service and skills area. The completion of this form should be based on the following:

1. The outside the classroom activities and behavior of the particular faculty member; and
2. Faculty Self-Evaluation and Suggestions Report.

In order to evaluate a faculty member the College Director may ask for feedback from the relevant Department Head or College Administrators. Following the completion of the form the College Director makes a copy of the form.

2.8.2.9 Overall evaluation

By 25 June the College Director completes the Faculty Overall Evaluation form. The form shows the individual scores obtained by the faculty member in each of the areas evaluated. The College Director makes a photocopy of the form and attaches the copies of the following completed forms already in his/her possession in the order specified below:

1. Classroom Observation form(s) or Distance Education Activities Evaluation form;
2. Other Academic Matters Evaluation form(s);
3. Students' Faculty Evaluation Statistics;
4. Research Output form; and
5. College Service and Skills Evaluation form.

The score recorded on the Faculty Overall Evaluation form for Classroom Observations or Distance Education Activities Evaluation form, Other Academic Matters and Student Evaluation is the average score achieved in all semesters related to the particular evaluation period. The original Faculty Overall Evaluation form and the original College Service and Skills Evaluation form are given to the particular faculty member.

The performance of each faculty member is evaluated through the above procedures. Each faculty member receives a weighted average score which is then translated to a descriptive term based on the following table:

Total Score			Descriptive Term *
Over 75%	Any area score below 50%?	NO	Above Expectations
		YES	Met Expectations
50-75%	Any area score below 50%?	NO	Met Expectations
		YES	Below Expectations

Below 50%	Below Expectations
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- * The performance of faculty members is translated into a descriptive term as follows: “Above Expectations” if the total score is over 75% and “Met Expectations” if the total score is between 50% and 75% (provided there is no area score below 50%) or “Met Expectations” if the total score is over 75% and “Below Expectations” if the total score is between 50% and 75% (provided there is an area score below 50%), and “Below Expectations” if the total score is below 50%.

The weights for each category for the faculty members on a Research or Less Research or No Research track are as follows:

Evaluation Area / Track	Faculty Member *			Head of Department		Faculty Member **
	Research Weight %	Less Research Weight %	No Research Weight %	Research Weight %	Less Research Weight %	
Teaching	55	70	80	45	60	100
Research	25	10	0	25	10	0
College Service and Skills	20	20	20	30	30	0
Total	100	100	100	100	100	100

* teaching more than 6 hours per week in either the Fall or Spring semester

** teaching up to 6 hours per week in either the Fall or Spring semester

The numerical value assigned to each of the evaluation areas will be multiplied by the weight for that area. The numerical values obtained for the three evaluation areas will then be added together to determine the faculty member's overall evaluation. Below there is an example of reaching a weighted overall score. A faculty member teaching more than 6 hours per week in either the Fall or Spring semester who is in a Research track is assigned the following scores in the evaluation areas:

Evaluation Area	Score %	Weight %	Weighted Score %
Teaching	60 X	55	33
Research	72 X	25	18
College Service and Skills	60 X	20	12
Weighted Sum			63

The evaluation performance descriptive term corresponding to the weighted sum of 63% is “Met Expectations” since there is no area score below 50%.

2.9 Faculty Promotion

2.9.1 Criteria

Advancement in rank is not merely a matter of routine or seniority, but it is based primarily on merit. Promotional positions will be filled on the basis of competency, academic qualifications, experience, evidence of excellence in teaching and sustained commitment and dedication to the College. Advancement in rank will depend upon the faculty member meeting the criteria listed below according to the following table:

Promotion Pathway	Criteria
Instructor to Special Scientist / Special Teaching Personnel	1 - 3
Special Scientist to Special Teaching Personnel	1 - 3
Special Scientist / Special Teaching Personnel to Lecturer	1 - 3
Lecturer to Assistant Professor	1 - 4
Assistant Professor to Associate Professor	1 - 7
Associate Professor to Professor	1 - 7

1. **Academic Qualifications** - Fulfilment of the minimum academic qualifications (as described in the faculty ranks). Fulfilment of this criterion should be demonstrated by producing copies of qualifications.
2. **Experience** - Fulfilment of the minimum experience (as described in the faculty ranks). Fulfilment of this criterion should be demonstrated by producing an up to date curriculum vitae and letters from previous employers demonstrating previous experience (if applicable).
3. **Teaching** - Positive and substantial evidence of high competency in teaching (as demonstrated in the application for promotion and through the completed Faculty Overall Evaluation forms).

4. **Research output** - Acquisition of the minimum number of credits (as described in the faculty ranks). Fulfilment of this criterion should be demonstrated in the application for promotion by providing copies of the completed research output forms).
5. **Existence of Vacancy** - There is a vacant position as determined by the College Council.
6. **Ability to guide and promote research and other research related work.** Fulfilment of this criterion should be demonstrated in the application for promotion by providing relevant evidence.
7. **Contribution to the promotion of higher education teaching and administrative work.** Fulfilment of this criterion should be demonstrated in the application for promotion by providing relevant evidence.

2.9.2 Procedure

Faculty members who consider themselves eligible for promotion must submit to the College Director a completed Faculty Application for Promotion form by 31 May prior to the academic year for which they apply for promotion. Applications received after the above deadline will not be reviewed for that academic year. The application form must be accompanied by all necessary documents (as described in the criteria above) that demonstrate fulfilment of the criteria for appointment to rank and an up to date curriculum vitae inclusive of all the pertinent activities. The faculty member seeking promotion should refer in his/her application (supporting his/her promotion) to the necessary criteria according to the table above. For further details regarding the criteria for promotion faculty members are advised also to consult the Faculty Performance Evaluation along with this section and any related forms.

The College Director will then forward all completed applications to the members of the Faculty Promotion Committee. The members of the committee need to study the completed applications before the first meeting is held. The Committee will then hold one or more meetings in June and/or July. During the meeting or meetings the committee needs to examine the applications and all other related documents and decide for promotion with respect to the relevant criteria. The applicant may be interviewed by the committee if it considers this to be necessary. A written notice of the Faculty Promotion Committee's decision to award or deny a promotion must be given before 15 July to the College Director. The College Director informs the applicant of the committee's decision by 31 July. Promotions become effective on 1 October.

2.9.3 Committee for Faculty Promotion

Membership

The Committee consists of three members. The College Director, a Department Head and one Academic teaching in an accredited academic institution or teaching in an accredited program of study. At least one of the committee members (except the College Director) should have the same or a higher rank than the one the candidate for promotion is applying for. At least one of the committee members (except the College Director) should have qualifications related to the qualifications of the candidate for promotion. The composition of the committee in terms of the Department Head and the Academic does not have to be the same for the examination of the application of different candidates. The committee is chaired by the College Director. It is the responsibility of the College Director to appoint the members of the committee, promptly before the committee's first meeting.

Meetings

A quorum must consist of all the members of the Committee. A motion, in order to become effective, requires a simple majority vote of the members present. The College Director must send notice of the time, place and agenda to every member of the Committee at least one week in advance of the meeting. Meetings must be held in closed sessions. A record of the agendas must be kept in the office of the College Director.

2.10 Faculty Development

The College recognizes that faculty members' development benefits both the College and the faculty members themselves. The College therefore enhances and supports faculty development by:

1. Notifying its faculty members of faculty development events organized in Cyprus and abroad.
2. Offering its faculty the opportunity to continue to stay abreast of developments in their area of expertise and in pedagogical issues through actions, such as providing paid time off in order for its faculty to attend professional development events (e.g. conferences, seminars, workshops and courses). In addition, the College subsidizes wholly or partly the participation fees related to attending a staff development event.
3. Improving its faculty teaching, assessment and research skills through actions, such as organizing special seminars and presentations tailored towards the improvement of their teaching, assessment and research skills.
4. Offering its faculty the opportunity to improve their academic qualifications by providing a subsidy for doctoral studies.
5. Providing educational material and teaching aids to facilitate the improvement of its faculty members' teaching, assessment and research skills and the enrichment of their knowledge in their areas of specialization and interest.

6. Offering its faculty the opportunity to teach at other academic institutions abroad by promoting and organizing such activities and by providing paid time off in order to enable them to engage in such activities.
7. Providing its faculty with the opportunity to engage in research and contribute to the advancement of knowledge in their areas of expertise by reducing their teaching load.
8. Assisting its faculty members in establishing a name for them as acknowledged leaders in their field of study through actions, such as establishing links with the business community and other educational institutions. In all these activities, and as appropriate, the College will make every effort to promote its faculty members and their capabilities.

2.11 Application to attend a professional development event

Procedure

Staff members wishing to receive time off and a grant for attending a professional development event (e.g. conference, seminar, workshop or a course) should complete an Application to Attend a Professional Development Event and submit it to the College Director along with a copy of the event's documentation (brochure, leaflet, internet printout or e-mail) and a completed Request for Leave form.

Following a staff member's application, the College Director will complete section 2 of the form (provided that he/she approves the staff member's participation in the event) and return a copy of the completed form to the staff member. Section 2 informs the staff member whether he/she has only been granted time off to participate in the event or whether he/she has also been offered a grant. In the case of a negative reply the staff member will be informed orally.

If permission to attend an event has been given to a staff member, he/she needs to reschedule and make up any classes that will be missed due to his/her participation in the event. If a grant has been approved along with the permission to attend an event the staff member can claim his/her grant after the event is over. In order to receive this grant the staff member needs to complete a Reimbursement of Expenses form and submit it to the finance office, along with a receipt issued to the American College for the event's full participation fee and a copy of the approved Application to Attend a Professional Development Event.

2.12 Funding for conferences and professional associations subscriptions

Every academic year each tenured full-time faculty member is entitled to the following:

	€
Membership subscription in a professional association	100
Local or International conference subscription fee	150
Presentation of a paper at a conference held in Cyprus	350
Presentation of a paper at an international conference held abroad	1.100

The academic year starts on 1st September and ends on 31st August.

2.13 Subsidy for doctoral studies

The amount of subsidy is based on the completed years of full-time service at the American College as follows:

Completed Years of Full-time Service	Total Subsidy EURO
2 – 4	2.600
5 – 9	3.850
≥ 10	7.700

If the total amount to be paid to the academic institution (based on the relevant exchange rate on the date the application is examined) is less than the total subsidy the applicant is eligible for, the subsidy paid to the applicant will equal the amount to be paid to the academic institution. The annual subsidy provided to faculty members who fulfil the criteria is found by dividing the total subsidy the applicant is eligible for, according to all the above, by the normal duration of the particular doctoral program.

Criteria

1. Faculty members who have successfully completed two years of full-time service at the American College (on the date the application for subsidy for doctoral studies is filed) are eligible to apply for a subsidy for doctoral studies.
2. The applicant should not be a holder of a doctoral degree.

3. Priority for approval of the applications will be based on the needs of the College, or the specific program(s)/department. Approval may be subject to criteria, such as the performance of the applicant, as well as to budgetary constraints.

Conditions of subsidy

1. The maximum number of years a faculty member is eligible to receive the subsidy for doctoral studies is the normal duration of the doctoral program in years provided that:
 1. he/she submits, along with his/her application for subsidy for doctoral studies (one application per calendar year), evidence to the College Director concerning the progress of his/her studies; and
 2. he/she continues to be a full-time faculty member at the American College.
2. Upon completion of the doctorate the faculty member is required to work on a full-time basis at the College, for a period of three calendar years from the date the doctorate has been earned.
3. If a faculty member leaves the College on his/her own will or if he/she is dismissed by the College for disciplinary reasons before the completion of the three years from the date he/she has earned the doctorate, or before obtaining the doctorate, he/she should refund the total subsidy received to the College.
4. If a faculty member does not earn the doctorate within 6 years from the date he/she commenced his/her doctoral studies he/she should refund the total subsidy received to the College.

Procedure

To receive the subsidy interested applicants should submit, to the College Director, a completed Application for Subsidy for Doctoral Studies along with the following:

1. original invoice (issued by the academic institution that will award the doctoral degree) concerning the fees that should be paid,
2. original receipt (issued by the academic institution that will award the doctoral degree) for the fees paid by the faculty member,
3. a letter from the academic institution that will award the doctorate describing the progress of the faculty member's doctoral studies (date the doctoral studies have started, expected date of completion, progress being made).

The subsidy for the final year will be paid upon completion of the doctorate. Applications for subsidy (for the years except the final one) should be made within three months from the date shown on the relevant receipt submitted along with the application. Applications for subsidy (for the final year) should be made within three months from the date the doctoral degree has been awarded.

2.14 Research

2.14.1 Research at the American College

The American College aims at excellence in research and is fully committed to developing and promoting research activity. Research, both pure and applied, being an essential academic activity is an integral part of the American College's mission. Research and advancement of knowledge as intellectual activities, are an integral part of our educational environment that fosters innovation and enthusiasm for excellence. Research at the American College is concentrated in the areas of Humanities, Social Sciences, Pure and Applied Sciences.

The Faculty at the American College aims at publishing papers in International Academic Journals and at submitting and presenting papers at International Conferences. The development of the research skills of the Department's team is not only one of the main goals of the team members but this effort is also financially and ethically supported by the Administration of the American College. Contacts with other research institutions and organisations for research collaboration and for research support play a vital role in the development of the researchers and of the Research Department as a whole.

The Research Department of the American College targets at continuous development, at enriching its research activities and at strengthening the cohesiveness and the collaboration among its members.

Since 2002, the College has also been publishing the interdisciplinary academic journal, *The Cyprus Journal of Sciences*. The Journal is a refereed publication with an international character and a broad perspective. It covers a wide spectrum of areas of interest and publishes empirical, theoretical and methodological articles as well as book reviews.

2.14.2 Aims and Objectives

The activities at the Research Department are centred at enhancing theoretical and empirical research, at developing solutions and guiding thinking to current and future problems, and at creating new knowledge.

As a research department, however, we aim for higher achievements both internally as an academic institution, and externally in the public and private sectors. Our vision is through research to contribute to the Cyprus society, to the academic community and to societies beyond the borders of the Republic of Cyprus. Thus, our current and future research projects cover areas that sustain quality of life and performance, and contribute to a better implementation and monitoring of improvements and changes.

The Research Department, being sensitive to the societal needs as well as to the needs of the business world both public and private, has set the following as its main objectives:

- To initiate, undertake and promote high quality research adhering to strict ethical codes;
- To carry out pure research in collaboration with domestic and international institutions, in order to enhance the expertise of the researchers at the Research Department;
- To undertake research projects covering issues, that have an impact on the Social, Economical and Technical developments of the Public and Private sectors in Cyprus and abroad;
- To disseminate knowledge and experience to academics, researchers, students and the community as a whole; and
- To assist organizations through customized research services, counselling and consulting.

2.15 Research Interests and Opportunities for collaboration with Research Department

The Research Department undertakes activities in the following areas:

Academic Research

The research Department undertakes activities in the following areas:

- Education
- Social and Political Science
- Mathematics and Statistics
- Economics
- Public and Business Administration
- E-Business and e-Commerce
- Management
- Talent management events
- Sustainable tourism
- E-tourism
- Crisis management in tourism
- Strategic marketing
- Hospitality management
- Human resource in hospitality and tourism industry
- Niche tourism
- Employment issues
- Middle East and regional conflicts
- European Union's theories
- Techno-social and the use of technology today
- Human Resource Management (Motivation, Performance Appraisal, Compensation)
- Marketing (Integrated Marketing Communications, Marketing Research, Consumer Behavior)
- Law and IT (Trusted computing technology and its legal implications)
- E-Voting
- Competition Law and IT

Social and Opinion Research

- Social attitudes surveys
- Public opinion surveys

Market Research

- Consumer research
- Industrial and business-to-business research
- Business buying behaviour
- Product market assessment
- Trade and exhibition surveys
- Media research
- Research of the European Markets
- Technology implementations in Marketing
- New product development
- Competition/market share
- E-Commerce
- Service industry

2.16 Professional Affiliations

Researchers of the Research Department stay abreast of developments in their area of expertise and continuously acquire new knowledge through collaborations and memberships in professional associations.

a. Contacts for Research Collaboration:

- University of Surrey, UK
- Aegean University, Greece
- University of Brunel, UK
- University of Tilburg, The Netherlands
- European Institute of Cyprus, Cyprus
- Ministry of Labour and Social Insurances, Cyprus
- Ministry of Finance, Cyprus
- Cyprus Tourism Organization, Cyprus
- Research Promotion Foundation, Cyprus
- Muhanna & Co. Actuarial Services, Cyprus
- University of Nicosia, Cyprus
- (RPF) – Research Promotion Foundation, Cyprus
- (TEPAK) – Technological University of Cyprus, Cyprus
- University of Cyprus, Cyprus
- North-central University, USA
- University of Sunderland, UK
- University of Edinburgh, Scotland

b. Membership in Professional Associations:

Academics of the Research Department have acquired membership in the following Professional Associations:

- American Economic Association
- Cyprus Economic Society
- Cyprus Chamber of Commerce and Industry
- Southern Management Association
- The Tourism Society
- Hotel & Catering International Management Association
- The International Council Hotel Restaurant & Institutional Education (the Hospitality and Tourism Educator)
- Royal Society of Health
- Cyprus Chef Association
- Eurotoques Cyprus Association
- The Chartered Institute of Marketing
- The International Claim Association
- The Cyprus Insurance Institute
- The Hellenic Political Science Association
- The Association of English Language Teachers
- The Cyprus Teachers of English Association
- CYHRMA – Cyprus Human Resource Management Association
- CIPD - The Chartered Institute of Personnel and Development
- Association of International Accountants

- Cyprus Computer Society (CCS)

2.17 The Cyprus Journal of Sciences – The American College Journal

Since December 2002 the American College publishes annually “The Cyprus Journal of Sciences”, a respectful scientific publication of research articles. It constitutes a forum for displaying contemporary themes and issues. The Journal accommodates articles in the areas of Humanities, Social Sciences, Pure and Applied Sciences.

The Cyprus Journal of Sciences is a refereed e-Journal publication with an international character and a broad perspective. The journal aims to cover a wide spectrum of areas of interest, including among others, Humanities and Social Sciences, Pure and Applied Sciences, Economics and Management. It will publish empirical, theoretical and methodological articles. Survey research, commentaries and book reviews are also of interest. Papers submitted to *TCJS* should not be under concurrent consideration at another journal.

Notes for Contributors

Manuscripts should begin with a cover page indicating the title of the paper and the full address (i.e., author’s name, affiliation, address, telephone number, fax number, and email address) for each author. The second page should repeat the title and contain an abstract of no more than 100 words. The text should begin on page 3 and as far as possible should not exceed 7,000 words. Affiliations and acknowledgements should appear as a footnote at the bottom of the first page and should be preceded by an asterisk. Where possible, affiliations should include the author’s department and institution. Footnotes should be labeled NOTES and should appear at the end of the main text. Bibliographies should be labeled REFERENCES and should be listed alphabetically at the end of the main text. Authors should adopt the following style:

Einav, L. and Levin, J. (2010). Empirical Industrial Organization: A Progress Report. *Journal of Economic Perspectives*, 24(2), pp. 145-162.

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In the text itself, these should be cited either:

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Appendices should appear after the notes but before the references. The typeface for notes, appendices and references should be smaller than that used in the main text. Further authors’ guidelines can be downloaded from the journal’s website (<http://www.ac.ac.cy/easyconsole.cfm/id/344>). Authors may submit their papers electronically to the editor at the email address, charalambos.louca@ac.ac.cy in Microsoft Word format. The attachment must be ONE file that includes all components of the manuscript (i.e., title page, abstract, paper, endnotes, appendices and references). Alternatively manuscripts can be submitted via mail. If mailed, authors should include a copy of the manuscript on standard A4 paper and a disk containing ONE file that includes all components of the manuscript. Papers are acknowledged upon receipt.

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