

Doc. 300.1.2

Date: 28/03/2022

Higher Education Institution's Response

- **Higher Education Institution:**
European University Cyprus

- **Town:** Nicosia

- **Program of study
Name (Duration, ECTS, Cycle)**

In Greek:

Νομική-Κυπριακό Δίκαιο (4 έτη/240 ECTS, LL.B.)

In English:

Law-Cyprus Law (4 years/240 ECTS, LL.B.)

- **Language(s) of instruction:** Greek
- **Program's status:** Currently Operating
- **Concentrations (if any):**

In Greek: Concentrations

In English: Concentrations



The present document has been prepared within the framework of the authority and competencies of the Cyprus Agency of Quality Assurance and Accreditation in Higher Education, according to the provisions of the “Quality Assurance and Accreditation of Higher Education and the Establishment and Operation of an Agency on Related Matters Laws” of 2015 to 2021 [L.136(I)/2015 – L.132(I)/2021].

A. Guidelines on content and structure of the report

- *The Higher Education Institution (HEI) based on the External Evaluation Committee's (EEC's) evaluation report (Doc.300.1.1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4) must justify whether actions have been taken in improving the quality of the program of study in each assessment area.*
- *In particular, under each assessment area, the HEI must respond on, without changing the format of the report:*
 - *the findings, strengths, areas of improvement and recommendations of the EEC*
 - *the conclusions and final remarks noted by the EEC*
- *The HEI's response must follow below the EEC's comments, which must be copied from the external evaluation report (Doc.300.1.1 or 300.1.1/2 or 300.1.1/3 or 300.1.1/4).*
- *In case of annexes, those should be attached and sent on a separate document.*

The School of Law of European University Cyprus (EUC or University hereinafter) wishes to express its gratitude to the External Evaluation Committee (EEC) for the evaluation of the Cyprus Law LL.B. program of study (Program).

It is with great pleasure that the School of Law noted the positive feedback of the EEC and we appreciate its insightful recommendations, which provided us the opportunity to further improve the quality and implementation of the Program. In the following pages, we respond in detail to all recommendations for improvement suggested by the EEC and we provide all relevant information to explain the actions taken to ensure that the newly accredited Program is of high quality.

1. Study program and study program's design and development (ESG 1.1, 1.2, 1.7, 1.8, 1.9)

Comments by the EEC:

Areas for improvement and recommendations in relation to:

The following areas of improvement and recommendations have been identified:

Two concerns: The first is that the program allows too many non-law options; eight in total. This is an unusually high number in our experience, and it is not clear how it helps add value to the degree. As the program stands, the number of non-law options students take is twice that of their law options. The second is that the range of choice of non-law courses available to LLB students can be confusing, as the purpose of the division between 'General Education Courses' and 'Free Choice Courses' (each of which carries 4x5=20 credits) is not very clear. We were informed that students discuss their course choice with their Personal Advisor, and receive more detailed guidance in that context, but it would be good to have clearer guidance in writing too.

Review the equal credits policy (5 ECTS for each course).

More specifically, the recommendations are:

- The range of optional non-law courses could be clarified, as the distinction between 'Free' and 'General Education' optional courses is not particularly clear or significant.
- More importantly, we would advise the Department to revise the balance between law and non-law optional courses students take. We are not convinced that having twice the number of non-law options adds to the value of the degree.
- We would invite the Department to keep the credit weighting of courses under review, rather than adopt a 5 ECTS default across the entire program

Responses by EUC:

1. High number of non-law options (eight in total) for law students

We would like to thank the EEC for pointing this out and we welcome the Committee's recommendations which provide the opportunity to the School of Law to extend with more information about the measures EUC has taken in order to address this issue.

In the program initially submitted to CY.Q.A.A. there were eight non-law optional courses in total (four free elective courses and four general education courses) and four law elective courses. The Law School has now proceeded with the replacement of the four "General education courses" by four additional law elective courses (please see below TABLE 1: STRUCTURE OF THE PROGRAM OF STUDY and TABLE 2: COURSE DISTRIBUTION PER SEMESTER). In more specific, in the revised program, after the recommendation of the Committee, the Free Elective Courses are now limited only to four; at the same time the Law Elective Courses have increased to eight. Concerning the Free Elective Courses, the students can choose any four courses offered in any undergraduate program of study (including, of course, the Law Elective Courses offered in the program LL.B. Greek Law, if wished).

In TABLE 2: COURSE DISTRIBUTION PER SEMESTER in pages 8-10 you may see in yellow highlights the four Free Elective Courses allocation and in green highlights the eight Law Elective courses.

2. Confusing range of choice of non-law courses ('General Education'/'Free Choice')

As mentioned in item 1 above, aiming at transcending this confusion, the School of Law has now abolished the 'General Education Courses' category and maintains only one category of non-law courses, i.e. the 'Free Elective Courses' (as seen below in TABLE 1: STRUCTURE OF THE PROGRAM OF STUDY).

3. Review the equal credits policy (5 ECTS for each course)

As suggested by the EEC, the School of Law constantly reviews the credits policy and at the same time seeks for solutions which will not affect the recognition/accreditation status of our undergraduate degrees primarily in Greece due to the interaction between the program Law -Cyprus Law, LL.B. and Law - Greek Law LL.B. (the latter was reaccredited in May 2021).

The Program Evaluation Review (PER) is a continuing process where all the stakeholders review the credit policy, among others, and make appropriate suggestions in order to update the credit weight of the program courses, according to your recommendations.

Based on the response above please find below the revised curriculum for the program Law – Cyprus Law (LL.B.):

TABLE 1: STRUCTURE OF THE PROGRAM OF STUDY

Program Structure	ECTS
All students undertaking a degree in "Law - Cyprus Law (LL.B.)" must complete successfully the following requirements:	
Core Courses	180
Law Elective Courses	40
Free Elective Courses	20
Total Credits/ECTS	240

Core Courses		180 ECTS
LLB115	Introduction to Legal Science	5
LLB120	The Cypriot Legal System	5
LLB125	Philosophy of Law	5
LLB130	Advocates Laws and Code of Ethics/Practice	5
LLB135	Constitutional Law	5

LLB140	General Administrative Law	5
LLB145	History of Law	5
LLB150	Public International Law	5
LLB156	Humans Rights Law	5
LLB200	English Legal Terminology I	5
LLB210	European Law	5
LLB213	Torts Law I	5
LLB222	Company Law I	5
LLB225	Criminal Law I	5
LLB232	Contract Law I	5
LLB260	Company Law II	5
LLB276	Family Law	5
LLB280	Torts Law II	5
LLB286	Criminal Law II	5
LLB290	Internet and Law	5
LLB300	Criminal Procedure	5
LLB305	Land Law	5
LLB315	Contract Law II	5
LLB340	Banking Law	5
LLB347	Civil Procedure I (Civil and Administrative Procedure)	5
LLB355	Law of Evidence	5
LLB361	Law of Inheritance and Succession	5
LLB401	Environmental Law	5
LLB415	Taxation Law	5
LLB426	Private International Law	5
LLB430	Law of Trust	5

LLB436	Consumer Protection Law	5
LLB441	Intellectual Property Law	5
LLB452	Capital Market Law	5
LLB455	Labor Law	5
LLB460	Civil Procedure Law II	5
Law Elective Courses *Select eight (8) of the following courses:		40 ECTS
LLB369	English Legal Terminology II	5
LLB371	International Organizations – International Relations	5
LLB372	Maritime Law	5
LLB373	Administrative Law – Public Administration Control	5
LLB374	Asylum and Immigration Law	5
LLB375	Introduction to Foreign Legal Systems	5
LLB376	Special Issues in European Law	5
LLB377	Competition Law	5
LLB378	Criminology	5
LLB379	International Criminal Law	5
LLB380	Practical Training	5
LLB381	Comparative Law	5
LLB382	International Protection of Human's Rights	5
LLB383	Public Health Law	5
LLB384	International Economic Law	5
LLB385	Crime Prevention – Sentencing	5
LLB386	Juvenile Delinquency	5
LLB387	Methodology of Law	5
LLB388	Criminal investigation	5
LLB389	International Transactions Law	5

LLB391	Independent Study	5
LLB392	Energy Law	5
LLB393	Alternative Dispute Resolution Forms	5
LLB394	Tourism Law	5
LLB395	Administrative Procedure – privileged warrants	5
LLB397	Sports Law	5
LLB495	Undergraduate Thesis	10
Free Elective Courses		20 ECTS

TABLE 2: COURSE DISTRIBUTION PER SEMESTER

A/A	Course Type	Course Name	Course Code	Periods per week	Period duration	Number of weeks/ Academic semester	Total periods/ Academic semester	Number of ECTS
1st Semester								
1.	COMPULSORY	Introduction to Legal Science	LLB115	3	50	14	42	5
2.	COMPULSORY	The Cypriot Legal System	LLB120	3	50	14	42	5
3.	COMPULSORY	History of Law	LLB145	3	50	14	42	5
4.	COMPULSORY	Constitutional Law	LLB135	3	50	14	42	5
5.	ELECTIVE	Free Elective Course (1)		3	50	14	42	5
6.	ELECTIVE	Free Elective Course (2)		3	50	14	42	5
2nd Semester								
7.	COMPULSORY	Administrative Law I	LLB140	3	50	14	42	5
8.	COMPULSORY	Public International Law	LLB150	3	50	14	42	5
9.	COMPULSORY	Advocates Laws and Code of Ethics/Practice	LLB130	3	50	14	42	5
10.	COMPULSORY	Philosophy of Law	LLB125	3	50	14	42	5
11.	COMPULSORY	Humans Rights Law	LLB156	3	50	14	42	5
12.	ELECTIVE	Law Elective Course (1)		3	50	14	42	5
3rd Semester								
13.	COMPULSORY	Company Law I	LLB222	3	50	14	42	5
14.	COMPULSORY	Family Law	LLB276	3	50	14	42	5
15.	COMPULSORY	Torts Law I	LLB213	3	50	14	42	5
16.	COMPULSORY	Contract Law I	LLB232	3	50	14	42	5
17.	COMPULSORY	English Legal Terminology I	LLB200	3	50	14	42	5
18.	COMPULSORY	Criminal Law I	LLB225	3	50	14	42	5
4th Semester								
19.	COMPULSORY	Company Law II	LLB260	3	50	14	42	5

20.	COMPULSORY	Torts Law II	LLB280	3	50	14	42	5
21.	COMPULSORY	European Law	LLB210	3	50	14	42	5
22.	COMPULSORY	Criminal Law II	LLB286	3	50	14	42	5
23.	COMPULSORY	Internet and Law	LLB290	3	50	14	42	5
24.	ELECTIVE	Free Elective Course (3)		3	50	14	42	5
5th Semester								
25.	COMPULSORY	Law of Evidence	LLB355	3	50	14	42	5
26.	COMPULSORY	Criminal Procedure	LLB300	3	50	14	42	5
27.	COMPULSORY	Civil Procedure I (Civil and Administrative Procedure)	LLB347	3	50	14	42	5
28.	COMPULSORY	Law of Inheritance and Succession	LLB361	3	50	14	42	5
29.	COMPULSORY	Land Law	LLB305	3	50	14	42	5
30.	ELECTIVE	Law Elective Course (2)		3	50	14	42	5
6th Semester								
31.	COMPULSORY	Contract Law II	LLB315	3	50	14	42	5
32.	COMPULSORY	Banking Law	LLB340	3	50	14	42	5
33.	ELECTIVE	Law Elective Course (3)		3	50	14	42	5
34.	ELECTIVE	Law Elective Course (4)		3	50	14	42	5
35.	ELECTIVE	Law Elective Course (5)		3	50	14	42	5
36.	ELECTIVE	Free Elective Course (4)		3	50	14	42	5
7th Semester								
37.	COMPULSORY	Environmental Law	LLB401	3	50	14	42	5
38.	COMPULSORY	Taxation Law	LLB415	3	50	14	42	5
39.	COMPULSORY	Private International Law	LLB426	3	50	14	42	5
40.	COMPULSORY	Law of Trusts	LLB430	3	50	14	42	5
41.	ELECTIVE	Law Elective Course (6)		3	50	14	42	5
42.	ELECTIVE	Law Elective Course (7)		3	50	14	42	5

8th Semester								
43.	COMPULSORY	Consumer Protection Law	LLB436	3	50	14	42	5
44.	COMPULSORY	Intellectual Property Law	LLB441	3	50	14	42	5
45.	COMPULSORY	Capital Market Law	LLB452	3	50	14	42	5
46.	COMPULSORY	Labor Law	LLB455	3	50	14	42	5
47.	COMPULSORY	Civil Procedure Law II	LLB460	3	50	14	42	5
48.	ELECTIVE	Law Elective Course (8)		3	50	14	42	5



2. Student – centred learning, teaching and assessment (ESG 1.3)

No suggestions by the EEC in this area.

3. Teaching staff (ESG 1.5)

Comments by the EEC:

Areas for improvement and recommendations in relation to:

The following areas of improvement and recommendations have been identified:

1. It is not clear to what extent the evaluation of staff by students influences the academic development of staff.
2. The teaching obligations of staff do not leave much time for research. Furthermore, the orientation of staff research seems to have a predominantly Greek-language focus, with a relatively small number of peer-reviewed international publications. Therefore, a reduction in teaching hours would further help academic research.

Response by EUC

1. The course/instructor evaluation scores are taken into consideration in the promotion procedure of Faculty, as part of fulfillment of the second promotion criterion for “Positive and substantial evidence of high competency in teaching” as stated in the EUC Charter. The relevant Annex 6, par. 5.1.2 and 5.2.2.1, pp 74,75 as mentioned in the EUC Charter is attached to the report as **Appendix I**.

Moreover, the “Student Feedback on their Learning Experience” (SFLE) procedure which collects feedback by all students for each of the courses they attend every semester is very important in this context. In more specific, given that the evaluation of learning and teaching processes and practices is essential to enable the European University Cyprus (EUC) to continuously improve student learning outcomes and learning experience, EUC has developed a questionnaire titled Student Feedback on their Learning Experience (SFLE) as a source of information for receiving feedback by students on their learning experiences, per course and per academic semester. The findings from the analysis of the questionnaire survey are utilized in various ways, including: a. the Program Evaluation Review (PER) process of programs of study, which aims at programs’ ongoing monitoring and evaluation. The SFLE findings complement other data sources gathered during the PER process, such as reflective practice, expert/peer review, student assessment results, teaching portfolios, etc. which all provide valuable information in reviewing EUC programs of study evaluation (for more about the PER procedure, please see PER Internal Regulation). b. In addition to the use of the SFLE findings in the process of changes and development of EUC programs of study, the SFLE provides a key component in academic staff professional development leading to enhanced quality of learning and teaching at EUC. More specifically the results from the individual reports are discussed between the Instructors, the Chairperson of the Department and if needed with the Dean of the School in a climate of peer review and if needed support and guidance is provided. c. Moreover, SFLE findings are used to guide faculty support through the EUC Faculty Professional Development program. More specifically selected results from these evaluations are taken into consideration when new seminars and training sessions are scheduled by the Office of the Vice-Rector of Academic Affairs (The SFLE is attached as **Appendix II**).

2. The School of Law takes into serious consideration this recommendation of the Committee and hence it encourages the academic staff to publish more in English, French, German and other foreign languages.

Currently, there are many publications in English by the Faculty of School of Law, i.e., Christiana Markou, Philippe Jogleux, Charalampos Stamelos, Konstantinos Tsimaras, Stamatina Yannakourou and others. Most Faculty publish articles, papers, chapters in books and books in English, French, German and other European languages.

Moreover, the School of Law is an observer in European Law Institute, an achievement that further encourages the academic staff to participate in the hubs of ELI for participation in conferences and publications in the English, French, German and other European languages.

In 2022-2023 the duplication of Scopus publications has been set a strategic aim for the School of Law.

This aligns with the EUC overall research strategic aim. In more specific, increasing the quality of the research output is a central pillar in both the University's and the Department's strategy. This culture of high-quality research output is supported by a number of EUC's research support policies and mechanisms, including among others a policy on Teaching Hour Reduction (THR), the Sabbatical Leave scheme, the "Annual Awards for Excellence in Research", the Ph.D. Scholarships Award Scheme, the policy for students publishing a Scopus paper, the available budgets for annual conference participation, membership in scientific and professional societies of Faculty and available budget for open access journal publication fees. In addition, every year in the School's budget, budget is allocated for purchasing of equipment and consumables to support our teaching and research activities. All these initiatives are reflected in the School's annual budget July 2022-June 23 and will be continued and further enhanced to further develop and support the School of Law research and publications.

Moreover, at the University level, EUC provides "Internal Research Awards" (IRA). The University's IRA are launched on an annual basis by the Senate Research Committee. IRAs are awarded to EUC faculty in order to pursue research and other creative work. IRAs provide support for exploratory research projects which might result in proposals submitted for external funding or in creative work that is likely to enhance the recognition of the faculty and research personnel and the University at large. IRAs may be used for funding travel, equipment, supplies, Ph.D. student assistants' scholarships, student assistants, research assistants and other expenses.

The University also supports the research activity of members of staff by awarding them Teaching Hours Reduction (THR) in order to further enhance their engagement with research. Consequently, it gives incentives to faculty to carry out quality research through its Policy for Teaching Hours Reductions (THR) which is described in section 7 of the EUC Research Policy (**Appendix III**). A THR may be awarded if the member of staff fulfils the conditions in one or more of the three schemes outlined below:

(a) Award of a THR for participation in research projects: Members of staff are eligible to apply for a Teaching Hours Reduction (THR) when conducting funded research.

(b) Award of a THR for writing a book: Teaching reduction is awarded for the purpose of writing a book upon submission of a publishing contract by a reputable publisher.

(c) Award of a THR by accumulation of points: A third scheme for the award of a THR takes into account the research activity of members of staff and the points they accumulate according to their research output.

Following the introduction of the THR policy, the research activities of full-time faculty have substantially increased. This is evident from the steady increase in both the number of faculty who are granted a THR, and the parallel increase in research activities.

For instance, during the Fall 2021 semester, 75 full-time faculty members obtained a THR, 43 of which had a three (3) hour reduction, and 32 faculty members were granted a six (6) hour reduction per week. During the past 5 years these figures increase steadily on an annual basis. A number of the Department's faculty has systematically capitalized on the particular policy, while every year additional faculty members are eligible for the THR.

The figure below demonstrates the steady increase in the number of THRs per semester (2015 to date).

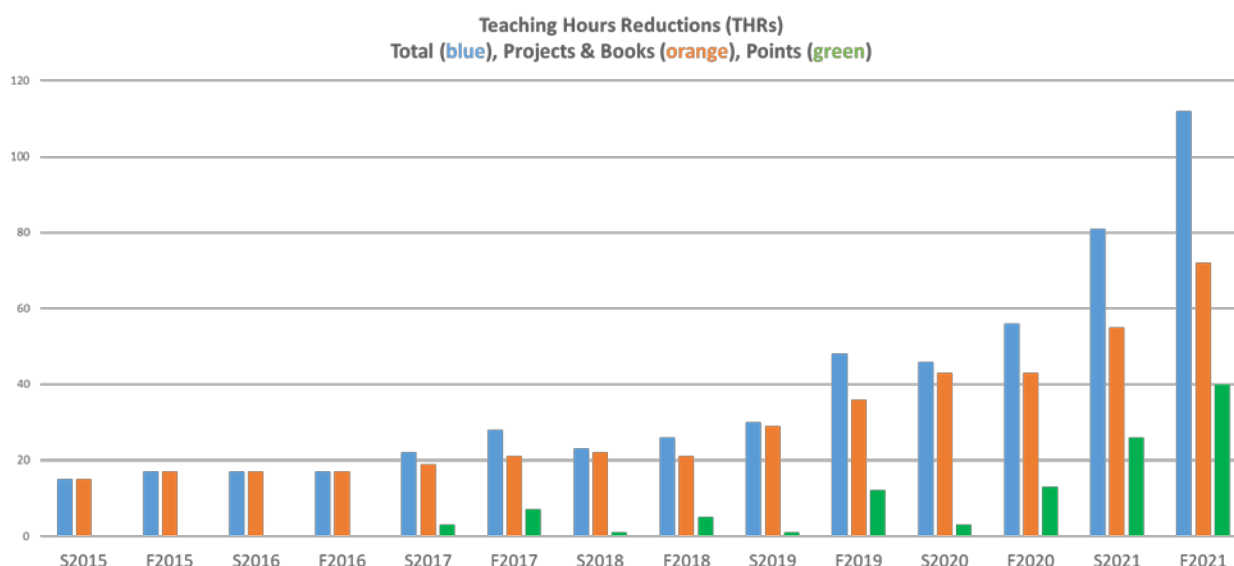


Figure 1 Teaching Hours Reductions (THRs) Total (blue), Projects & Books (orange), Points (green)

The THR policy has led into a boost of not only the quantity but also the quality of research output. Specifically, in the last five years, the University's output in Scopus indexed paper journals has quintupled as much. That is, for the years 2018, 2019, 2020 and 2021, the University's publications in Scopus indexed journals is of the order of 153, 191, 297 and 356, respectively. On the basis of this track record, and provided that the University maintains the benchmark of 150 high quality journal articles in the years 2021 και 2022, it fulfils the criteria for the Times Higher Education World rankings in 2023.

The figure below depicts the steady increase in the number of University's output in Scopus indexed paper journals per calendar year (2015 to date).

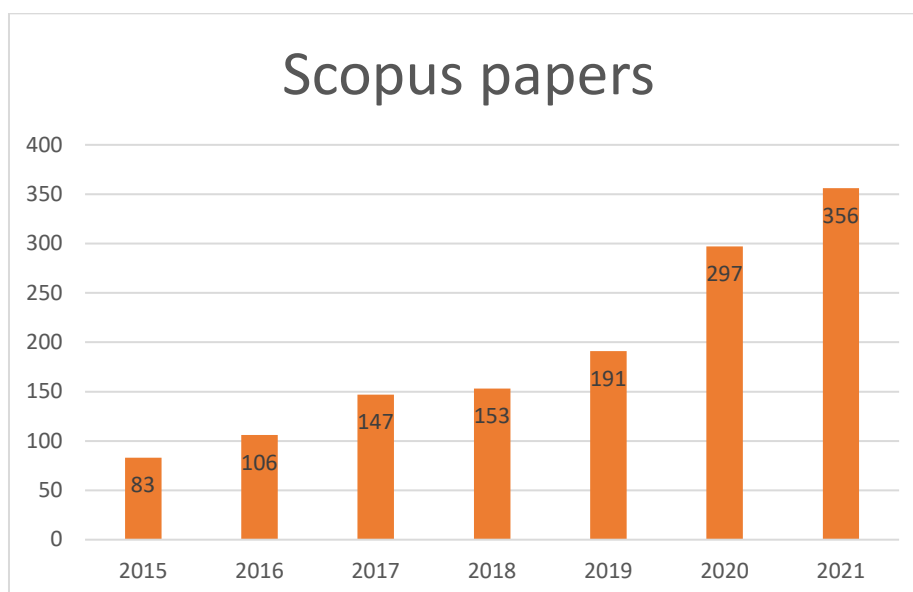


Figure 2 EUC Scopus Papers Output

Moreover, the positive effect of the THR policy is evident from the strong growth in the research activity of the University as measured through competitive external research projects. Such funding has quadrupled during the last 5 years.

For the academic year 2021/2022 four (4) full-time faculty members of the School of Law have been awarded 21 teaching hour reduction per week (i.e. 7 courses) among them. Dr Philippe Jogleux received THR for 2 courses, Dr Christiana Markou received THR for 2 courses, Dr Thalia Prastitou received THR for 2 courses and Dr Stamatina Yannakourou received THR for 1 course.

Other incentives

A number of other research incentives are also employed, so as to encourage and support full-time faculty in their research activities, as outlined below:

- **For Newly Hired Faculty:** Based on their research profile and activities (at the time of hiring), newly hired full-time faculty members may be granted a THR from the very first semester of employment. The Department encourages junior academic staff to apply for a 3 hours or 6 hours THR, supports their application when submitted and, in case such a THR is granted, it takes all necessary actions to facilitate them to implement it.
- **Ph.D. Scholarships:** The University has also introduced the Ph.D. Scholarships Award Scheme. The general aim of the scheme is to reward faculty members who have been able to demonstrate an excellent recent research record. The scholarships are awarded to faculty members who fulfil the selection criteria of the scheme and who have a suitable Ph.D. candidate in their field. All full-time faculty members of the University who hold the rank of Assistant Professor or higher are eligible to apply for the award. The Ph.D. scholarships are awarded to the most promising candidates of any nationality. They cover the tuition fees of new Ph.D. students for the whole duration of their studies. Five (5) such scholarships have been announced for the academic year 2021-22.
- **Faculty Professional Development:** In addition, an annual budget of 1470 Euro is available for each Faculty for participation in local and/or international conferences.



- **Faculty Professional Dues:** A further, annual budget of the order of 120 Euro is available for each full-time faculty member, for subscription in scientific and professional associations.

4. Student admission, progression, recognition and certification (ESG 1.4)

Comments by the EEC:

Areas for improvement and recommendations in relation to:

The following areas of improvement and recommendations have been identified:

The criteria for admission are not entirely clear. While a minimum grade of 15/20 in the 'apolytirion' is required for one to enter the program, students may be admitted on an ad hoc basis with a lower grade than this. As was explained to us, this aims to allow students that did well in the relevant 'theoretical courses' in school, not to be excluded from the program. These applications are sent to the coordinator of the program for a final assessment. However, the process and the criteria on which the Program Coordinator bases their decision struck us as insufficiently clear. This is particularly important given that the process allows a single person to make a very important determination.

Response by EUC:

We thank the EEC for the opportunity to provide further details on this issue by pointing out that the criteria for admission are clear to the candidates when they apply and the Office of Admissions clarifies them from the first moment when a candidate gets in communication with the Admission Advisors. The specialized advisors of the Office of Admission in cooperation with the Programme Coordinator jointly examine the file and the school-academic profile of each candidate to be compatible with the profile of the School of Law.

Thus, the final decision for admission is not upon a single person. The Programme Coordinator discusses the matter with the specialized advisors of the Office of Admission of the University ('four eyes principle') and the final decision is the outcome of their close cooperation.

5. Learning resources and student support (ESG 1.6)

Comments by the EEC:

Areas for improvement and recommendations in relation to:

No particular area of improvement, as the program seems to be very well supported in terms of resources. We would simply advise the Department to build on its excellent record during the pandemic and continue to integrate online resources to its main teaching and learning processes.

Response by EUC:

The School of Law would like to express its gratitude to this observation of the EEC. The School and the Program will continue to integrate online resources to its main teaching and learning processes. Before the Covid-19 emergency measures for offering campus-based courses online (March 2020) the European University Cyprus had a clearly formulated policy in place to gradually include the majority of its conventional (face-to-face) courses to its Digital Enhanced Learning (D.e.L.) project by 2022. This project aims at incorporating digital material and resources and digital pedagogical activities using the LMS platform Blackboard Learn. Thus, EUC was well prepared when the COVID-9 pandemic forced all our conventional programs to be offered online both in terms of available infrastructure and faculty expertise and materialized this transformation in a very short period (only in two days). The University's D.e.L. policy is currently being re-designed in view of the legacy that the pandemic period will leave us with; namely to keep supporting with digital teaching formats all our conventional courses after the pandemic has ended.



6. Additional for doctoral programs
(ALL ESG)

N/A



7. Eligibility (Joint program) (ALL ESG)

N/A

B. Conclusions and final remarks

The Committee believes that the LLB Cyprus Law program is clearly compliant with the applicable standards of assessment and gladly recommends its accreditation. The documentation in the application pack was very thorough and informative, all our requests for further information were answered swiftly and fully, and our interaction with the teaching and administrative staff of the Department and the University during our remote visit was pleasant and constructive. High quality teaching, good class size, enthusiastic and committed teachers who teach in their area of expertise, motivated students, regular events and extracurricular activities such as moot courts, guest lectures and excursions and visits create a vibrant learning environment. Research and teaching appear to strengthen each other and fruitful collaborations with wider society are in place. The networks of the academic staff and the university offer opportunities for further developments in societal and academic collaborations. The excellent library facilities, support structures, buildings and IT services enhance students' learning experience. The program seems to prepare students well for the labour market. These observations were all confirmed by students and graduates. As we have noted in our comments to specific sections, we believe that there is some room for improvement in two particular areas: the admissions criteria, which are not as clear as they can be, and the balance of law and non-law optional courses, which struck us as overly permissive and not as helpfully structured as it could be. However, neither of these points detracts from the overall excellent impressions we have described above.

Responses by EUC

It is with great appreciation that the School of Law noted the positive feedback of the EEC. The Committee's recommendations provided us the opportunity to further improve the quality and implementation of the Program. In the previous pages of this document, we provided all details in how we addressed all recommendations for improvement suggested by the EEC.

As described in the previous sections of the report, the School of Law made a focused effort to address each of the EEC's recommendations. As such, we believe that these actions enhance the quality of the Program. By making these changes, we believe that we are now able to offer a significantly improved program of study which is in line with the European Qualifications Framework and which builds on our strengths and our readiness to implement the program in an attractive student-friendly environment.

We summarize in brief some of the major adaptations described in more depth above:

According to the suggestions of the EEC the School of Law has abolished the 'General Education Courses' category and now has only one category of non-law courses, namely 'Free Elective Courses'. In more specific, in the revised program, after the recommendation of the Committee, the Free Elective Courses are now limited only to four; at the same time the Law Elective Courses have increased to eight.

Furthermore, the students can now choose their free elective courses among other courses offered in the undergraduate level from all programs of study of the University including the law elective courses offered in the program Law-Greek Law, if they wish to.

As for the admission's criteria, the specialized advisors of the Office of Admissions in cooperation with the Programme Coordinator jointly examine the file and the school-academic profile of each candidate to be compatible with the profile of the School of Law. Thus, the final decision for admission is not upon a single person. The Programme Coordinator discusses the matter with the

specialized advisors of the Office of Admission ('four eyes principle') and the final decision is the outcome of their close cooperation.

In closing, we would like to say that the School of Law found the EEC's candid discussions, a constructive learning process. We all believe that this review was a positive experience and feel that we were provided with important input on how to move effectively forward. In addition, we have thoroughly reviewed the findings, strengths and areas of improvement clearly indicated by the EEC following its review and attempted to respond to each item specifically and succinctly, indicating our actions. By embracing the EEC's comments and suggestions, we are convinced that our Program will be able to more effectively ensure the learning outcomes of its students. In this regard, we are grateful to the EEC for their candid discussions regarding our program, and the insightful comments and suggestions throughout their report.



Higher Education Institution academic representatives

<i>Name</i>	<i>Position</i>	<i>Signature</i>
Dr Charalampos Stamelos	Program Coordinator Law-Cyprus Law (L.L.B.), School of Law	
Dr Philippe Jougoux	Deputy Dean School of Law	

Date: 28/03/2022

APPENDIX I – FACULTY PROMOTION

EUC CHARTER: ANNEX 6 INTERNAL REGULATIONS ON FACULTY RANKING AND CONDITIONS OF SERVICE

1. FACULTY SELECTION AND APPOINTMENT

{...OMMITED}

2. FACULTY RANKING

{...OMMITED}

3. SPECIAL TEACHING PERSONNEL RANKING

{...OMMITED}

4. DUTIES AND RESPONSIBILITIES OF FACULTY MEMBERS AND SPECIAL TEACHING PERSONNEL

{...OMMITED}

5. FACULTY PROMOTION

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

5.1. Promotion Criteria

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

5.1 .1. Fulfilment of the minimal criteria for appointment to rank.

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

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

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

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

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

5.2. Documentation Accompanying the Application for Promotion

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

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

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

5.2.2.1 . Student ratings (in summary form) of Teacher and Course

Evaluations during the years immediately preceding application, since the beginning of employment or the last promotion;

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

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

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

5.2.2.5 Certificates and documentation of attendance in instructor teaching training

programs/seminars; organized by the University or any other institution/carrier during the years immediately preceding application, since the beginning of employment or the last promotion;

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

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

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

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

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

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

Questionnaire

“Student Feedback on their Learning Experience”

Overview

Evaluation of learning and teaching processes and practices is essential to enable the European University Cyprus (EUC) to continuously improve student learning outcomes and learning experience. EUC has developed a questionnaire titled *Student Feedback on their Learning Experience (SFLE)* as a source of information for receiving feedback by students on their learning experiences, per course and per academic semester. The findings from the analysis of the questionnaire survey are utilized in various ways, including:

- a. the Program Evaluation Review (PER) process of programs of study, which aims at programs’ ongoing monitoring and evaluation. The SFLE findings complement other data sources gathered during the PER process, such as reflective practice, expert/peer review, student assessment results, teaching portfolios, etc. which all provide valuable information in reviewing EUC programs of study evaluation (for more about the PER procedure, please see PER Internal Regulation).
- b. In addition to the use of the *SFLE* findings in the process of changes and development of EUC programs of study, the *SFLE* provides a key component in academic staff professional development leading to enhanced quality of learning and teaching at EUC. More specifically the results from the individual reports are discussed between the Instructors, the Chairperson of the Department and if needed with the Dean of the School in a climate of peer review and if needed support and guidance is provided.
- c. Moreover, *SFLE* findings are used to guide faculty support through the EUC Faculty Professional Development program. More specifically selected results from these evaluations are taken into consideration when new seminars and training sessions are scheduled by the Office of the Vice-Rector of Academic Affairs.

Scope

This procedure applies to all EUC students attending undergraduate and master programs of study (both conventional and distance learning). The procedure provides the basis for the collection and analysis of *Student Feedback on Learning Experience (SFLE)* and reporting these results to Faculty members, Chairs, Deans, the Rectorate Office, and relevant University bodies to enable improvement and amendment of teaching practices.

Strategic View

The University’s strategic teaching goals, as described in the University Strategic Plan, are supported by achievements in academic programs, course design and teaching practices. The *SFLE* process is designed to offer students’ perspective on the way courses are being taught which is an essential element of Quality Assurance processes. As with most university worldwide, students are considered as key stakeholders at EUC.

Quality View

The *SFLE* provides valid, reliable information/data on the impact and resource effectiveness of learning and teaching, as well as on instructor related issues, thus contributing on the continuous improvement of academic programs. In addition, the process's rationale is to provide information/data about learning and teaching experience objectives. The survey questions address not only the course and the instructor, but also the unique features of particular forms of learning and teaching such as: digital enhanced learning, clinical/lab teaching, the use of technology, as well the interaction and communication with all learning services provided by the University.

Management of Information/Data

The design, conduct and reporting of *SFLE* respect the rights, privacy and dignity of those contributing to and assessed by the evaluation. *SFLE* information is available to the Faculty member and to the relevant Dean and Chair of Department and is used internally through PER process and Program Committee.

Student responses are anonymous and confidential.

Frequency

The *SFLE* takes place for limited period (two last weeks prior final exam period) in accordance of the semester's schedule.

Monitoring

The *SFLE* process is monitored by the Office of Vice-Rector of Academic Affairs, which informs the Rectorate Committee, as well as the Internal Quality Committee, to ensure it enhances the quality of learning experience at the University.

Responsibilities

Vice Rector

- The Vice-Rector of Academic Affairs is responsible for the management of *SFLE*.
- Initiates *SFLE* per academic semester.
- Evaluates and monitors the *SFLE* procedure.
- In conjunction with the Internal Quality Committee is responsible for the appropriate design, delivery, evaluation and improvement of the *SFLE* methodology.

Deans of Schools – as per Annex 13 of University Charter

- Determine the appropriate learning and teaching evaluation program for the academic staff and programs.

Chairs of Department - as per Annex 13 of University Charter

- Communicate the outcomes of the *SFLE* to all instructors discuss critical issues.

Program coordinators - as per Annex 13 of university Charter

- Each program coordinator must incorporate and present the *SFLE* results in it's PER report.

Instructors - as per Annex 13 and Appendix F of university Charter

- All instructors are responsible to engage students in filling in the *SFLE*.
- Full time faculty members must include the *SFLE* findings in their promotion applications, as well as in their bi-annual self-performance evaluation and personal development, as per University Charter guidelines.

Students

- Are responsible for providing constructive feedback on the their learning and teaching experience by filling in the *SFLE*.

An example of the data that are reviewed by Departments

F2020

School of Humanities, Social and Education Sciences

Department of Education Sciences

QUESTION	Average score
1. Enrolled students per course (average class size)	16.0
2. Responded to the survey	11.3
1a. Enrolled students (%)	92.89
2a. Responded to the survey (%)	72.45
Q2: How satisfied are you in general? (1-5)	4.06
Q3a.1. I am satisfied with my communication with the administrative personnel of my School (0-10)	7.83
Q3a.2. I am satisfied with my communication with the course coordinator of my program of studies	8.04
Q3a.3. I am satisfied with my communication with my Student Advisor	8.09
Q3a.4. I am satisfied with the support that I receive from the MIS department (IT Support) of the University	7.61
I am satisfied with the operation:	
Q3b.5. of the Blackboard learning platform (for those who had their classes on Blackboard Learn)	7.97
Q3b.6. of the Moodle Learning platform (for those who had their classes on Moodle)	8.46
I am satisfied with the tools:	
Q3b.7. of the Blackboard learning platform (for those who had their classes on Blackboard Learn)	8.04
Q3b.8. of the Moodle Learning platform (for those who had their classes on Moodle)	8.33
Q3b.9. I am satisfied with the teleconferencing system Blackboard Collaborate	8.09
Q4: How satisfied are you in relation to the information that was provided to you by the University regarding the mode of delivering of this course during Fall Semester 2020? (1-5)	4.16
Q5: How satisfied are you in relation to guidance provided by your instructor regarding the delivery of this course during Fall Semester 2020? (1-5)	4.36
Instructor	
1. The instructor clearly explains the course outline at the beginning of the course (e.g. learning outcomes, weekly material, examinations, grading)	8.70
2. The instructor prepares and organizes the class in a way that facilitates learning	8.65
3. The instructor teaches the course material/content in a clear way	8.60

4. The instructor teaches the course in an interesting way	8.44
5. The instructor is prepared for every class	8.98
6. The instructor seems enthusiastic and enjoys teaching this course	8.76
7. The course learning outcomes and objectives (as stated in the course outline) are met	8.71
8. The course reading materials (books, articles, handouts) are useful	8.80
9. The instructor uses a variety of teaching methods (e.g. group discussions, student presentations, case studies, etc.) to support the learning process	8.69
10. The material and means of teaching (e.g. books, lecture notes, PowerPoint, videos, etc.) are suitable, useful, supportive and up-to-date	8.77
11. The instructor often makes use of technology in his/her teaching	8.67
12. The activities I participated in, were suitable in meeting the course objectives	8.66
13. The instructor encourages students to ask questions and participate in discussion	8.96
14. The assignments I completed, were suitable for the course objectives	8.84
15. The instructor is available and willing to support students (e.g. during office hours, via email, etc.)	8.87
16. The instructor keeps control of the class during the teaching session	9.07
17. The assessment of course assignments and activities is conducted by the instructor in an objective manner	8.69
18. The feedback provided by the instructor (e.g. corrections, comments, etc.) is constructive and helps me to improve my learning process	8.65
19. The instructor is on time for the beginning and the ending of the class	9.06
20. I find the Instructor's attitude towards students respectful and polite	9.09
21. I find that the instructor demonstrated professionalism in interactions with me and/ or other students	8.91
22. I find that the instructor shows genuine concern for my learning	8.93
23. I would take classes from this instructor again	8.61
Course	
1. The course content meets my expectations	8.48
2. The course contributed to the development of my ability to think critically	8.49
3. The course provides guidance on how I can develop professional competencies	8.58
4. The course helped me develop abilities and skills related to my program of study and/or my broader education	8.56

5. The practical/lab sessions correspond to the theoretical content of the course	n/a
6. Students are often provided with the opportunity to work on practical/lab activities throughout the course	n/a



INTERNAL REGULATION ON RESEARCH POLICY

54th Senate Decision: 21 December 2017

60th Senate Decision: 2 October 2018

70th Senate Decision: 13 December 2019

80th Senate Decision: 28 January 2021

86th Senate Decision: 14 October 2021

87th Senate Decision: 9 December 2021

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INTRODUCTION

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

The policy is guided by the following broad objectives:

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

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

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

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

1. EUC Research Ethics Policy

1.1 Scope and Purpose

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

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

4. For some research projects it may be necessary to obtain the approval of the Cyprus National Bioethics Committee. Researchers should consult directly

with the Cyprus National Bioethics Committee. Contact details and more information on the approval process can be found on <http://www.bioethics.gov.cy>.

1.2 General Principles

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

1.3 The Definition of Human-Related Research

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

1.4 Vulnerable Participants

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

- People in poverty
- Relatives of sick, or recently–deceased, people

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

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

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

2.1 Code of ethical conduct in research

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

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

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

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

2.2 Openness in research

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

2.3 Integrity

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

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

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

2.4 Misconduct in research

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

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

2.5 Wide dissemination of Research Results

The results of publicly-funded research must be widely disseminated. Wide dissemination can be achieved through teaching, publication, knowledge transfer, or other scientific endeavours which enable open access and ensures availability of knowledge and benefits produced in the framework of research. The dissemination of publicly-funded research is monitored by the Dean of each School and pertinent information is submitted to the Vice Rector through the School Annual Report.

3. Intellectual Property Policy

3.1 Introduction

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

The University acknowledges the need for an Intellectual Property Rights (IPR) policy, which will promote the University's reputation as socially relevant, leading research and teaching organization.

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

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

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

3.2 Definitions

For the purposes of this Policy:

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

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

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

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

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

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

The EUC Research & Innovation Management Board (thereafter EUC – RIMB) – is the entity within EUC responsible for the management of knowledge transfer activities and the re-investment of potential revenue in non-economic research activities.

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

3.3 Intellectual Property Regulations

3.3.1 Responsibility

1. The IP Policy acknowledges that all members of staff and students have responsibilities with regard to IPR arising from and/or used by them in the course of their teaching/employment.
2. The IP Policy also recognises that all members of staff and students require

support and assistance to help them to meet their responsibilities and this will be provided by the Office of the Vice Rector for Research and External Affairs and, subsequently, by the Technology Transfer Facility.

3.3.2 Identification of IP (including duty of confidentiality)

It is expected that identification will take place when employees, students, or members of staff are involved in creating and developing IP. Much of the IP which will be created by the EUC's employees may be anticipated prior to its creation depending on the nature of the project in question and outputs and results that are expected to be generated. Examples of such outputs which are likely to have potential IP rights arising include (but are not limited to):

- Inventions (whether or not patentable);
- Methodologies;
- Software;
- Databases;
- Educational/training materials and tools;
- Modelling tools;
- Solutions to technical problems; and
- Design/artistic products.

3.3.3 A Summary of the main classes of IPR is listed below:

Patent

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

Copyright

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

Copyright may be assigned to a third party, but until that point or until a license is agreed it remains the property of the Creator, unless s/he creates the work 'in

the course of his/her employment', in which case it is the property of the employer.

Moral rights

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

Performing rights

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

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

Database Right

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

Industrial Designs

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

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

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

Domain Names

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

Trade Marks

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

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

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

3.3.4 Coverage of the Regulations

1. Whom does this IP Policy apply to?

- **Employees:**

By persons employed by the EUC in the course of their employment.

- **Students:**

By student members in the course of or incidentally to their studies at EUC.

- **Non-employees contracted to the EUC:**

By persons engaged by EUC under contracts for services during the course of or incidentally to that engagement.

2. **Sabbatical, Seconded, Visiting Academics and others:**

By other persons engaged in study or research in the University who, as a condition of their being granted access to the EUC's premises or facilities, have agreed in writing that this Part shall apply to them.

3. **Participation of the EUC members of staff/employees and or students in Collaborative and/or Contracted Research.**

The preparation and negotiation of any IP agreements or contracts involving the allocation of rights in and to IP will be undertaken by a competent person authorized for this purpose by the EUC-RIMB.

Issues that will be addressed in such agreements include, but will not always be limited to:

- ownership of Foreground IP;
- licences to Foreground IP for uses outside the project;
- ownership of Background IP;
- licences to use Background IP in the project or activity in question and in relation to the use of the Foreground IP arising from such project or activity;
- allocation of rights to use or commercialise IP arising from any such project or activity and the sharing of revenues; and
- publications arising from the relevant project or activity and the rights arising from such projects or activities.

The terms of such agreements may be subject to negotiation.

3.3.5 Exceptions to the Regulations

1. Unless specifically commissioned, typically the EUC will NOT claim ownership of copyright in certain types of Disclosable Work described in this policy as “Creator Copyright Works”:

- artistic works;
- text and artwork for publication in books;
- articles written for publication in journals;
- papers to be presented at conferences;
- theses and dissertations;

- oral presentations at conferences;
 - posters for presentation at conferences; and
 - musical scores.
2. Where IP has been generated under the exception clause of this regulation, the EUC may assign the copyright to the Creator.
 3. Students – undergraduate and/or postgraduate.

3.3.6 Disclosure of IP

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

3.3.7 Ownership of IP

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

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

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

3.3.8 Modus Operandi for Commercial Exploitation of the IPR

1. The EUC-RIMB handles the commercial exploitation of any results obtained under research conducted at EUC (unless this entitlement is relinquished). The Office of the Vice Rector of Research and External Affairs has the responsibility for the administration of Disclosures and will work with the TTF of Cyprus, which has responsibility for commercialisation of Disclosures. As guidance to the commercialisation process, the EUC/TTF will follow a standard process, graphically presented in Appendix A.
2. The Creator/s shall notify the Office of the Vice Rector for Research and External

Affairs of all IP which might be commercially exploitable and of any associated materials, including research results, as early as possible in the research project. This notification shall be effected by means of an Invention Disclosure Form (contents as noted in Appendix B). In case of doubt as to whether research is commercially exploitable or otherwise, the Creator/s undertake/s to seek the advice of Cyprus Central TTF.

3. The Office of the Vice Rector for Research and External Affairs shall immediately acknowledge receipt of the Disclosure Form. In consultation with the TTF and the Creator/s, shall decide whether the EUC-RIMB and the TTF has an interest to protect and exploit the relevant IPR.
4. The TTF shall communicate the decision in writing to the Office of the Vice Rector and the Creator/s by not later than three months from the date of receipt of the Invention Disclosure Form. If the EUC-RIMB and TTF decide to protect and exploit the IPR, it is understood that:
 - the Creator/s shall collaborate with the EUC and the TTF, to develop an action plan for the protection and commercial exploitation of the IP;
 - the TTF in collaboration with the Creator/s shall ensure that third party rights are not infringed in any way through the process; and
 - the EUC/TTF shall seek to protect the right of the Creator/s to use the said IP for strictly non-commercial purposes.
5. Should the EUC and TTF decide that there is no interest in protecting and exploiting the relevant IPR, or should it fail to inform the Creator/s about its decision within the stipulated time, the EUC-RIMB may assign all EUC rights, title and interest in such IP to the Creator/s concerned, whilst the EUC retains the right to use the said IP in whichever manifestation for strictly non-commercial purposes.
6. The Creator/s SHALL NOT enter into any sponsorships or commercial agreements with third parties related to their research at EUC without prior written authorisation by the Office of the Vice Rector for Research and External Affairs. This said, it is understood that consent shall generally be granted to the Creator/s for such requests as long as the IPRs of the EUC are safeguarded; otherwise the claims on IPR expected by the third party must be agreed upon explicitly upfront.

3.3.9 IPR protection

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

any employees, members of staff and/or students should include a copyright notice.

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

3.3.10 Revenue Sharing Mechanism

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

3.3.11 Leaving the EUC

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

3.3.12 Applications to use the EUC's IP

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

3.3.13 Breach of the Regulations

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

3.3.14 Discretion to assign/license back

1. If the EUC-RIMB does not wish to pursue the commercialisation of any Intellectual Property or does not wish to maintain an interest in the IPR, it has the right to assign such IPR rights to the Creator/s of the IPR by entering into an agreement to enable the IP to be used by the Creators. This will generally only be granted where there is clear evidence that the IP provides no other benefit to the EUC and is not related to other IP, which the EUC has an interest in.

However, the EUC-RIMB shall not assign its IP if it considers that the commercialisation of the IP could potentially bring harm to the name of the EUC. Decisions regarding potential harm will be taken by the Research Ethics Committee of EUC.

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

3.3.15 Amendments to the Regulations

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

3.3.16 Death

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

3.3.17 Disputes

1. Any question of interpretation or claim arising out of or relating to this policy, or dispute as to ownership rights of intellectual property under this policy, will be settled by submitting to the EUC's Intellectual Property Adjudication Committee a letter setting forth the grievance or issue to be resolved. The committee will review the matter and then advise the parties of its decision within 60 days of submission of the letter.
2. The Intellectual Property Adjudication Committee will consist of a chair who is a member of the tenured faculty, at the rank of either a Professor or an Associate Professor, one member of the faculty from each School, at the rank of either Assistant Professor or Associate Professor or Professor, an individual from the EUC with knowledge of Intellectual Property and experience in commercialisation of

Intellectual Property, and two other members representing, respectively, the EUC administration, and the student body. The chair will be appointed by the Vice Rector for Research and External Affairs, with the advice and consent of the Senate Research Committee, and the remaining members of the committee will be appointed: the faculty members, each by their School's Council, the administration representative by the University Council or its designee, and the student representative by the Student Union.

The committee will use the guidelines set forth in this policy to decide upon a fair resolution of any dispute.

3. Any disputes regarding the revenue distribution from the exploitation of Disclosable Works will be dealt with in accordance with the EUC's normal member of staff or student dispute procedures as outlined in the contractual terms of conditions.
4. The Parties shall attempt to settle any claim, dispute or controversy arising in connection with this Policy, including without limitation any controversy regarding the interpretation of this Policy, through consultation and negotiation in good faith and spirit of mutual cooperation. Where such claims or disputes cannot be settled amicably, they may be taken to court.
5. This Agreement shall be governed by, and construed in accordance with the laws of Cyprus.

4. Offices, Committees and Centres for Research

4.1 Vice Rector for Research and External Affairs

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

4.2 Senate Research Committee

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

4.3 Research Foundations and Centres

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

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

4.4 Research Office

Detailed description of the mission, area of specialization, and operation of the Research Office is given in a separate document. The job description for the Head of Research Office is presented in Appendix E.

4.5 EUC Research & Innovation Management Board

The Board is appointed by the EUC Senate and is composed by the Vice Rector of Research and External Affairs, the Head of the EUC Research Office, and a senior member of the faculty with an established research and funding securing record. The Board decides independently on research activities and research projects and reports to the Senate.

5. Rules Governing External Research Programmes

5.1 Suggested procedure for submitting and implementing a funded research project

The following rules apply for externally funded research projects:

5.1.1 Submission of research proposals:

Faculty and research personnel that are interested in submitting a proposal or participate in a proposal for ANY kind of externally funded research project (commercial, consultancy, RPF, European etc) should consult and get the approval of the EUC Research Office. The formal procedures developed by the Research Office pertaining to the development of a research proposal and to participation in a research project should be followed in all cases. Given that in all research and consulting application forms a budget also needs to be prepared, the budget will be developed in collaboration with the EUC Research Office, sharing their expertise with the faculty and research personnel and advising them accordingly about the cost models and cost categories used in each case.

This procedure should make sure that the proposal satisfies all the necessary criteria of the particular research call.

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

5.1.2 Project implementation

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

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

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

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

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

5.1.3 Financial issues concerning externally funded research projects

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

The time spent by faculty and research personnel on national, European or international research projects is, with rare exceptions, an eligible cost for

inclusion in a project budget at a level which reflects the time to be spent by faculty and research personnel on the project and the employer's cost. These are real project costs and their inclusion in project budgets is strongly required.

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

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

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

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

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

5.1.4 University research fund

All funds allocated for research from externally-funded research projects, the University as well as funds offered for research purposes from third parties will be deposited in the University Research Fund. Recommendations for the allocation of funds are made by the EUC Research & Innovation Management Board and are subject to the final approval of the Senate. These funds can be used to finance solely non-economic research activities such as:

- (a) Participation of academic researchers in conferences, seminars, and meetings to co-ordinate activities, which are needed for submission of external programmes.

- (b) The administration costs associated with providing support services to academic researchers.
- (c) Organisation of training seminars for the faculty and research personnel of the University; these seminars shall be organized if and only will help/assist and/or facilitate researchers to enhance and further develop their knowledge in subjects related to their research fields and help them design and implement research projects.
- (d) Purchase of software, hardware and equipment that are needed by faculty and research personnel for research projects.
- (e) The funding for the University's Internal Research Awards
- (f) The funding of PhD scholarships
- (g) Development of Infrastructure related to the research activity of the University.
- (h) Funding of the activities of the Research Office of the University
- (i) Open Access Publication Fees
- (j) Any other activities pertaining to the wide dissemination of research-generated outputs

6. Rules Governing Internal Research Awards

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

6.1 Purpose

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

6.2 Eligibility for the awards

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

6.3 Application Procedure

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

6.4 Selection and Evaluation Procedure

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

For the evaluation, the following criteria are applicable:

Research Activity 40%

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

Curriculum Vitae 40%

- Qualifications and achievements of the Applicant.

Future Research 20%

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

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

7. Teaching Hours Reduction for Research Purposes

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

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

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

7.1 Award of a THR for participation in research projects

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

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

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

For the Fall Semester: 1st of May

For the Spring Semester: 31st of October

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

7.2 Award of a THR for writing a book

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

7.3 Award of a THR by accumulation of points

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

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

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

8. Equipment Acquired through Internal and External Funding

8.1 Equipment acquired through University funds

All equipment that has been acquired through funds that come directly through the university's funds (internal research grants, university research funds) will belong solely to the University and will be used by the faculty and research personnel's affiliated department or lab, according to the affiliation used by said faculty and research personnel in the funded research proposal and/or project. The faculty and research member is entitled to use the equipment throughout the duration of the funded project and this remains within the research unit/laboratory once the project is completed, or within the faculty member's department, under his/her direct supervision if s/he does not belong to a unit / lab. Any required maintenance of the equipment should be undertaken by the University.

8.2 Equipment purchased through external funding

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

leave the University, the status of any equipment purchased remains a property of the unit/lab or department that the faculty or research personnel belonged.

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

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

8.3 Provision of computing equipment by MIS

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

9. Policy on Research Staff

9.1 Introduction

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

9.2 Definitions of Roles

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

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

9.2.1 Job Description for the Position of Research Associate

9.2.1.1 Overall Role

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

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

9.2.1.2 Key Responsibilities

- Conceptualize and conduct short-term experiments and research activities in support of broad-based/longitudinal research projects, ensuring consistency with established methodological approaches and models, adherence to project timelines, and completeness of documentation;
- Conduct studies of related literature and research to support the design and implementation of projects and development of reports, ensuring conceptual relevance, comprehensiveness, and currency of information;
- Write and publish articles in peer-reviewed journals that highlight findings from research and experimental activities ensuring consistency with the highest standards of academic publication and showcasing the Centre's/Programme's scientific leadership;
- Communicate to Programme/Project team developments/progress and results of research activities ensuring that relevant information and issues in the implementation of projects/experiments are captured in as comprehensive and timely manner as possible;
- Develop collaborative links with core scientific personnel in related programme areas to gain exposure to, and build knowledge on experimental/research activities and approaches, in order to subsequently improve conceptual development and implementation of existing programmes;
- Utilize appropriate and current techniques/protocols in experimental laboratory management to ensure integrity and security of experimental process, comprehensive documentation, and replicability of experimental procedures;
- Design and organize databases along project frameworks and experimental research design that support overall research management, including the monitoring and evaluation of project inputs, actions, and outcomes, as well as the subsequent integration of these databases to other databanks;
- Identify areas of improvement within the research structure using integrated management approaches in pursuit of capacity building/strengthening and the preservation of scientific rigor in research studies.
- To contribute to the design of a range of experiments/fieldwork/research methodologies in relation to the specific project that they are working on

- To set up and run experiments/fieldwork in consultation with the Principal Investigator, ensuring that the experiments/fieldwork are appropriately supervised and supported. To record, analyse and write up the results of these experiments/fieldwork.
- To prepare and present findings of research activity to colleagues for review purposes.
- To contribute to the drafting and submitting of papers to appropriate peer reviewed journals.
- To prepare progress reports on research for funding bodies when required.
- To contribute to the preparation and drafting of research bids and proposals.
- To contribute to the overall activities of the research team and department as required.
- To analyze and interpret the results of their own research

9.2.1.3 Skills and Qualifications

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

Experience and Skills:

Basic research skills and knowledge of research techniques

Ability to analyse and write up data

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

9.2.1.4 EUC Pertaining Benefits

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

- Desk, Telephone line and PC

- MS Office, SPSS, Email and Printing Rights

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

- Full access to the library

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

- a formal contract signed by the relevant appointing authority;

- written confirmation of any changes in the terms of employment;

- job description or the generic description of the role and, where appropriate, a list of expected research goals;

- further to the completion of the contract, researchers are responsible for returning in good condition all the equipment as well as business cards that have been provided to them.

9.2.2 Job Description for the Position of Research Fellow

9.2.2.1 Overall Role

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

9.2.2.2 Key Responsibilities

- Design, Conceptualize and conduct short-term experiments and research activities in support of broad-based/longitudinal research projects, ensuring consistency with established methodological approaches and models, adherence to project timelines, and completeness of documentation;
- Supervise and Conduct studies of related literature and research to support the design and implementation of projects and development of reports, ensuring conceptual relevance, comprehensiveness, and currency of information;
- Write and publish articles in peer-reviewed journals that highlight findings from research and experimental activities ensuring consistency with the highest standards of academic publication and showcasing the Centre's/Programme's scientific leadership;
- Take the lead within the team and communicate to Programme/Project team developments/progress and results of research activities ensuring that relevant information and issues in the implementation of projects/experiments are captured in as comprehensive and timely manner as possible;
- Develop collaborative links with core scientific personnel in related programme areas to gain exposure to, and build knowledge on experimental/research activities and approaches, in order to subsequently improve conceptual development and implementation of existing programmes;
- Utilize appropriate and current techniques/protocols in experimental laboratory management to ensure integrity and security of experimental process, comprehensive documentation, and replicability of experimental procedures;
- Design and organize databases along project frameworks and experimental research design that support overall research management, including the monitoring and evaluation of project inputs, actions, and outcomes, as well as the subsequent integration of these databases to other databanks;
- Identify areas of improvement within the research structure using integrated management approaches in pursuit of capacity building/strengthening and the preservation of scientific rigor in research studies.
- Develop research objectives, projects and proposals.
- Conduct individual or collaborative research projects.
- Identify sources of funding and contribute to the process of securing funds.

- Act as principal investigator on research projects.
- Manage and lead a team of researchers to achieve the aims of a research project.
- Oversee and appropriately supervise and support the research activities (experiments, fieldwork etc.) of a research programme/project.
- Ensure that research results are recorded, analysed and written up in a timely fashion.
- Manage research grants in accordance with EUC Financial Regulations and the conditions of the funding body (e.g. EU, RPF etc.)
- Prepare and present findings of research activity to colleagues for review purposes.
- Submit papers to relevant peer reviewed journals and attend and present findings at relevant conferences.
- Prepare progress reports on research for funding bodies when required
- Participate in and develop external networks, for example to identify sources of funding or to build relationships for future research activities

9.2.2.3 Skills and Qualifications

Education: Level PhD in the Programme Area

Experience: at least 1-3 years relevant experience.

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

9.2.2.4 EUC Pertaining Benefits

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

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

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

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

9.2.3. Job Description for the Position of Senior Research Fellow

9.2.3.1 Overall Role

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

9.2.3.2 Key Responsibilities

- Supervise postgraduate research students
- Contribute to the development of research strategies for the relevant School/Centre/Laboratory.
- Define research objectives and questions
- Develop proposals for research projects which will make a significant impact by leading to an increase in knowledge and understanding
- Actively seek research funding and secure it as far as it is reasonably possible
- Generate new research approaches
- Review and synthesise the outcomes of research studies
- Interpret findings obtained from research projects and develop new insights
- Contribute generally to the development of thought and practice in the field
- Provide academic leadership to those working within research areas - for example, by co-ordinating the work of others to ensure that research projects are delivered effectively and to time
- Contribute to the development of teams and individuals through the appraisal system and providing advice on personal development
- Act as line manager (e.g. of research teams)
- Act as a personal mentor to peers and colleagues
- Provide advice on issues such as ensuring the appropriate balance of research projects, appointment of researchers and other performance related issues
- Identify opportunities for strategic development of new projects or other areas of research activity and contribute to the development of such ideas

9.2.3.3 Skills and Qualifications

Education: Level PhD in the Programme Area

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

Experience of successful supervision of students

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

9.2.3.4 EUC Pertaining Benefits

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

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

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

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

9.3 Procedures for Appointment

9.3.1 Selection and Search Procedures

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

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

9.3.2 Criteria for the Appointment to Rank of Research Associate

Minimum qualifications as described in Section 9.2.1.

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

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

9.4 Honorary Research Staff

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

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

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

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

The honorary research titles that can be awarded are:

9.4.1 Honorary Principal Research Fellow

Will have made an outstanding contribution to teaching and research

9.4.2 Honorary Senior Research Fellow

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

9.4.3 Honorary Research Fellow

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

9.4.4 Honorary Research Associate

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

9.5 Intellectual Property Rights

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

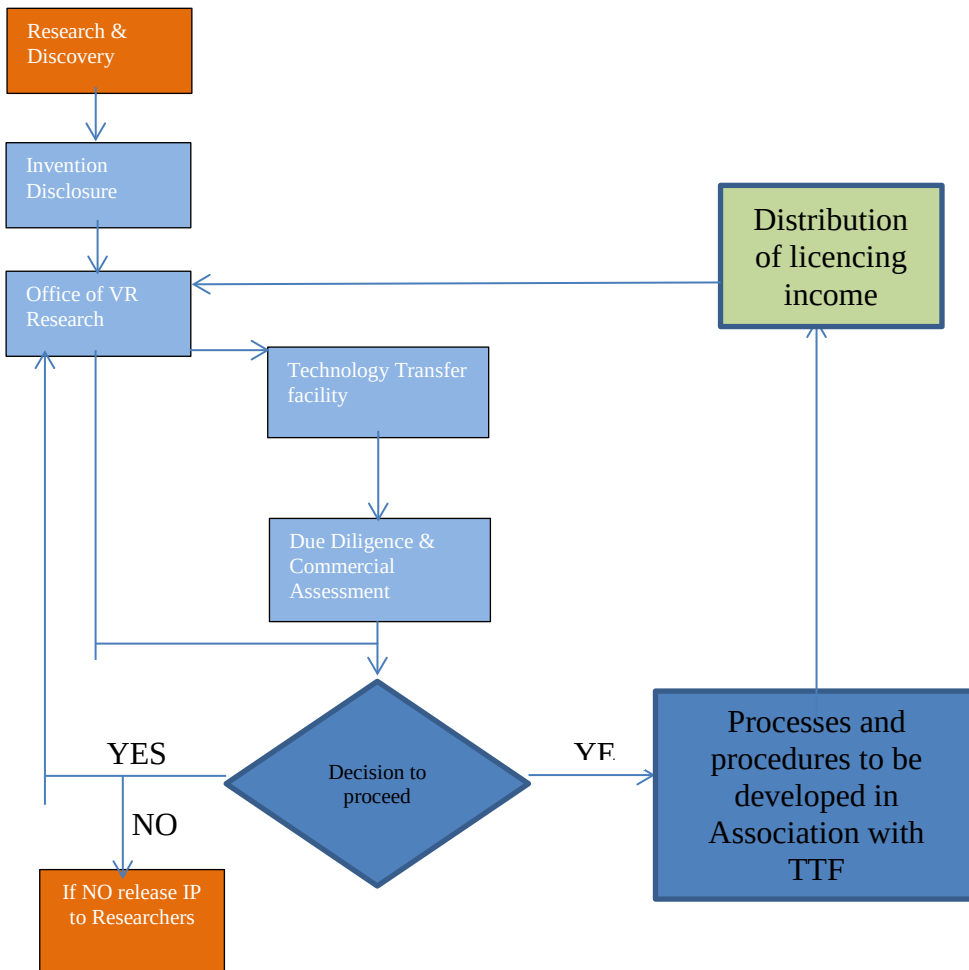
Honorary Research Staff may be required to assign the rights to any IP they create in the course of their academic activities to EUC. EUC may have obligations to organisations which are funding the research (e.g. an EU funded project) in question which it will not be able to honour without such an assignment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

9.6 Involvement of Research Staff

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

Appendix A:

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



Appendix B:

Invention Disclosure Guidelines

Invention Disclosure Form - Example

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

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

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

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

Appendix C:

Suggested Revenue Sharing Scheme

The EUC will share royalty income with employees and/or students involved in producing Disclosable Work whose exploitation generates revenue. Payments are overseen by the EUC-RIMB, but the EUC will normally share royalty income in accordance with the table below. This may be either as a lump sum or as royalty income over a period of time.

Table C1

Net Revenue	Allocated to the Creator/s	Allocated to the EUC Research Fund	Allocated to the Creator'/s School Budget	Allocated to Support the TTF
100%	50%	20%	20%	10%

Appendix D

D1. Points accumulation from Research

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

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

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

Table D1

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

Table D1 (continues)

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

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

D2. Points accumulation from Research / Department of Arts

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

Table D2

Points	Other				
	Performance /Exhibition (Artist		Creative works		Workshop/Seminars/Festivals /Competitions/ Broadcasts/Residencies
	Music	Graphic Design/Visual Arts	Music	Graphic Design/Visual Arts	
5	A01 Performance - National level (partial performance)	A02 Participation in local group exhibition	A03 Composition for up to 4 musicians		A04 - National Performance or Broadcast of a composition/arrangement - Adjudication of Competition - Invited workshop / art lecture in national conference/festival
10	A05 Performance - International level (partial performance) Part of ensemble studio recording/ less than 3 tracks	A06 Participation in international group exhibition	A07 Composition from 5-10 musicians	A08 Publication design (national/international) - booklets covers	A09 - International Performance or Broadcast of a composition/arrangement - Competition Finalist - Invited workshop / art lecture in international conference/festival - Invited Artist (Workshop)
15	A10 Performance - National level (entire concert) Performance with Large Ensemble Part of ensemble studio recording/ more than 3 tracks	A11 Editor of exhibition catalogue (national/international)	A12 Composition for 10 musicians and above	A13 Publication design (international) - books and exhibition catalogues	A14A - Competition Winner - Invited Artist (Festival – duration more than three days) A14B Chair of international arts/music festival

20	A15 Performer – International level (entire concert) / Solo studio Recording (CD) less than 3 tracks	A16 Participation in national solo exhibition	A17 Composition for Symphonic Orchestra	A18 Commissioned work by government/museum/ other cultural institution	A19 Participation in funded international residency
25	A20 Solo studio Recording (CD) more than 3 tracks	A21 Participation in international solo exhibition	A22 Publication of a composition (Score/CD) by an International Music Publishing House /Recording company	A23 Project: Curation of national / international exhibition	

Appendix E

JOB DESCRIPTION FOR THE HEAD OF EUC RESEARCH OFFICE

Head of EUC Research Office

The Head of EUC Research Office is the chief administrative officer of the Office and is accountable/ reports to the Vice Rector of Research and External Affairs. He/she is ex officio member of the Senate Research Committee and a member of the EUC – Research & Innovation Management Board. He/she provides leadership in the services provided by the Office to the research community of the University and is responsible for the overall management of the Office's resources and staff. He/she acts as agent of the Office in executing the EUC Research Administration procedures, and serves as the medium of communication for all official business of the Research Office with other University authorities and bodies and the public. The Head of Research Office has ultimate responsibility for the general operation and development of the Office.

Duties and Responsibilities of the Head of Research Office

1. JOB SUMMARY

The Head of Research Office reports to the Vice Rector of Research and External Affairs. He/she has the overall responsibility for the smooth and effective functioning of the Research Office, and is responsible for the coordination and the development of the Office's operations.

2. DUTIES AND RESPONSIBILITIES

The key areas of duties and responsibilities of the Head of Research Office are as follows:

a. Contribution to Academic Excellence

- Promotes, encourages and supports academic excellence through the University's participation in funded research projects and other research activities.
- Contributes to the achievement of goals pertaining to research within the university as set by the Vice Rector of Research and External Affairs
- Provides ongoing support to the Vice Rector of Research and External Affairs for the implementation of the University's Research Policy and improvement of research outputs and performance.
- Implements, in cooperation with the Vice Rector of Research and External Affairs, the procedures of the University (Research Administration Procedures) concerning the submission of proposals and the administration of projects funded by national, European and international funding agencies and other bodies. Ensures that new academic staff are made aware of these procedures and facilitates for their smooth adaptation to the environment.

- Overviews the operations of the Research Office as follows:
 - I. Monitoring of national, European, and international funding opportunities and dissemination to faculty and researchers
 - II. Administrative support provided during the submission of research proposals and during the management of a wide range of research projects
 - III. Organization of presentations and training sessions for the EUC faculty, other teaching personnel, and researchers affiliated with the University
 - IV. Organization of outreach events aiming at the wide dissemination of research outputs produced by the University (e.g. Research Days)
 - V. Contribution to University Quality Assurance processes
- Accepts/undertakes additional responsibilities/functions/duties as may be assigned by the Vice Rector of Research and External Affairs and the University in general.

b. Internal processes, procedures and controls

- Assumes responsibility for the department's overall performance and ensures that tasks are executed effectively and on time according to the relevant policies
- Reviews and recommends changes for the adaptation or improvement of existing institutional policies and procedures related to research.
- Prepares relevant reports and/or documents for quality control purposes and alignment with the directives of funding organizations
- Safeguards personal and other confidential information and acts as the GDPR Data Protection Officer of the Research Office

c. Relations with other Academic Entities

- Serves as an ex officio member of the Senate Research Committee and the EUC – Research & Innovation Management Board.
- Represents the Office in its working relationship with other Schools, departments, academic units within the University.
- Participates in all decisions about the operation of the Research Office
- Serves on various committees as set forth in Internal Regulations
- Encourages inter-disciplinary links within the University, as well as collaborative links in research activities with other Universities and research organizations
- Represents the University in professional matters external to the University setting, i.e. relevant to the University's relations with research stakeholders, funding agencies, and partner institutions.

d. Staff Governance

- Oversees and makes decisions on the allocation of the Research Office's personnel's tasks

- Assesses and ensures the effectiveness of all personnel in a continuous quality improvement
- Serves as liaison with the Director of Human Resources and oversees the development of staff in the Research Office
- Articulates the University policies and procedures to the Office's personnel and ensures that all involved parties have the same level of understanding of the Office's policies and procedures, and offers relevant support as needed
- Maintains good working relationships with the Office's personnel
- Holds regular meetings with the Office's personnel to review, inform and consult on administrative and strategic development issues pertinent to the Office
- Identifies resource needs (staff, infrastructure, other) for the Research Office in cooperation with the Vice Rector of Research and External Affairs.