



UNIVERSITY CHARTER ANNEXES AND INTERNAL REGULATIONS

FEBRUARY 2017

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UNIVERSITY CHARTER

1. NAME AND SEAT

- 1.1. The University shall be named “E.U.C. European University Cyprus,” abbreviated as “EUC,” (in this Charter called "University").
- 1.2. The seat of the University shall be in Nicosia, Cyprus.

2. PURPOSE, MISSION, OBJECTIVES AND POWERS

- 2.1. The purpose, mission and objectives of the University shall be to advance learning and knowledge by teaching and research, to enable students to obtain the advantages of University education, and to provide relevant service to the Community (Annex 1).
- 2.2. The University shall be both a teaching and an examining body and, subject to the provisions of this Charter, shall have the following powers:
 - 2.2.1. to prescribe in its Internal Regulations the requirements and the conditions under which persons shall be admitted to the University or to any particular program of study therein, the system of their evaluation, advancement, and graduation (Annex 2), and their rights, duties and responsibilities (Annex 3);
 - 2.2.2. to grant and confer Bachelor's, Master's and Doctoral (*inter alia* Ph.D., Ed.D., D.A., D.B.A.) Degrees, and other academic certificates and distinctions to and on persons who shall have pursued a program of study (in situ, distance learning or otherwise) approved by the University under conditions laid down in its Internal Regulations;
 - 2.2.3. to confer Honorary Degrees and other distinctions on approved persons, provided that all Honorary Degrees and other distinctions so conferred shall be conferred and held subject to any provisions which may be made in reference thereto by the Internal Regulations (Annex 4);
 - 2.2.4. to deprive persons of any Degrees or other distinctions conferred on them by the University and to revoke any Diplomas or Certificates granted to them by the University on what the University shall deem to be good cause;
 - 2.2.5. to prescribe in its Internal Regulations the disciplinary provisions to which students of the University shall be subject (Annex 5);
 - 2.2.6. to provide instruction in such disciplines and fields of study as the University may think fit and to make provision for research and for the advancement and dissemination of knowledge in such manner as the University may determine;

- 2.2.7. to accept credit of study earned by students of the University at other Universities or places of learning, as equivalent to such credit of study in the University as the University may determine and to withdraw such acceptance at any time;
- 2.2.8. to affiliate other institutions or branches or departments thereof and to admit members thereof to any of the privileges of the University, and to accept attendance at courses of study in such institutions or branches or departments thereof in place of such part of the attendance at courses of study in the University and upon such terms and conditions and subject to such regulations as may from time to time be determined by the University;
- 2.2.9. to co-operate by means of Joint Boards or otherwise with other University authorities for offering joint programs of study and for the conduct of examinations, and for such other purposes as the University may from time to time determine;
- 2.2.10. to institute Professorships, Associate Professorships, Assistant Professorships, Lectureships and any special teaching personnel offices and whether academic or not as may be required by the University; to appoint persons to and remove them from such offices and to prescribe their conditions of service (Annex 6);
- 2.2.11. to institute Visiting Professorships, Visiting Associate Professorships, Visiting Assistant Professorships, Visiting Lectureships and post-graduate teaching and or research personnel offices as may be required by the University (Annex 7);
- 2.2.12. to appoint persons to and remove them from such offices and to prescribe their conditions of service;
- 2.2.13. to institute and award Fellowships, Studentships, Scholarships/Prizes, and to offer support and other services to all its students (Annex 8);
- 2.2.14. to establish and maintain and to administer and govern institutions for the residence of the students of the University and to license and supervise such institutions and other places of residence whether or not maintained by the University;
- 2.2.15. to make provision for research and advisory services, and with these objects to enter into such arrangements with other institutions or bodies as may be thought desirable;
- 2.2.16. to provide for the printing and publication of research and other works which may be issued by the University;
- 2.2.17. to demand and receive fees and other payments;
- 2.2.18. to take such steps as may from time to time be deemed expedient for the purpose of procuring contributions to the funds of the University, and to raise money in such other manner as the University may deem fit;

- 2.2.19. to provide for reward or otherwise such goods and services for officers and employees of the University and their families, guests and servants as may be deemed expedient and consistent with the objects of the University as a place of education and learning;
- 2.2.20. to enter into any agreement for the incorporation in the University of any other institution and for taking over its rights, property and liabilities and for any other purpose not repugnant to this Charter;
- 2.2.21. to do all such other acts and things whether incidental to the powers aforesaid or not as may be requisite in order to further the objectives of the University as a place of education, and of learning, and of research, and of service to the Community.

3. PROPERTY

- 3.1. The University shall maintain, manage, deal with, dispose of and invest all the property, money, assets, revenues and rights of the University (Annex 9), and shall enter into engagements and shall accept obligations and liabilities in all respects without restriction whatsoever and in the same manner as an individual may manage his own affairs.
- 3.2. The University shall act as trustees or managers for any property, legacy, endowment, bequest or gift for purposes in furtherance of the work and welfare of the University, and shall invest any funds representing the same, if not immediately required on such security as the University may deem fit.

4. ELECTION PROCEDURES

- 4.1. Elected academic officers and elected members of University bodies are elected according to the Law on Private Universities of 2005 and to the Internal Regulations and Guidelines on Election Procedures of the University (Annex 15).

5. COUNCIL

- 5.1. There shall be a Council of the University (in this Charter called "Council"), which shall be the supreme governing body of the University and shall have the custody and use of the Common Seal and shall be responsible for the management and administration of the revenue and property of the University and, subject to the powers of the Senate as provided in this Charter, shall have general control over the conduct of the affairs of the University.

5.2. The Council, according to the Law on Private Universities of 2005 (s. 25.(1)), “is the supreme governing body of the University and is responsible for the management of all affairs pertaining to the University, including the financial affairs, the affairs pertaining to the infrastructure of the University, the supervision and control of the administrative and other personnel, the determination of the number of students to be admitted, the individual administrative matters of students, and approves the hiring of faculty members that is conducted by the Senate.”

5.3. The Council shall consist of the following thirteen members:

5.3.1. Ex-officio Member:

The Rector of the University.

5.3.2. Elected/Appointed Members:

- (1) The President of the Council appointed by European University Cyprus Ltd for a period of five years.
- (2) Three members from outside the university academic community and three members from the non-academic community appointed by the Board of Directors of European University Cyprus Ltd for a period of four years. One of them is designated by European University Cyprus Ltd as Vice President of the Council.
- (3) Two members from outside the University community appointed by the Senate for a period of four years.
- (4) One faculty member elected (by simple majority) by all faculty members from among their own number for a period of three years, according to the Internal Regulations and Guidelines on Election Procedures (Annex 15).
- (5) One member of the non-teaching (administrative) staff elected (by simple majority) by the members of the non-teaching (administrative) staff from among their own number for a period of three years, according to the Internal Regulations and Guidelines on Election Procedures (Annex 15).
- (6) One registered student of the University, nominated by the Student Union Association, who shall be elected (by simple majority) by the members of the Students' Union during the annual meeting of the Students' Union from among their own number for a period of one year.

5.3.3. It is understood that the number of the independent Council members (i.e. independent from the Board of the Founding Organization (European University Cyprus Ltd) shall always be bigger than 50% of the total number of the members of the Council.

5.4. The Council shall, in addition to the powers vested in it by the Law on Private Universities of 2005 (s. 25.(1)), have the following powers and functions:

- 5.4.1. to ratify the election of and to appoint the Rector, the Vice-Rector(s), the Deans of Schools and the Chairpersons of Departments;
- 5.4.2. to ratify the appointment of the Chief Executive Officer/Director, who will be overseeing all administrative matters, execute Council decisions, appoint such Directors, as necessary, and supervise the different departments for the efficient operation of the University. The Council has the power to designate the duties and conditions of appointment of such Directors;
- 5.4.3. to appoint all members of the academic staff (Faculty and Special Teaching Personnel members), with such title, duties, and upon such terms and conditions, as the Council may determine, on the recommendation of the Senate (Annex 6);
- 5.4.4. to appoint all other members of the University staff (officers and employees) as it may deem necessary with such title, duties, salaries and upon such terms, conditions of tenure of posts to which it appoints, as the Council may determine (Annex 10);
- 5.4.5. to approve the Auditor or Auditors;
- 5.4.6. to establish, modify or approve Internal Regulations, always in alignment with the provisions of the University Charter;
- 5.4.7. to authorize, on the recommendation of the Senate, the establishment of academic posts in the University;
- 5.4.8. to suspend or abolish, on the recommendation of the Senate, any academic post, except those created by the Charter and the Law on Private Universities of 2005;
- 5.4.9. to determine an appeal by any student who, has been suspended, excluded or expelled by the Rector or the Senate, and to establish a procedure for hearing such appeals;
- 5.4.10. to determine, on the recommendation of the Senate, the duties and conditions of appointment of the academic staff of the University;
- 5.4.11. to establish, based on the Charter and upon the recommendation of the Senate, the organs of academic administration, to prescribe their constitution and functions, and to modify or revise the same;
- 5.4.12. to review the operation and work of the University and, subject to the powers of the Senate, take such steps for the purpose of advancing the interests of the University, maintaining its efficiency, encouraging teaching, enhancing the pursuit of learning and the prosecution of research therein, and providing for the recreation and well-being of students;
- 5.4.13. to consider, adjudicate on, and if thought fit, to redress any grievances of officers and of the University;

- 5.4.14. to approve all University fees and charges;
- 5.4.15. to approve Fellowships, Scholarships, Studentships, Prizes and other financial aids to study and research;
- 5.4.16. to govern, manage and regulate the finances, accounts, investments, property, business and all affairs whatsoever of the University and for that purpose, to approve Bankers and any other officers or agents whom it may seem expedient to be appointed; provided that before determining any question of finance, which directly affects the educational policy of the University, the Council shall take into consideration any recommendation or reports by the Senate;
- 5.4.17. to sell, buy, exchange, lease and accept leases of real and personal property on behalf of the University;
- 5.4.18. to provide the buildings, premises, furniture and apparatus, and other means needed for carrying on the work of the University;
- 5.4.19. to borrow money, on behalf of the University, and for that purpose, if the Council thinks fit, to mortgage or charge all or any part of the property of the University, and to give such other security as the Council shall think fit;
- 5.4.20. to enter into, vary, carry out or cancel contracts on behalf of the University;
- 5.4.21. to represent the University after consultation with the Senate in all negotiations for obtaining grants for the work of the University;
- 5.4.22. to make provisions for the schemes of insurance, pensions or retirement benefits for all salaried officers and employees of the University or their dependents;
- 5.4.23. to give guarantees to banks, building societies and other institutions whether in pursuance of continuing arrangements or not;
- 5.4.24. to establish such committees with delegated responsibilities and powers for general management, finance, audit and remuneration as are required;
- 5.4.25. to oversee the operation of the Committee on Internal Quality Assurance according to the Law on Private Universities of 2005 (s. 36.(1)) and the provisions of the Law on Quality Assurance and Accreditation of 2015 (s. 13-(1)).;
- 5.4.26. in general, to exercise all such powers as are or may be conferred on the Council by the Charter, including the power to make regulations in the exercise of all the powers expressly set out in this Charter and of all the other powers vested in the Council by the Law on Private Universities of 2005 (s. 25.(1)).

6. SENATE

- 6.1. There shall be a Senate of the University (in this Charter called "Senate") which shall be the supreme academic authority of the University and shall, subject to

the powers of the Council as provided in this Charter, be responsible for the academic work of the University, both in teaching and in research, and for the regulation and superintendence of the education and discipline of the students of the University.

- 6.2. The composition and functions of the Senate, the election of its elected (by simple majority) members, and other matters pertaining to the Senate shall be according to the Senate Bylaws (Annex 11) and the provisions of the Law on Private Universities of 2005 (s. 26-(1) – (2)). The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non-teaching personnel of the University or the admission and academic assessment of individual students. The Chair of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.
- 6.3. The Senate shall, in addition to all other powers vested in it subject to the Law on Private Universities of 2005 (s. 26-(1)), have the following powers:
 - 6.3.1. to regulate and control, all teaching, courses of study and the conditions qualifying for admission to the various titles, Degrees and other distinctions offered by the University;
 - 6.3.2. to regulate the admission of persons to programs of study;
 - 6.3.3. to review from time to time and to make recommendations to the Council concerning the duties and conditions of service of the academic staff;
 - 6.3.4. to recommend to the Council the appointment of Professors, Associate Professors, Assistant Professors, Lecturers, Other/Special Teaching Personnel;
 - 6.3.5. to recommend to the Council the establishment of new academic posts in the University and if it thinks fit to recommend that any vacant post be not filled;
 - 6.3.6. to recommend to the Council the appointment of other persons of the academic staff whose appointment is not provided for elsewhere in this Charter;
 - 6.3.7. to regulate all University examinations;
 - 6.3.8. to prescribe the requirements of the University for matriculation;
 - 6.3.9. to grant Degrees and other academic distinctions to persons who shall have pursued in the University a program of study approved by the Senate and shall have passed the examinations of the University under the conditions laid down in the Internal Regulations;

- 6.3.10. to grant Diplomas or Certificates to persons who have pursued a program of study approved by the Senate under conditions laid down by it;
- 6.3.11. to grant Honorary Degrees, the title of Honorary Professor, Emeritus Professor or other University distinctions;
- 6.3.12. to accept such examinations and periods of study at such Universities and other places of learning as the Senate may approve as equivalent to such examinations and periods of study in the University as the Senate may determine;
- 6.3.13. to accept courses of study in any other institution which in the opinion of the Senate possesses the means of affording the proper instruction for such courses as equivalent to such courses of study in the University as the Senate may determine;
- 6.3.14. to determine what formalities shall attach to the conferment of Degrees and other distinctions;
- 6.3.15. to revoke any Degree or other distinction conferred by the University, and all privileges connected therewith, if the holder has been convicted of a crime for which he has been sentenced to imprisonment and the Senate considers that such crime is one which renders him unfit to be a Member or Graduate of the University;
- 6.3.16. to be responsible for the collections of the University Library;
- 6.3.17. to recommend to the Council the institution of Fellowships, Scholarships, Studentships, Prizes and other aids to study and research;
- 6.3.18. to make recommendations to the Council on any academic matter of interest to the University;
- 6.3.19. to regulate the use of academic dress in the University;
- 6.3.20. to regulate the discipline of the University and to determine in what manner disciplinary powers shall be exercised;
- 6.3.21. generally, to exercise all such powers as are or may be conferred on the Senate including the power to make Regulations in the exercise of the powers hereinbefore expressly set out in this Charter and of all the other powers vested in the Senate by the Law on Private Universities of 2005 (s. 26. (1) - (α) – (ζ)).

7. SCHOOLS

- 7.1. There shall be Schools (in this Charter called “School(s)”), such as the School of Humanities, Social and Education Sciences, the Ioannis Gregoriou School of Business Administration, the School of Sciences, the School of Medicine, the School of Law and other Schools subject to this Charter, and their structure, organization, functions and procedures are laid down in the School Bylaws (Annex 12).

- 7.2. The Dean of School shall be the chief academic and administrative officer of the School (Annex 12, Appendix A), and shall be elected (by simple majority) for a period of three years, according to the provisions of the Law on Private Universities of 2005 (s. 29-(1) – (2)) and to the Internal Regulations and Guidelines on Election Procedures (Annex 15). The Dean of School may serve for a maximum of three terms, of which no more than two can be consecutive.
- 7.3. The Deputy Dean of School has all functions of the Dean of School in his absence or temporary incompetence, and shall be elected (by simple majority) for a period of three years, according to the provisions of the Law on Private Universities of 2005 (s. 29-(1) – (2)) and to the Internal Regulations and Guidelines on Election Procedures (Annex 15). The Deputy Dean of School may serve for a maximum of three terms, of which no more than two can be consecutive.
- 7.4. There shall be a Council of School in each School, the composition and functions of which shall be according to the School Bylaws and the provisions of the Law on Private Universities of 2005 (s. 30-(1) – (4)). The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non - teaching personnel of the School or the admission and academic assessment of individual students. The Chair of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

8. OTHER UNITS

There shall be other Units/Centers, etc. (in this Charter called “Unit(s)”), such as the ‘Distance Education Unit’ (Annex 16); and their structure, organization, functions and procedures will be laid down in the Unit(s) Bylaws.

9. ACADEMIC DEPARTMENTS

- 9.1. There shall be academic departments in each School (in this Charter called “Department(s)”), and their structure, organization, functions and procedures are laid down in the Departments Bylaws (Annex 13).
- 9.2. The Chairperson of Department shall be the chief academic and administrative officer of the Department, and shall be elected (by simple majority) for a period

of two years, according to the provisions of the Departments Bylaws (Annex 13, Appendix A). The Chairperson of Department may serve for a maximum of three terms.

- 9.3. The Vice Chairperson of Department has those functions of the Chairperson of Department delegated to him by the Chairperson of Department, and all functions of the Chairperson of Department in his absence or temporary incompetence, and shall be elected (by simple majority) for a period of two years according to the provisions of the Departments Bylaws. The Vice Chairperson of Department may serve for a maximum of three terms, of which no more than two can be consecutive.
- 9.4. There shall be a Council of Department in each Department, the composition and functions of which shall be according to the Department Bylaws and the provisions of the Law on Private Universities of 2005 (s. 31). The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non-teaching personnel of the Department or the admission and academic assessment of individual students. The Chair of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

10. COMMITTEE ON INTERNAL QUALITY ASSURANCE

- 10.1. There shall be a Committee on Internal Quality Assurance (CIQA) according to the provisions of the Law on Quality Assurance and Accreditation of 2015 (s. 13-(1)).
- 10.2. The Committee on Internal Quality Assurance shall be responsible to the Council for ensuring that the University has a rigorous and responsive quality assurance framework in place.
- 10.3. The composition of the Committee on Internal Quality Assurance shall be as follows:
- (i) the Vice-Rector of Academic Affairs (Chair);
 - (ii) one faculty member from each School of the University*;
 - (iii) up to two members, specialized in Quality Assurance*;
 - (iv) one representative from the Administration*;
 - (v) two registered students of the University (one being from a bachelor and the second from a postgraduate program of study), to be elected (by simple majority) by the members of the

Students' Union from among their own number, for a period of one year.

* Note: These members are appointed by the Senate, following a suggestion of the Rectorate Committee.

10.4. The Committee shall be responsible for:

- 10.4.1. The development and implementation of an effective and efficient quality assurance and enhancement framework;
- 10.4.2. the promotion and implementation of quality related strategic developments within the quality assurance and enhancement framework and in accordance with the University's corporate plan and vision statement;
- 10.4.3. the audit and evaluation of the University's quality assurance procedures and the development of strategies for improvement;
- 10.4.4. monitoring of quality assurance and enhancement mechanisms implemented at Faculty / departmental level including the Faculty annual evaluation;
- 10.4.5. the coordination, monitoring and integration of all academic and professional accreditation activities and external assessment activities;
- 10.4.6. the establishment of effective channels of communication to ensure the dissemination of good practice;
- 10.4.7. the consideration of any matters concerning Quality Assurance referred to the Committee.

11. PRESIDENT OF THE COUNCIL

- 11.1. The President of the Council (in this Charter called "President") is appointed by the Board of Directors of European University Cyprus Ltd. for a period of five years, chairs and convenes the Council, and his functions are as follows:
 - 11.1.1. to safeguard the implementation of the Charter and the Internal Regulations of the University;
 - 11.1.2. to have the legal representation of the University;
 - 11.1.3. to assure the implementation of the decisions of the Council.

12. VICE-PRESIDENT OF THE COUNCIL

- 12.1. The Vice-President of the Council (in this Charter called "Vice-President") is appointed by the Board of Directors of European University Cyprus Ltd. for a period of four years, has those functions of the President delegated to him by the President, and all functions of the President in his absence or temporary incompetence.

13. RECTOR

13.1. The Rector of the University (in this Charter called “Rector”) is the chief academic officer of the University, is elected (by simple majority) for a period of four years, according to the provisions of the Law on Private Universities of 2005 (s. 27-(1)) and to the Internal Regulations and Guidelines on Election Procedures (Annex 15). The Rector may serve for a maximum of two terms and his functions are as follows:

- 13.1.1. to report to the Council via the President;
- 13.1.2. to represent the University on academic matters;
- 13.1.3. to safeguard the implementation of the educational policy of the University, of the decisions of the Senate and of the internal regulations pertaining to academic matters;
- 13.1.4. to chair and convene the Senate;
- 13.1.5. to oversee the accomplishment and the quality of the educational, research and service-to-the-Community functions of the academic and other personnel involved in these areas;
- 13.1.6. to lead and supervise academic officers and personnel of the University;
- 13.1.7. to assure the implementation of the decisions of the Council pertaining to academic matters;
- 13.1.8. to oversee the implementation of internal regulations and policies, and procedures on disciplinary matters pertaining to teaching personnel and students;
- 13.1.9. to advise the President and the Council on all matters relating to the academic functions of the University;
- 13.1.10. to participate in institutional planning and budgeting;
- 13.1.11. to provide leadership and supervision for all educational programs, including:
 - 13.1.11.1. to oversee the Deans of the Schools, Directors of educational units outside Schools, and the Vice-Rector(s);
 - 13.1.11.2. to provide leadership and supervision in implementing all educational programs;
 - 13.1.11.3. to provide leadership and supervision in designing and implementing new educational programs;
 - 13.1.11.4. to provide leadership and supervision in development and implementation of academic policy;
 - 13.1.11.5. to provide leadership and supervision in faculty matters;
 - 13.1.11.6. to provide oversight and judgement on issues of program and faculty quality, development and evaluation;
- 13.1.12. to administer, supervise and provide judgement on faculty recruitment, appointment and promotion processes and decisions;

- 13.1.13. to promote excellence in teaching, research and service to the Community;
- 13.1.14. to oversee Schools' policies, planning and budgeting;
- 13.1.15. to serve as chief liaison officer with accrediting agencies that evaluate educational programs;
- 13.1.16. to provide leadership and supervision in developing and implementing academic exchange programs and academic/educational cooperation agreements with other institutions/bodies.

14. VICE-RECTOR(S)*

- 14.1. The Vice-Rector(s) of the University (in this Charter called "Vice-Rector(s)") is/are elected (by simple majority) according to the provisions of the Law on Private Universities of 2005 (s. 28-(1)) and to the Internal Regulations and Guidelines on Election Procedures (Annex 15) for a period of four years and may serve for a maximum of two terms. The Vice-Rector(s) hold(s) responsibility(ies) and functions of the Rector, as those have been delegated to him/them by the Rector; and all functions and responsibility(ies) of the Rector in his absence or temporary incompetence.

** Note: The final number of Vice Rector(s), as well as their duties will be decided by the Senate, following a suggestion by the Rectorate Committee.*

15. ADMINISTRATION

- 15.1. There shall be appointed a Chief Executive Officer/Director of the E.U.C. European University Cyprus, who shall oversee all administrative matters of the University, shall execute Council decisions and shall supervise the different Administrative departments, for the efficient operation of the University.
- 15.2. There shall be appointed Officers/Directors, as needed, who will supervise the different Administrative departments, for the efficient operation of the University.
- 15.3. The Council shall designate, to the appointed Officers/Directors, the title, duties, terms and conditions of appointment, as the Council may determine.

16. OTHER GENERAL PROVISIONS

- 16.1. The University shall maintain a Registry of Matriculated Students (Annex 14) according to the provisions of the Law on Private Universities of 2005 (s. 38-(3) and s. 42-(1) – (2)).

- 16.2. Subject to the provisions of this Charter and the Law on Private Universities of 2005 (s. 45-(1) – (3)), the Council and the Senate respectively shall make such Internal Regulations as they consider necessary or desirable for the purpose of carrying out the mission and objectives of the University.
- 16.3. There shall be no discrimination on the grounds of any person's origin, belief, gender or disability such as to prevent him or her being admitted as a faculty member, special teaching personnel, employee or student of the University or to hold office therein or to graduate thereat or to hold any advantage or privilege thereof.
- 16.4. All Faculty members shall have full freedom of expression in teaching their academic subject areas, subject only to the normal constraints of professional ethics and professional courtesy. In all areas of professional conduct, they shall have full freedom to conduct research, subject to the condition that such activities do not interfere with other contractual obligations. When Faculty members shall exercise their civil rights to expression in any public forum, they shall be careful to indicate accurately whether and to what extent they actually represent and are authorized to represent the University in their opinions.
- 16.5. The Council may at any time revoke, amend or add to this Charter, and such revocation, amendment or addition shall, subject to the Law on Private Universities of 2005 (s. 43), become effectual so that this Charter shall thenceforward continue and operate as so revoked, amended or added to in manner aforesaid.
- 16.6. Any provision that is not provided or foreseen by the University Charter will be decided by the 'University Council'.

ON BEHALF OF THE COUNCIL:

1. Dr. Christoforos Hadjikyprianou, President -----
2. Dr. Emmanouil Benteniotis, Vice-President -----

CHARTER: ANNEX 1

PURPOSE, MISSION AND OBJECTIVES

1. PURPOSE AND OBJECTIVES ACCORDING TO LAW

1.1. The University shall have all purposes and objectives listed in the Law on Private Universities of 2005 (s. 3-(1) – (2)), as follows:

- 1.1.1. the advancement of Science, Knowledge, Learning and Education, through teaching and research for the benefit of society in general;
- 1.1.2. the cultivation, dissemination, application and interdisciplinary exchange of knowledge; and
- 1.1.3. the provision of high quality undergraduate and/or postgraduate education, which should have international recognition.

1.2. The above purposes of the University will be achieved by:

- 1.2.1. the establishment of an autonomous administrative and academic entity, which will ensure the free and democratic functioning of academic procedures;
- 1.2.2. the provision to the responsible state authorities and to all constituencies involved with academic education of responsible accountability concerning the contribution of the University;
- 1.2.3. the award of undergraduate and postgraduate degrees in a wide spectrum of studies;
- 1.2.4. the award of undergraduate and postgraduate degrees/certificates, in special and rare cases, post-mortem, following the approval of the Senate;
- 1.2.5. the provision of means and potentials for education of university level to persons that have the required credentials;

- 1.2.6. the advancement of knowledge and its practical applications, through teaching, research and other means of high quality;
- 1.2.7. the encouragement of study and of research, and to this end the provision of the necessary facilities;
- 1.2.8. the provision of educational training programs, as well as continuous education programs;
- 1.2.9. the linkage of education with the society and the economy/industry;
- 1.2.10. the active contribution in satisfying the general needs of the broader society;
- 1.2.11. the international presence and the promotion of the character of the University, and its evolution into an educational center of attraction for other countries;
- 1.2.12. the cooperation with research and academic centers for the promotion of European cooperation and understanding through education;
- 1.2.13. the provision of consultancy services to entities outside the University; and
- 1.2.14. the safeguarding of academic freedom and the free academic pursue.

2. DETAILED PURPOSE, MISSION AND OBJECTIVES

Based on the above purposes and objectives listed in the Law on Private Universities of 2005 (s. 3-(1) – (2)), the detailed purpose, mission and objectives of the University are as follows:

2.1. General purpose

The purpose, mission and objectives of the University are to advance learning and promote knowledge through teaching and research; to enable students to obtain the advantages of University education, and to provide relevant service to the Community. The University has a strong commitment to higher education in general, excellence in Teaching, Research and Service to the Community in particular.

2.2. Educational Purpose

The educational purpose of the University is to create an academic and social environment, in which students are challenged, guided and supported, to develop and achieve their personal and professional goals. Students are challenged to develop as independent, effective, active, rational and creative thinkers and citizens, who appreciate and respect social, moral and ethical values. An integrated general education curriculum and strong academic and career concentrations characterize the academic programs of the University. Graduate programs offer the students the opportunity to extend and deepen knowledge of specialized disciplines and secure additional training for greater occupational competency.

2.3. Research Purpose

The University views research as an important function, which stems from the awareness of a responsibility to contribute to the expansion of knowledge and understanding. It, therefore, encourages, promotes and supports research and scholarship among the faculty and the students, and also supports.

2.4. Service to the Community Purpose

The University understands its special role as an intellectual and social resource. In this role, the University through its faculty, students, facilities, and services, assumes major responsibility for the enrichment of the quality of the society and the economic development of the country.

2.5. Student Body Purpose

The University has an admission policy that mainly serves the academically capable and promising Cypriots, as well as qualified international students, without regard to ethnic background, religion, sex, age or possible disability.

3. Mission

3.1 Mission I: Related to the General Purpose

Goal: The University shall carry out its mission, and shall accomplish its academic goals by providing the students with the necessary basic requirements for academic and career advancement, such as academic programs, remedial and support services, and guidance.

Objectives:

- To develop, monitor and improve academic programs with the involvement of the faculty and the appropriate administration of the University, so as to ensure continued academic quality and relevance to changing conditions.

- To provide the necessary academic, administrative and financial support for its academic programs.
- To recruit and retain faculty, administration and staff who are well qualified and dedicated to the mission and goals of the University.
- To encourage, promote and support the professional development and growth of the faculty, administration and staff.
- To promote and support the involvement of faculty and other appropriate personnel in research and service to the community.
- To maintain and improve the necessary educational facilities and support services.
- To make available all necessary academic, administrative and financial support for the continuous development and growth of the library collections, facilities and services.
- To develop a commitment to learning as a life-long pursuit, and to utilize advancements in technology to facilitate life-long learning.
- To provide and support scholarly publications.

3.2. Mission II: Related to the Educational Purpose

Goal: The University shall provide the students with all necessary services and support to achieve the envisioned levels of creativity, effectiveness, rationality, leadership, skill building, social responsibility, cooperation, and self-awareness.

Objectives:

- To provide opportunities and resources for the social, intellectual, cultural and physical development of students.
- To provide clubs that satisfy the diverse needs and interests of students, with all necessary support and guidance.
- To provide an athletic program with a variety of intercollegiate, intramural and recreational sports.
- To provide for a student committee, which shall represent students in all appropriate University processes and functions.
- To provide and support a student newspaper and other publications.
- To provide services, such as personal counselling, employment and career counselling, and medical care.

3.3. Mission III: Related to the Educational Purpose

Goal: The University shall offer educational programs at both undergraduate and postgraduate levels that allow students to integrate the basic modes of human thought, expression and awareness, the appropriate research methodology, and to acquire the necessary knowledge in specialized disciplines for career preparation.

Objectives:

- To provide education leading to an academic degree, such as a Doctor of Philosophy (Ph.D.), a Doctor of Arts (D.A.), a Doctor of Business Administration (D.B.A.), a Doctor of Education (Ed.D.), a Master of Arts (M.A.), a Master of Education (M.Ed.), a Master of Science (M.Sc.), a Master of Business Administration (M.B.A.), a Master of Public Administration (M.P.A.), a Bachelor of Arts (B.A.), a Bachelor of Education (B.Ed.), a Bachelor of Science (B.Sc.), and a Bachelor of Business Administration (B.B.A.).
- To structure a curriculum that enables students and faculty to communicate in mutual trust, sharing in the same struggle and search for truth.
- To provide educational experiences that build breadth of perspective and provide sufficient specialization to meet basic professional and career requirements at the appropriate level of the degree sought.
- To provide the students with opportunities to locate, analyse, synthesize and effectively utilize information.
- To offer programs in a variety of fields: Arts, Education, Sciences, Engineering, Public and Business Administration, Health, Medicine, Law, etc..
- To provide the students with knowledge of the world in a historical, cultural and intellectual perspective.
- To provide knowledge associated with humanities, social and behavioural sciences, education sciences, arts, health sciences, sciences, law and business.
- To make students proficient in the English and other language(s), as to be decided.
- To assign teaching in the graduate programs to highly qualified and experienced faculty.
- To provide all necessary research infrastructure and support to faculty and graduate students.
- To produce graduates who have the education and ability to assume leadership roles and responsibilities as key persons in organizations.
- To introduce/elucidate students to relevant theories, methods and skills.
- To evaluate existing and proposed programs of study with the involvement of the faculty, the Senate, and the appropriate administration.

3.4. Mission IV: Related to the Research Purpose

Goal: The University shall recruit, prepare, develop and maintain faculty who are qualified for and committed to excellence in teaching, research and scholarship, which shall be supported in every possible way.

Objectives:

- To recruit qualified faculty with demonstrated potential for good teaching, research and scholarship.
- To maintain and promote a faculty development plan, with research and scholarship being integral components.
- To reward excellence in teaching, research and scholarship.
- To offer the faculty internal opportunities for research and scholarship, and guide them towards external opportunities for grants, research projects, publications, etc.
- To encourage faculty to give emphasis on research related to the disciplines they teach for the benefit of their teaching effectiveness and performance.
- To encourage and support faculty participation and presentation of papers in local and/or international conferences.
- To encourage and support faculty membership in national and international academic/professional organizations in their field of specialization.
- To encourage students, especially those at graduate level, to undertake and produce research projects of high quality.
- To support and promote, both internally and externally, research centres and units.

3.5. Mission V: Related to the Service to Community Purpose

Goal: The University shall play a leading role in the intellectual, cultural, social and economic life of the country.

Objectives:

- To perform a variety of educational, cultural, social and scientific activities for the benefit of the society, both on-campus and off-campus.
- To promote research among faculty and students, which aims at the practical solution of problems encountered by the community.
- To organize events and activities for charity purposes.
- To provide facilities and services to selected community organizations and activities.
- To provide library services to the community and to promote cooperation with educational, scientific, professional and other organizations.

3.6. Mission VI: Related to the Student Body Purpose

Goal: The University shall develop and implement admission policies, procedures and decision-making, which are appropriate and conducive to its mission.

Objectives:

- To admit students who convince the University that they are capable of meeting its academic standards.

- To continue a recruitment and financial aid policy that provides optimum access to the University for qualified persons of all socio-economic levels.
- To evaluate periodically the admission policy in order to strengthen academic qualities and standards, and improve student retention.

CHARTER: ANNEX 2

INTERNAL REGULATIONS ON STUDENTS' ADMISSION, EVALUATION, ADVANCEMENT AND GRADUATION

1. GENERAL ADMISSION REQUIREMENTS

All applicants must have completed a secondary (high) school education or twelve years of schooling to be considered for admission to undergraduate study, or hold a Bachelor's degree for post-graduate study.

EUC recognizes a strong academic performance at high school level as the primary determinant for undergraduate university level success. When making an admissions decision, the University is interested in applicants with a solid high school record, evidence of extra-curricular involvement, a high level of commitment and potential for personal growth.

Applications for admission to EUC, together with the applicant's credentials, are examined and evaluated by the Office of Admissions, which makes the final decision for the application.

Any person who intends to register for a program/course at EUC must first be admitted to the University. Application forms and the most current information about admission requirements can be obtained from the Office of Admissions

Applicants must first be admitted to EUC to be considered for financial aid, scholarship, assistantship, or on-campus housing.

2. ADMISSION CLASSIFICATIONS

Applications and students of EUC are classified into two categories:

2.1. Matriculated Students

A matriculated student is one who has demonstrated competence for collegiate study and who has been accepted as a degree candidate for any of the degrees offered by the University. Only students who have earned a secondary school

diploma and are meeting the requirements outlined earlier, may be considered for a degree program.

2.2. Non-Matriculated Students

Applicants who satisfy the admission criteria may be considered for admission as non-matriculated students on an individual basis. Non-matriculated students shall be students enrolled for short-term studies, not taking courses towards a degree.

3. ADMISSION PROCEDURE AND CRITERIA

3.1. Undergraduate Study

The University bases its decision for admission to undergraduate study on the following factors:

(a) **A completed application form**

The application form may be obtained either in person from the Office of Admissions or by writing to the Director of Admissions.

(b) **Official or certified transcripts of secondary (high) school records**

Applicants must submit an official transcript or a certified copy of their secondary school record together with the application. For candidates applying for admission with advanced standing, an official transcript of their previous college/university record is required.

(c) (i) **Evidence of knowledge of English**

English is the language of instruction of most programs of study at EUC. Applicants whose native language is not English will have to take the EUC English Placement Test (EPT). Applicants who have passed either the TOEFL examination with a minimum score of 550, English G.C.S.E. (or G.C.E.), 'O' level with Grade 'C' or above or IELTS with a score of 6.5 and above are exempt from the English Placement Test.

(ii) **Evidence of Greek language proficiency**

In situations where, a) the language of instruction in the programme is Greek and/or b) the graduates are expected to teach in Greek-speaking schools, any of the following credentials is accepted as a testimonial of Greek language proficiency:

1. School-leaving certificate (Απολυτήριο) of a recognized six-year secondary education school in Greece or in Cyprus, provided the principal language of instruction is Greek;
2. C (or higher) at a Modern Greek GCE/A-level;

3. certificate of success at the Ministry of Education and Culture examination for Greek language proficiency

(d) **Visa Requirements (For International Students Only)**

In addition to the admission criteria, International students will have to satisfy the following visa requirements:

- (i) **Original Bank Letter of Financial Support.** International students must submit an official bank letter of financial support indicating that their sponsor has the ability to finance their studies at EUC.
- (ii) **Original Letter of Good Conduct from Local Authorities.** International students must submit an official letter of good conduct from local police authorities or local government from their country of residence.
- (iii) **Migration Certificate**
Students and their sponsor must sign and submit the Migration Certificate, copy of which is included in the University application material.
- (iv) **Attested copy of Valid Passport.**
Students who originate from Central and South Africa must also submit health certificates for the Aids virus, hepatitis 'B' and syphilis.

An International student who has been accepted at EUC will need an entry visa to Cyprus. The University will handle all required paperwork for the issuance of a student visa provided the items listed above reach the Office of Admissions on time; otherwise, the University cannot guarantee the issuance of a student visa, and therefore, entry into Cyprus.

A Permanent Student Visa will be issued after students arrive at EUC and complete all necessary admission, registration and payment requirements. According to the Immigration Regulations of Cyprus, holders of a student visa are not allowed to work.

3.2. Post-Graduate Study

The post-graduate minimum admission requirements are as follows:

- i. **A recognized Bachelor's degree or its equivalent.**
- ii. **Proficiency in English.** Applicants must submit proof of English proficiency. This must consist of at least one of the following:
 - a) Proof that undergraduate instruction and coursework has been done in English
 - b) The Test of English as a Foreign Language (TOEFL) examination with a minimum score of 550 (paper-based total) or 213 (Computer based total).

- c) IELTS with a score of 6.5 or English GCSE (GCE) O' Level with "C" or above.

In cases that the above English language requirements cannot be met for practical reasons, a student shall take the English Placement Test of the University. The minimum level for the student to be admitted to a post-graduate program is ENG102-Advanced English.

4. ADDITIONAL ADMISSION CRITERIA

In certain programs/disciplines (e.g. 'Music', 'Music Education', 'Graphic Design', 'Health Sciences', 'Medicine', etc.), additional special criteria to the above general criteria may apply.

5. TRANSFER STUDENTS FOR UNDERGRADUATE STUDY

Students who have started their higher education elsewhere and wish to apply for admission to EUC as transfer students must submit the following items to the Office of Admissions:

- (a) A completed application form together with a non-refundable fee.
- (b) Official transcripts of all academic records from each institution previously attended, including high-school, college or university.
- (c) Official course descriptions or syllabi in English for all work completed at the college or university previously attended.

An official transfer credit evaluation will only be made if all of the above items have been submitted to the Office of Admission.

5.1. Transfer Credit Evaluation Policy

After having completed all procedures required for transfer admission, applicants for admission with advanced standing will be given a statement of credits accepted on transfer by the Office of Admissions before they enroll. Credits for courses which have an equivalency at European University Cyprus are accepted when earned with a passing grade in the institution of higher education that offered the specific course(s).

Transfer credit is evaluated and applied in one of the following ways at European University Cyprus:

- 1) AS PARALLEL CREDIT. The course must involve at least the same amount of class time and have approximately the same content as the European University Cyprus equivalent; or
- 2) AS AN ELECTIVE. The course must be related in some manner to the student's academic program and career goal. Also, in some cases credit which is deemed as liberal arts is normally accepted if such credit was earned in courses not specifically offered at European University Cyprus.

Candidates who have successfully completed subjects from the I.G.C.S.E. (or G.C.E.) 'A' level may be awarded transfer credits depending on their field of study. In such cases, the number of transfer credits awarded can not exceed 12-13 credits for those pursuing for a bachelor's degree. After having completed the procedure required for transfer admission, applicants will be given a statement of credits accepted on transfer by the Office of Admissions before they enroll. Transfer credits are not included in the calculation of the student's GPA.

Students applying for transfer credit must file a 'Transfer Credit Evaluation Form' at the Office of Admissions together with a non-refundable fee.

Students applying for transfer credit must file a 'Transfer Credit Evaluation Form' at the Office of Admission together with a non-refundable fee.

After having completed the procedures required for transfer admission, applicants will be given a statement of credits accepted on transfer by the Office of Admissions before they enrol. Transfer credits are not included in the calculation of the student's GPA.

6. TRANSFER STUDENTS FOR POST-GRADUATE STUDY

Transfer credit may be given for post-graduate courses, which have an equivalency at EUC, when earned in an accredited higher education institution or program with graduate admission standards acceptable to EUC, subject to the following conditions:

- a) the courses were at the post-graduate level;
- b) the grade is B or higher

The maximum number of transfer credits cannot exceed 9 for a Master's degree, and 18 for a Doctoral degree. Students applying for transfer credit must file a 'Transfer Credit Evaluation Form' at the Office of Admission together with a non-refundable fee.

After having completed procedures required for transfer admission, applicants will be given a statement of credits accepted on transfer by the Office of Admissions before they enroll. Transfer credits are not included in the calculation of the student's GPA.

7. READMISSION POLICY

Admission credentials are retained on students for four years after their last enrolment at EUC. A student who last attended EUC within two years and has not attended another school can file a reactivation form for readmission.

Any student seeking readmission who has attended another post-secondary institution during the time spent away from EUC must reapply (see application procedure) and submit that institution's credentials to the Office of Admissions. Students must submit official transcripts for any College work attempted since leaving EUC to the Office of Admissions. Credits will be evaluated according to the transfer credit policy described in the University Bulletin.

If no recent transfer work has been taken, the academic status for which the student was last enrolled will be the same at the time of readmission. Students must have a new declaration of major to establish the program of study. The application fee is not required for returning applicants. Students, who were in good academic standing at EUC and at any subsequent institutions, will normally be readmitted.

Students who have been academically suspended or dismissed from EUC must wait for the expiration of their penalty before being eligible for re-admission to EUC. Students who have been dismissed from any school must wait for at least one calendar year after such action was taken before being eligible to apply for enrolment at EUC. Students suspended or dismissed from school for reason other than academics, may apply for admission but must be interviewed and recommended for enrolment by the Director of Admissions. Students who have pursued academic work during suspension (dismissal period) and are in good standing may qualify for transfer credits.

8. CLASSIFICATION OF UNDERGRADUATE STUDENTS

Student classification as freshman, sophomore, junior or senior depends upon the number of semester hours of credit successfully completed. The semester hours of credit for each classification are:

0-30 (0-60 ECTS)	Freshman
31-60 (61-120 ECTS)	Sophomore
61-90 (121-180 ECTS)	Junior
91 or more (181 ECTS or more)	Senior

On the basis of semester hour load, a student is classified as part-time or full-time during the academic year.

9. CLASS ATTENDANCE

It is expected that students will attend all class sessions scheduled for the courses for which they have registered. Rules for absenteeism are established and administered individually by instructors. In general, absences from class and/or laboratories will affect the final grade. In cases of personal or medical emergency, a student has to receive permission for absence from classes from his/her instructor, or if this is not possible, to inform the instructor and bring relevant medical certification. In any case, students are responsible for making up missed course work.

10. UNDERGRADUATE GRADING SYSTEM

At the end of each semester and summer session, final grades are posted in the student's portal and are recorded on their permanent academic record in the Office of the Registrar. The Undergraduate grading system used by EUC is as follows:

Letter Grade	Grade Meaning	Grade Points	Percentage Grade
A	Excellent	4.0	90 and above
B+	Very Good	3.5	85-89
B	Good	3.0	80-84
C+	Above Average	2.5	75-79
C	Average	2.0	70-74
D+	Below Average	1.5	65-69
D	Poor	1.0	60-64
F	Failure	0	
I	Incomplete	0	
W	Withdrawal	0	
P	Pass	0	
AU	Audit	0	

- (a) The grade "I" is awarded to a student who has maintained satisfactory performance in a course but was unable to complete a major portion of course work (e.g. term paper or final exam) and the reasons given are acceptable to the instructor. It is the responsibility of the student to bring pertinent information to the instructor to justify the reasons for the missing work and to reach an agreement on the means by which the remaining course requirements will be satisfied. A student is responsible, after consulting with the instructor, for fulfilling the remaining course

requirements within the first four weeks of the following semester for which an "I" was awarded. In very special cases the instructor may extend the existing incomplete grade to the next semester. Failure of the student to complete work within this specific time-limit will result in an "F" which will be recorded as the final grade.

- (b) The grade "PE" indicates a passing grade for a course taken by a student attending the Erasmus Exchange Program. The grade will not be computed into a student's cumulative grade point average.
- (c) The Grade Pending "GP" indicates that a grade has not been submitted to the Office of the Registrar by an Instructor by the grading deadline.
- (d) The grade "W" indicates withdrawal from the course before the specified time as explained in the withdrawal policy.
- (e) Grades of "P" will not be computed into a student's cumulative grade point average but will count towards graduation credits.
- (f) Grades of "F" will be computed into the student's cumulative grade point average.
- (g) Students enrolling for an Audit must designate their intent to enrol on an Audit basis at the time of registration. Students registering for a course on an Audit basis receive no credit
- (h) Grades for courses taken at another college or university do not enter into the computation of the cumulative grade point average.

11. POST-GRADUATE GRADING SYSTEM

At the end of each semester and summer session, final grades are mailed posted in the student's portal and are recorded on their permanent academic record in the Office of the Registrar. The Post-Graduate grading system is as follows:

Letter Grade	Grade Meaning	Grade Points	Percentage Grade
A	Excellent	4.0	90 and above
B+	Very Good	3.5	85-89
B	Good	3.0	80-84
C+	Above Average	2.5	75-79
C	Average	2.0	70-74
F	Failure	0	
I	Incomplete	0	
W	Withdrawal	0	
AU	Audit	0	

- (a) The grade "I" is awarded to a student who has maintained satisfactory performance in a course but was unable to complete a major portion of course

work (e.g. term paper or final exam) and the reasons given are acceptable to the instructor. It is the responsibility of the student to bring pertinent information to the instructor to justify the reasons for the missing work and to reach an agreement on the means by which the remaining course requirements will be satisfied. A student is responsible, after consulting with the instructor, for fulfilling the remaining course requirements within the first four weeks of the following semester for which an "I" was awarded. In very special cases the instructor may extend the existing incomplete grade to the next semester. Failure of the student to complete work within this specific time-limit will result in an "F" which will be recorded as the final grade.

- (b) The grade "PE" indicates a passing grade for a course taken by a student attending the Erasmus Exchange Program. The grade will not be computed into a student's cumulative grade point average.
- (c) The Grade Pending "GP" indicates that a grade has not been submitted to the Office of the Registrar by an Instructor by the grading deadline.
- (d) The grade "W" indicates withdrawal from the course before the specified time as explained in the withdrawal policy.
- (e) Grades of "F" will be computed into the student's cumulative grade point average.
- (f) Grades for courses taken at another college or university do not enter into the computation of the cumulative grade point average.

12. Averaging Grades

A Grade Point Average (G.P.A.) is determined for each student at the end of each semester. The Grade Point Average (G.P.A.) is computed by multiplying the number of credit hours of each course by the grade points equivalent to the letter grade received, and then adding them. The sum total is then divided by the total number of credit hours for which the student has received a grade. Grades reported as "I", "W", "P", "AU", "PE" or "GP" are not computed in the average.

13. COURSES ON A PASS/FAIL BASIS

Undergraduate students in good academic standing may choose up to 12 semester hours of credit towards a degree to be graded on a pass-fail basis. A student may be allowed to take a maximum of two courses on pass/fail basis per academic year. Courses in a student's major and those considered as correlated to his major, cannot be taken as pass/fail. Only a grade of "F" will be computed into the G.P.A. Students must notify the Office of the Registrar of their intention to take a pass/fail course within the first ten weeks of a Fall or Spring semester, or the first two weeks of a summer session.

14. WITHDRAWAL FROM COURSES

Students receive no credit for courses they choose to withdraw from. All withdrawals are subject to the tuition refund policy cited in the University Bulletin.

a. **Withdrawal initiated by student**

A student has the responsibility to officially withdraw from a course that he or she does not intend to complete. A student must complete the official "withdrawal form" and submit it to the Office of the Registrar.

Students who withdraw from a course before the dates listed below will receive a grade of 'W' that will not affect the student's G.P.A.

Fall and Spring Semesters:	End of tenth week of classes
Summer Session:	End of third week of classes

Students who do not file for withdrawal with the Office of the Registrar within this time continue to be registered for the course(s) and if they have not completed the requirements of the course(s), will be assigned an 'F' as a final grade.

b. **Withdrawal initiated by the instructor**

An instructor may request withdrawal of a student from a course because of non-attendance and/or inappropriate registration (the student not meeting the necessary course prerequisites). The instructor must inform the Office of the Registrar for such withdrawal.

Withdrawal initiated by the instructor can be done before the tenth week of classes for Fall and Spring Semesters and before the third week of classes for Summer Session.

15. CANCELLATION OF COURSES

The University may cancel courses before the first day of class due to insufficient enrolment.

16. WITHDRAWAL FROM THE UNIVERSITY

Students wishing to withdraw from the University must file a "Withdrawal Form" at the Office of the Registrar. It is the student's obligation to complete this final procedure. Failure to do so leaves the student liable for all of the current semester's tuition and fees and will result in grades of "F" being assigned automatically to the student's courses.

17. REPETITION OF WORK

If a student repeats a course, the new grade will be included in the student's cumulative grade point average. The grade previously earned will not be included in the student's overall grade point average, although it will be listed on the student's permanent academic record and transcript.

18. CHANGE OF GRADE

Once grades have been submitted to the Office of the Registrar no changes are allowed, unless an instructor completes a "Grade Change" form, in which he/she explains that a legitimate error has been made in the calculation of a student's grade.

19. APPEALS PROCEDURE

In the case where a student believes that the grade received is different from what was expected, he/she must exhaust all possibilities of resolving the problem with the pertinent instructor first. If this does not lead to a resolution, the student may appeal against the grade by filing a petition with the Office of the Registrar.

The Registrar will forward a copy of the petition to the pertinent Chairperson of Department, who will first ascertain that no error was made by the instructor, and if so will assign an anonymous re-evaluation of the final examination/project to another instructor. In the case of major discrepancy between the instructor's evaluation and the re-evaluation that will require change of grade, the average of the two evaluations will be assigned as the final grade to the final examination/project. Changes of grades resulting from an appeal require the endorsement of the Dean of School.

For a petition to be reviewed, a student must appeal within four (4) weeks from the date the results are announced.

20. PROBATION

Any student, whose cumulative G.P.A. falls below "C" or its equivalent (2.0 G.P.A.) is placed on probation. A student who remains on probationary status for two consecutive semesters faces possible dismissal from the University.

21. GRADUATION

21.1. Criteria for graduation of undergraduate students

In order to qualify for graduation an undergraduate student must fulfil the following:

- a. Complete the degree requirements in the major program as specified in the Bulletin.
- b. Complete at least the last two years or 60 credits or 120 ECTS in residence at EUC, unless the Law provides otherwise.
- c. Maintain a cumulative G.P.A. of at least 2.00 for all credits taken at EUC.
- d. Settle all financial obligations to the University before certification for graduation is granted.

21.2. Criteria for graduation of post-graduate and doctoral students

In order to qualify for graduation a post-graduate student must fulfil the following:

- a. Complete the degree requirements in the major program as specified in the Bulletin.
- b. Complete at least two semesters (Fall and Spring semester) and acquire 21 Credits-60 ECTS, for the eighteen (18) months postgraduate programs of study); whereas complete three semesters and complete 30 Credits-90 ECTS, for the two (2) year postgraduate programs of study, in residence at EUC, unless the Law provides otherwise. In the case of the Post-Doctoral (Ph.D) programs of study, a student is required to successfully complete all required courses and have a minimum of three (3) years length of study, unless the Law provides otherwise.
- c. Maintain a cumulative G.P.A. of at least 2.50 for all credits taken at EUC.
- d. Settle all financial obligations to the University before certification for graduation is granted.

21.3. Application for Graduation

Students who meet all graduation requirements listed above must file an application for graduation with the Office of the Registrar. Application forms are available at the Office of the Registrar. A graduation fee is due at the time of application. The University will not be responsible for the graduation of any student who fails to submit the application for graduation.

21.4. Graduation Audits

Evaluation of courses for graduating students is done two weeks after the final exams. After the semester's grades have been processed, the Office of the Registrar will check the student's academic records to ensure that the student qualifies for graduation. Students who face problems fulfilling course requirements towards their degree must consult the Office of the Registrar.

21.5. Procedure for the Issuance of a Degree

Degrees are granted in March, July and September of each year. The Office of the Registrar will proceed to issue a degree when a student meets all graduation requirements. The Rector, the Dean of the pertinent School and the Registrar sign the degree.

21.6. Graduation Honours

Bachelor degree students are identified for high academic achievement as follows:

SUMMA CUM LAUDE: Final G.P.A. of 3.85-4.00

MAGNA CUM LAUDE: Final G.P.A. of 3.65-3.84

CUM LAUDE: Final G.P.A. of 3.50-3.64

To be eligible for honours, students must complete at least 60 credits/120 ECTS at EUC. Only EUC credits are considered in determining eligibility for such honours.

21.7. Duration of Studies

21.7.1. The normal duration of studies at the Bachelor's Level is four (4) to six (6) years and the maximum duration of studies is eight (8) to twelve (12) years, from the initial registration date.

21.7.2. The normal duration of studies at the Master's Level is eighteen months (18) to two (2) years and the maximum duration of studies is thirty-six months (36) to four (4) years, from the initial registration date.

In extraordinary and fully justified cases, exception to the above may be decided by the Senate.

21.8. Change of Break between Fall and Spring Semesters

The duration of the break between the Fall and Spring Semesters is two weeks. There is no break between the Spring and Summer Semesters.

APPENDIX A

INTERNAL REGULATIONS ON EXAMINATIONS

The Examination Regulations comply with the University's Policy on Academic Ethics

- Students must be seated in the Exam Room at least 5 minutes before the start of the examination;
- Students will not normally be permitted to enter the exam room after the first 30 minutes of the examination have elapsed. No student may leave the examination room during the first 30 minutes of the examination; it is recommended that at all times during examinations, more than one student remain in the exam room with the faculty member;
- Students are required to carry their University identification card for presentation on request;
- Strict silence must be observed at all times in the examination room;
- Students must not communicate with each other during the examination;
- Personal belongings, such as briefcases, bags, books, notes, etc., must be placed in a designated area identified by the instructor; in case of open book or other methods of examination, it is at the discretion of the faculty member;
- Students are not allowed to bring mobile/electronic devices into the examination rooms; in case they do bring them in, they are requested to switch them off and place them with their belongings in the designated area;
- Students found copying, communicating with another student, or using any unauthorized materials may be expelled from the room;
- Students must ensure they have no written material on them, as this will be assumed to be in breach of examination regulations and treated as such, whether relevant to that particular examination content or not;

- Should any student have to leave the examination room for personal reasons they must be accompanied;
- Any student who leaves the room unattended will not be allowed to return to the room;
- In the event of illness, should students feel unable to continue with the examination, they should remain seated and raise their hand to attract the attention of the instructor;
- In the case of illness, certified evidence must be provided within 2 days of that examination being held. All original medical certificates must be submitted to the relevant School Administration Office;
- Failure to attend an examination without reasonable cause may result in the award of no marks for that examination. It is the responsibility of the student to be aware of the details of the examination timetable;
- Students with Special Needs will receive the necessary considerations as advised by the University's Committee for students with Special Needs;
- Each student is responsible to sign the student signature list before leaving the examination room.

APPENDIX B

INTERNAL REGULATIONS ON POSTING FINAL EXAMINATION GRADES

The final examination grades will be posted on the same day that the final grades will be posted by the Registrar. They will be posted by the instructors on the Faculty office doors and will be kept there for two weeks. The Registrar will provide two printouts of the grade rosters to all faculty members, so that the second one will be used for posting the final examination grades. Faculty members should state clearly only the achieved by the student's points, out of the total maximum points of the final exam as stated on course outlines/syllabi. (For example, if the total number of points allocated to the final exam according to the course outlines/syllabi is 50, and the student achieved 40 out of these 50 points, the posted final exam grade will be 40 (which corresponds to 40% of the total overall grade for the course)).

Instructors announce this policy to students of each class at the beginning of each final examination.

APPENDIX C

REGULATIONS OF EUROPEAN UNIVERSITY CYPRUS ON DOCTORAL STUDIES (Ph.D.)

Introduction

These regulations apply to academic programs at doctoral level that lead to the Doctor of Philosophy degree (Ph.D.) or Doctor of Business Administration (D.B.A.) or as the Senate determines, at European University Cyprus (EUC). The regulations stipulate the rules for admission, doctoral work, and submission of the Thesis/Dissertation and completion of the Ph.D./D.B.A. degree at EUC.

1. Objective of a Program leading to a Doctorate Degree

The objective of a program leading to a Doctorate Degree (from now on “Program”) is to train candidates to be independent scholars and researchers, who can work at a local and an international level. To this end, the “Program” must meet the requirements for research, development, supervision and dissemination within universities, other institutions and organizations.

2. Programs leading to a Doctorate Degree

- 2.1** A “Program” leading to a Doctorate Degree is offered and administered by a School¹ of the University.
- 2.2.** The Senate approves the “Program” (along with its curriculum and syllabi) submitted by the School which will have the responsibility for the administration of the program.
- 2.3** All programs leading to Doctorate Degrees are to be listed in the Bulletin of the ‘University’.

¹ *‘That can apply to the current structure of the University or to a University Graduate School’.*

3. Content and Organization of a “Program”

A “Program” comprises coursework, examinations and active research work under supervision.

The program leading to a Doctorate Degree includes:

- i. Specified coursework/courses (30 ECTS)
- ii. Comprehensive Qualifying Examination (10 ECTS)
- iii. Preparation and submission of a Thesis/Dissertation proposal (10 ECTS)
- iv. Completion of an independent piece of research (Ph.D./D.B.A. project) according to the approved Ph.D./D.B.A. plan, under the supervision of the designated faculty (85 ECTS)
- v. The writing of a Ph.D./D.B.A. Thesis/Dissertation, based on the Ph.D./D.B.A. project, submission and public presentation and defense of it (45 ECTS).

In the case of Professional Doctorates, the Comprehensive Qualifying Examination shall be removed and the 10 ECTS allocated, will be added to iii Preparation and Submission of a Thesis/Dissertation proposal.

4. Admission Procedures

4.1 Applicant’s Qualifications

- 4.1.1 The applicant to the “Program”, must have a Master’s degree in the area relevant to the “Program”, that s/he is applying for, or its equivalent, that is approved by the School as the basis for admission to the program.
- 4.1.2 The applicant must have a strong academic record and have a weighted average grade in the Master’s (or equivalent education) of B or higher, in accordance with EUC’s grading system.
- 4.1.3 The School, after examining the content/discipline of previous academic studies, in association to the area of specialization of the proposed “Program”, and the possible research area/discipline, reserves the right to request that applicants take specified post graduate courses and/or pass specified appraisals prior to admission.
- 4.1.4 Applicants are to be assessed on the basis of their academic record, other relevant qualifications, and their statement of research interests and description of a possible area of research.

- 4.1.5 For professionally oriented programs leading to a Doctorate Degree professional experience will also be taken under consideration.
- 4.1.6 The applicant must prove excellent knowledge of the language in which the “Program”, will be carried out, and a very good knowledge of a second language according to criteria set by the Ministry of Education and Culture.
- 4.1.7 In exceptional circumstances/cases, the School may examine/evaluate transfer applications from other Universities/Educational Institutions with approval from the Senate.

4.2 Application

Applications for admission must be made on the official Ph.D./D.B.A. Application Form. The application includes a statement of research interests and a brief description of a suggested area of research that would include both issues related to a possible theoretical framework of a study area, and methodological issues of a possible Ph.D./D. B.A. study. The application will also indicate a preference for a particular Supervisor among those Faculty members, pertinent to the “Program”/Research Area /School/ Department.

4.3 Application Evaluation

All applications are evaluated by the pertinent School. The evaluation procedure is divided into two phases/stages. During the first phase/stage the (initial) ‘Evaluation Committee’² assesses all applications and evaluates whether applicants satisfy the minimum set criteria/qualifications, as stated in the “Program” Regulations (See 5.1). Continuing, the (initial) ‘Evaluation Committee’ moves to a preliminary selection of applicants that will be invited to participate in the second phase/stage of the evaluation procedure, the interview. The ranking of applicants completing the first phase/stage is conducted strictly in an alphabetical and not a meritocratic order.

During the second phase/stage, the ‘Interview Committee’* invites all successful applicants of the first phase/ stage to an interview. The ‘Interview Committee’, taking into consideration the overall, academic and scientific conduct of applicants throughout the interview, along with their prior qualifications, as presented in their application file, concludes into the final meritocratic ranking of all applicants. In cases of disagreement, the

² *In the case that for practical reasons, e.g. Insufficient number of Faculty members, the establishment of two separate Committees is deemed unfeasible or creates insurmountable difficulties; the two Committees can function with identical composition or with common members.*

matter shall be put to a vote, whereas the decision is reached by majority. Objection(s) and vote withdrawal(s) are not permitted once the voting procedure has been concluded and the casted votes have been counted. In the event of a tied vote, the procedure is repeated. If the voting once more results in a tie, the Chair of the committee casts the defining vote. In addition to the above, the 'Interview Committee' holds the responsibility for appointing a Supervisor for each applicant.

After the conclusion of the first phase/stage of the application procedure, the (initial) 'Evaluation Committee' submits a list of successful applicants who will be called to an interview. To that end, the Chair of the 'Interview Committee', prior to the interviewing procedure, invites, all Department Faculty members, whose area of interest resides within the applicant's interests, to preview the appropriate application files and declare their interest in relation to the particular applicant, whose doctoral dissertation they would be interested in supervising.

The 'Interview Committee' studies all affirmations of interest and undertakes regulatory negotiations on occasions where two or more Faculty members express a preference for the same applicant. During each interview the pertinent Supervisor is present, whereas on diverse occasions all potential Supervisors who expressed preference are invited to participate. The final decision resides with the 'Interview Committee'. Analogous regulatory consultations are implemented by the 'Interview Committee' on occasions where a lack of Supervision preference is illustrated. It should be stated that on all occasions an appointment of a Supervisor shall not be conducted without the relevant Faculty member's knowledge. Also, efforts will be made for decisions to be made according to the student's declared preference, even though an applicant's preference is not binding for the University. The Supervisor must hold a full time Faculty position in the European University Cyprus at the Ranks of Assistant Professor or Associate Professor or Professor. The Interview Committee may decide to appoint a second Supervisor, who can be a Faculty member from another University (co-supervision).

The 'Interview Committee' makes its recommendation to the School, through the pertinent Department, which includes each applicant's meritocratic ranking and a decision about the applicant's Supervisor, as per described above. Each application is to be evaluated by the School. The School will provide the final ranking of qualified applicants, in cases

where the number of applicants exceeds the number of places available on the “Program”.

The time frame required to process each application should not exceed two months.

Once a decision is reached, all applicants are notified in writing. The successful applicants are informed of the School’s decision to offer them a position in the “Program” that they have applied for. Successful applicants are then required to inform the School, in writing, whether they accept or decline the School’s offer, via the Ph.D./D.B.A. ‘Acceptance Form’. The ‘Acceptance Form’ states the assigned Supervisor. Co-supervisor(s) are appointed at a later stage, e.g. during the drafting of the Thesis/Dissertation proposal. The acceptance form should be returned within a period of seven (7) days. Upon its return, the Acceptance Form should be signed by the Dean of the appropriate School and the Supervisor.

4.3.1 Establishment of Committees

Both the (initial) ‘Evaluation Committee’ and the ‘Interview Committee’ members are appointed by the School, following an exchange of opinions with the Coordinator of the “Program” and the Chairperson of the appropriate Department. Each member of each Committee should hold the rank of Assistant Professor or Associate Professor or Professor in the European University Cyprus. One of the members of the (initial) ‘Evaluation Committee’ could hold the rank of Lecturer at the European University Cyprus.

The ‘Evaluation Committee’ must consist of at least three Faculty members, including the Coordinator of the pertinent “Program”, who will be presiding the Committee. The “Program” Coordinator also presides at the ‘Interview Committee’, which should constitute more than three members. In any case, one Faculty member constituting the committee should teach in an area relevant to the “Program” area. During the interview process, the potential Supervisor(s) for each applicant can express judgment in relation to the applicant, but hold no voting right. It is advisable that Faculty members avoid, where possible, holding a dual role, as members of the ‘Interview Committee’ and possible Supervisors.

5. Implementation of the “Program”

5.1 Prescribed Duration

In the case of full-time study, the “Program” has a minimum duration of three years with the possibility of an extension of maximum one additional year, if justified by a student’s request and approved by the School, following a suggestion from the Supervisor. In the case of part-time study, the “Program” has a minimum duration of four years and maximum six years, with the possibility of an extension of one additional year if justified by a student’s request and approved by the School, following a suggestion from the Supervisor. The proposed Year of Entry must be clearly stipulated on the Application form. The period of study can normally be extended, due to leave of absence and agreed part-time study approved by the School. Any work duties are over and above the stipulated time frame. Any changes in the duration of study, including changing status from full-time to part-time mode of study and vice-versa, will be reflected on the “Program” Acceptance Form and the study plan as agreed between the student, the Supervisor and the Department/School.

The maximum time of study for the “Program” is six years from the time of admission to the date of submission of the thesis. The student is normally registered in the “Program” over consecutive years. Any leave of absence, lengthy periods of illness, work duties and approved part-time study are not to be counted in this six-year period. If the maximum time of study is exceeded, the Ph.D. / D.B.A. student (from now on “student”) is not permitted to defend his/her Thesis/Dissertation. The School is to decide whether or not the maximum time of study has been exceeded.

5.2 Organized Coursework

The organized coursework of the “Program” provides scientific, theoretical and methodological training. The School will ensure that all “students” are offered this high quality scientific, / theoretical and / methodological training. The organized coursework/seminars add up to work amounting to 30 ECTS. The number and title of courses offered, as well as the course/seminar content, resides within each School, or a collaboration between Schools, by offering coursework totaling up to 30 ECTS. A Master’s or equivalent degree in the area of the “Program” may exempt, partly or fully, the “student” from these specialization courses (there will no exemptions for Professional Doctorate students). In addition, the “student” may be deferred from attending a course, after the Comprehensive Qualifying Examination, if it is deemed that it will assist the “student” at that stage/phase (e.g. course in writing the research proposal for the “Program” Thesis/Dissertation).

The minimum passing grade in the coursework is 'C' or higher in accordance with EUC's grading system.

In addition to attending the specialized courses and seminars, all doctoral students are desired to attend, during their studies, at least four (4) scientific conferences / seminars, in Cyprus or abroad, concentrated in the discipline of their research interests and/or the area of their doctoral studies. In such occasions, the doctoral students are expected to present at least two (2) presentations (either oral, or in the form of a poster) with reference to their interests and/or the topic of their doctoral dissertation.

It is also expected, that during the period of their study, doctoral students audit at least one series of organized lectures, in the field of their research interests or the discipline of their doctoral studies that will be systematically organized by the pertinent Department/School of the European University Cyprus.

5.3 Comprehensive Qualifying Examination

The "student" is to take the mandatory Comprehensive Qualifying Examination after completing all course work required for the "Program" of study that the "student" was admitted to. A "student", that for any reason has been exempted, partly or fully by any of the specialization course(s), is not exempted from the Comprehensive Qualifying Examination. The Qualifying Examination evaluates the ability of the "student" to work on a theoretical framework, to propose solutions to research and theoretical issues related to the area of specialization, and also to access the skills aimed at by the various courses for "students" to develop and advance to the Thesis/Dissertation stage of the "Program". The Comprehensive Qualifying Examination, prepared and evaluated by the Department's Faculty members who have taught courses in that area, will include three orientations:

- Research methodology relevant to the "Program" of study
- Core area(s) of study relevant to a "Program" of study
- Area of specialization relevant to the "Program" of study

In order to pass the Comprehensive Qualifying Examination, the "student" should successfully pass all three areas. The "student" may initially pass one or two parts of the three-part Comprehensive Qualifying Examination. In that case, the "student" needs only to re-take the part(s) that s/he has

failed. A “student” may take a particular part of the Comprehensive Qualifying Examination up to two times in total. In the case that the student fails for a second time in any of the three parts of the Comprehensive Qualifying Examination, he/she must interrupt his/her studies. Written verification is issued by the Dean of the School for the recognition of study up to that time.

Note: For professionally oriented programs the above requirements may be modified accordingly

5.4 Ph.D./D.B.A. Candidate

After a student’s successful completion of the Comprehensive Qualifying Examination, the ‘Ph.D./D.B.A. student’ receives the status of “**Ph.D./D.B.A. Candidate**”.

5.5 “Program” Thesis/Dissertation Proposal

After completing the Specialized Courses Program and passing the Comprehensive Qualifying Examination, the ‘Ph.D./D.B.A. Candidate’ (with approval from her/his Supervisor) may draft and submit a Thesis/Dissertation proposal. The Thesis/Dissertation proposal should consist of two chapters of the thesis, namely the theoretical framework of the study and the methodology that will be followed. The research methodology that will be followed should be in compliance with the University’s Research Regulations/Policy, especially with regard to Ethics. The ‘Ph.D./ D.B.A. Candidate’ presents this proposal during a meeting with the ‘Supervision Committee’. The proposal is approved by the Committee, or it is referred for amendment/modification. The Committee submits the “Program” Thesis/Dissertation Proposal Approval Form to the pertinent School, for approval of the decision. The ‘Ph.D./D.B.A. Candidate’ may then continue with his/her Ph.D./ D.B.A. Research. The ‘Ph.D./ D.B.A. Candidate’ can proceed to a Thesis/Dissertation defense, within a timeframe of six months or longer after a successful proposal defense. In the case of amendments/modifications to the Thesis/Dissertation proposal, the ‘Ph.D./D.B.A. Candidate’ will be requested to resubmit his/her improved proposal, at a time specified by the Committee.

5.6 “Program” Thesis/Dissertation

The “Program” Thesis/Dissertation must be an original and independent scientific work of international standard. It will be a high quality scientific and academic work in terms of formulation of the issues it addresses,

precision of terminology, methodology, theory and empirical foundation, documentation and means of presentation. The “Program” Thesis/Dissertation must contribute towards developing new scientific knowledge and is to be of a standard that is appropriate for publication as part of the literature in its discipline. The Thesis/Dissertation length should not normally be more than 100,000 words (for Professional Doctorate students the Thesis length will be no more than 85,000 words). However, candidates in the fields of performance, design, production or composition may submit a shorter thesis along with original work.

A “Program” Thesis/Dissertation cannot be submitted by more than one candidate. Also, even if a piece of work may have been revised, it cannot be submitted as Thesis /Dissertation, or as part of a Thesis/ Dissertation, for a doctoral degree if it has already been approved or rejected by another university.

The “Program” Thesis/Dissertation may be written in Greek or English language, preferably in the language of Instruction of the relevant program. The names of the Supervisor and of the members of the Doctoral Adjudication Committee are indicated on a different page, e.g. in the inside cover of the Thesis.

6. Supervision

With the submission of the ‘Ph.D./ D.B.A. Candidate’s’ Thesis proposal, the School, following a suggestion brought forward by the Coordinator of the program, after a request has been placed by the Supervisor, in collaboration with the ‘Ph.D./ D.B.A. Candidate’, appoints the ‘Supervisory Team’, consisting of the Supervisor(s) and up to two Co-Supervisor(s) (open rank). In the case that the Supervisor is an E.U.C. faculty member, one or both Co-Supervisors can be faculty members from another University(ies). Respectively, in the case that two Supervisors are appointed (one being an E.U.C faculty member and the other one being from another University), then one of the Co-Supervisors can be a faculty member from either E.U.C. or another University.

At least one member of the ‘Supervisory Team’ should have an area of specialization that has direct relevance to the student’s proposed research program and/or the methodology that the Thesis will undergo. The ‘Supervisory Team’ as a whole should also include at least one member with previous supervisory experience.

The ‘Ph.D./ D.B.A. Candidate’ and the Supervisor are to maintain regular contact. The Supervisor periodically assesses the ‘Ph.D./D.B.A. Candidate’s’ progress,

whilst providing the appropriate guidance and support. The same applies in the case of the Co-Supervisor(s) as well'.

7. Reporting

During the writing period of research and the Thesis/Dissertation, the 'Ph.D./ D.B.A. Candidate', in collaboration with the 'Supervisory Team', is expected to submit written reports to her/his Supervisor and/or Co-Supervisor(s), whenever requested by the Dean after consultation with the "Program" Coordinator. The 'Supervisory Team', under the Supervisor's direction, cooperates and meets regularly, in coordinating and assessing the 'Ph.D./ D.B.A. Candidates' progress

The report should include:

- A summary, one-page maximum in length;
- A clear statement of the aim(s) and objectives of the research;
- A concise discussion of the approach taken, the methods, progress and main achievements to date, supported by a careful selection of representational data, where appropriate;
- An appreciation of the originality and significance of the results in the broader field of the discipline;
- A brief outline and detailed timetable of the further work necessary to bring the study to an acceptable conclusion;
- Any additional materials such as conference, or published work;
- Actions that enhance research criteria of validity transferability.

8. Submission of the "Program" Thesis/Dissertation

On completing the "Program" Thesis/Dissertation, the Candidate submits the final copy to the Supervisor, who is responsible for evaluating the Thesis and for indicating whether or not it is in a state to undergo a public defense. The Supervisor consults with the Co-Supervisor(s), in issues concerning their competence/specialization. At this point the Supervisor should implement a checklist of completed work, which will be prepared by the pertinent School.

If the Supervisor believes that a Doctorate Program Thesis/Dissertation may be presented at a public defense, she/he notifies the pertinent School. The School requests the 'Ph.D./ D.B.A. Candidate' to submit the appropriate application, one copy of her/his Thesis and five additional copies (for distribution to the Ph.D./ D.B.A. Adjudication Committee). If the Thesis/Dissertation is accepted for public defense, additional copies could be requested by the School.

The Thesis/Dissertation must be submitted in an approved standard format, accompanied by an Abstract, in an approved standard format. The Candidate is given written guidelines on the format of the Thesis; that is, printing, binding, off-prints, titling, over-size inclusions, distribution and publication restrictions, and so on.

Once submitted, a Thesis/ Dissertation cannot be withdrawn until a final decision has been reached as to whether or not it can be approved for defense of the Ph.D./ D.B.A. Degree. After submission, the 'Ph.D./ D.B.A. Candidate' can only make corrections of a formal character, and an *errata* sheet detailing all such corrections must be submitted four weeks before the date of the public defense. The public defense is to be held within two months, at the latest, of submission of the Thesis/Dissertation.

9. Appointment of a Ph.D./D.B.A. Adjudication Committee

Once the Thesis/Dissertation is submitted, the Supervisor, in collaboration with the 'Ph.D./ D.B.A. Candidate', requests the appointment of a 'Ph.D./ D.B.A. Adjudication Committee' (via the 'Ph.D./ D.B.A. Adjudication Committee' Appointment Form). The School, after reviewing the opinions of the pertinent Ph.D./ D.B.A. Coordinator and Department, appoints a 'Ph.D./ D.B.A. Adjudication Committee' based on the 'Ph.D./ D.B.A. Candidate's' and Supervisor's proposals.

The Committee will consist of at least three members: (i) one Faculty member within the School, who has not formally assisted the student with the Thesis/Dissertation, and will serve as Chair of the Committee; (ii) one Faculty member from another University. Both (i and ii) members should have an area of specialization related to the student's proposed program of research; (iii) one Faculty member from another School/Department of the University; (iv) in the case that it is deemed necessary that the Committee should consist of more than three members, the remaining members must also be independent and cover both the student's research field/discipline, as well as various other required fields/disciplines, such as: the research methodology. All members of the Committee should hold the minimum rank of Assistant Professor. Regardless of the above Committee composition, a Faculty member in the position of Lecturer can participate as an 'observer'. That member may put questions and participate in the discussion (see 11 below), but may not vote.

10. Public Defense

Since the defense is open to the public it should be widely advertised in the EUC community, at least seven working days prior to the meeting for the defense. The proceedings in the public defense are chaired by the Chair of the 'Ph.D./ D.B.A.

Adjudication Committee'. The Chair gives a brief introduction. Then the 'Ph.D./ D.B.A. Candidate' defends his/hers Thesis/Dissertation. After this the members of the 'Ph.D./ D.B.A. Adjudication Committee' may address relevant questions to the Candidate. Other persons present, who wish to participate in the discussion, must give notice of this to the Chair before the expiry of the determined time limit that is announced at the start of the proceedings.

After the completion of the discussion, the Chair asks the 'Ph.D./ D.B.A. Candidate' and all participants to exit the room, and the 'Ph.D./ D.B.A. Adjudication Committee' has a brief discussion about its decision. The Ph.D./ D.B.A. Candidate's Supervisor may participate in this discussion, as well as the 'Ph.D./ D.B.A. Candidate', in the case that the Committee deems it necessary, in order to provide any relevant information to the 'Adjudication Committee', and then exits the room after the discussion is concluded. Then the Committee proceeds to take its final decision (that is, 'pass as is', 'pass with minor revisions', 'pass with extensive revisions', 'unsatisfactory'). After reaching an agreement, the Committee announces its decision to the Candidate.

If the public defense is found to be 'unsatisfactory' or, depending on the nature and extent of the revisions required, the 'Ph.D./ D.B.A. Adjudication Committee' may request a new public defense which may be held no earlier than three months after the original defense. It is possible that the Committee has also identified deficiencies in the Ph.D./ D.B.A. Thesis/Dissertation. In such a case, in addition to the new defense, a revised Thesis/Dissertation is submitted to the 'Ph.D./ D.B.A. Adjudication Committee' by the Ph.D./ D.B.A. Candidate within a stipulated time frame.

After the public defense meeting, the 'Ph.D./ D.B.A. Adjudication Committee' submits a timely and detailed report to the School, through the pertinent Department; in which it gives an account of its evaluation of the Thesis and its public defense. The 'Ph.D./ D.B.A. Adjudication Committee' attests to the academic standard of the Thesis/Dissertation, in relation to the international standards of equivalent doctoral work. This report is to recommend whether or not the Thesis/Dissertation may / or may not be accepted as part of the Ph.D./ D.B.A. degree. The report must provide a detailed explanation of the Committee's decision, whilst conclude whether the results are satisfactory ('pass as is', 'pass with minor revisions', 'pass with extensive revisions') or 'unsatisfactory'. Details must be recorded of any dissent among the members of the Committee.

In case of an 'unsatisfactory' Ph.D./ D.B.A. Thesis /Public Defense, a copy of the report is given to the 'Ph.D./ D.B.A. Candidate' as soon as possible. The 'Ph.D./ D.B.A. Candidate' may submit written comments to the members of the 'Ph.D./ D.B.A. Adjudication Committee' no later than fourteen days after receipt of the report. These comments of the Candidate must be considered by the 'Ph.D./ D.B.A. Adjudication Committee' before the School reaches a formal decision. Likewise, if the 'Ph.D. / D.B.A. Candidate' has no comments, she/he must still notify the School immediately.

The School cannot reject a unanimous Committee report. If there is dissent in the Committee or if the School feels that there is reason to doubt whether the Thesis/Dissertation can be accepted or not, the School is to appoint two independent Professors, who are to submit independent reports within six weeks, and the School is to decide on the matter.

After the final version of the Doctorate Program Thesis/Dissertation is accepted, the 'Ph.D./ D.B.A. Candidate' is requested to submit a copy of the Thesis/Dissertation to the European University's Library (and to all University libraries in Cyprus).

11. Conferment of the Ph.D./D.B.A. degree

The Ph.D./D.B.A. degree is to be conferred on the basis of:

- i. Approved completion of the Specialized Courses Program
 - ii. Successful undertaking of the Comprehensive Qualifying Examination
 - iii. Approved Doctoral Thesis/Dissertation and its satisfactory public defense.
- The School will decide whether or not it can confer the degree of Doctor of Philosophy (Ph.D.) or Doctor of Business Administration (D.B.A.) or as the Senate determines, on the 'Ph.D./ D.B.A. Candidate' on the basis of the report from the 'Doctoral Adjudication Committee'. In the case that the 'Ph.D./ D.B.A. Candidate' cannot be awarded the degree of Doctor of Philosophy or Doctor of Business Administration (D.B.A.) or as the Senate determines, for any reason, then she/he is issued with a written verification by the Dean of the School. The School decision must be approved by the Senate. It should be noted that the awarded Ph.D. / D.B.A. title is provisional/conditional, for at least three years.

A successful Candidate will then be conferred with a Ph.D./D.B.A. degree at the next EUC Degree Congregation.

Notes:

- (1) Any aspect that might not be incorporated in the above regulations, will be decided within the School
- (2) All School decisions and any additional regulations must be in alliance with the existing Regulations

CHARTER: ANNEX 3

STUDENT RIGHTS, DUTIES AND RESPONSIBILITIES

This Annex describes the status of the University's students as members of the academic community. Each enrolled student has the right to expect the University to fulfill its educational responsibilities as effectively as its capacity and resources will permit. Correspondingly, the University must exercise the right to establish and maintain standards of conduct, which will promote an atmosphere conducive to learning and meaningful individual development. Since rights carry with them certain responsibilities, the following rights and responsibilities, institutional as well as for students, are set forth with accompanying procedures for implementation.

BASIC RIGHTS

The following listing of basic rights is not intended to deny or limit the rights of students in any way. Rather, it is intended to focus special attention on the rights listed because of their importance in the educational process.

1. Free inquiry, expression, and assembly are guaranteed to all students' subject to the limitations of this document and other University regulations and policies which are consistent with the provisions of this document and the Constitution and laws of the Republic of Cyprus.
2. Students are free to pursue their educational goals; appropriate opportunities for learning shall be provided by the University.
3. The right of students to be secure in their persons, papers, and effects against unreasonable searches and seizures is guaranteed.
4. In cases involving possible sanctions of suspension, or expulsion or actions which may place limitations on the student's right to pursue the student's educational objective, the student shall receive prior notice of the nature and cause of the charges against the student, shall be informed of the nature and source of the evidence presented against the student and shall be entitled to a fair hearing before a regularly constituted board.

Basic Duties and Responsibilities

Students, as members of the University community, shall have the following duties and responsibilities, which are inherent in the basic rights described above:

1. The student shall have the responsibility for maintaining standards of academic performance as established by the student's instructors.
2. The student shall be responsible for acting in such a manner as to ensure other students their basic rights as declared herein.
3. The student shall be responsible for any and all personal actions with respect to provisions of the Cyprus law.
4. The student shall be responsible for conduct, which helps to create and maintain an academic atmosphere, in which the rights, dignity, and worth of every individual in the University community are respected.
5. The student shall be responsible for paying all bills owed to the University in a timely fashion as prescribed by the University. Since Registration is not complete until all tuition and other fees are paid, students who fail to meet their financial obligations may have their registration cancelled; may be denied future registrations; and may have their grades and/or transcripts withheld.

APPENDIX A

INTERNAL REGULATIONS FOR STUDENTS WITH SPECIAL NEEDS

(Prepared by the Committee for Students with Special Needs)

A. POLICIES FOR STUDENTS WITH SPECIAL NEEDS

European University Cyprus, in the framework of maintaining high quality in education, and in accordance to Law of Education of Students with Special Needs and the relevant Regulations (Ο Περί Αγωγής και Εκπαίδευσης Παιδιών με Ειδικές Ανάγκες Νόμος του 1999), (No. 113(I) of 1999), referred to as “The Law”, and particularly Part VII article 51 of the Regulations, has formulated the following policy for students with special needs:

1. General

The University offers students with special needs all the opportunities for equality in terms of the education provided and the guidance offered, so that students may develop their potential to the maximum. This is done through the policy of inclusion, where participation is promoted and support is provided according to individual needs. The definition of student with special needs is given in the definitions part of the Law.

1.1. The Role of the Special Committee

A Special Committee is appointed by the University, to which all students with special needs will be referred, and which will confirm older or specify new recommendations according to older recommendations of the District Committee (operating at Ministry of Education and Culture in accordance with the Law) or according to new examinations of the student, and will coordinate the support of the students with special needs.

1.2 Procedure of Identification

- Every student with special needs will report on the application/registration form, where there is a relevant question, upon application/registration.
- The Admissions Office will refer the student to the Special Committee.
- The student fills in the Students with Special Needs Form given out by the Admissions Office and kept by the Special Committee, where s/he gives all necessary information and documentation from previous support in school.

- The Special Committee confirms to the Admissions Office the special needs of the student and later coordinates the support, including appropriate information/ sensitization/training to the instructors and other staff involved with the student.

When a new student is suspected of having special needs, after agreement with the student, the Special Committee examines the student's case and defines his/her individual needs.

1.3 Inclusion

Students with special needs participate in University activities with the official program of studies and schedule of classes, except when this is modified according to the student's special needs, as when the student is exempted from a course, owing to the individual disability. Moreover, special new technology is provided for support of the student, and individual learning program is developed as much as possible (articles 52,55,56 of Regulations). A student with special needs has priority for residence in a residence hall (article 54 of Regulations).

2. Examples of Special Needs and Possible Provisions

Short descriptions of common examples of special needs, with possible provisions related to the ones listed in the Regulations, Part VII articles 55 and 56 for support in learning and Part VIII 61-68 for examination allowances, are as follows:

2.1 Learning Disabilities

Included are "Specific Learning Difficulties", "Reading Disability", by some called "Dyslexia" and "Attention Deficit Disorder".

Central to the concept of Learning Disability (L.D.) is an obvious difficulty in reading/reading comprehension and/or Writing/written expression/spelling, and/or mathematical thinking. Also central is the discrepancy between expected achievement on the basis of intelligence (especially non-verbal) and observed achievements in these scholastic subjects.

In higher schooling and university education the disability is mostly evidenced by obvious discrepancy between oral work and other activities of the school and written achievement, the latter usually being lower. It is often the case that vocabulary and grammar may still be low, compared to other students with similar capabilities.

Reading and/or writing problems may co-exist with attention deficit disorder (A.D.D.), or the latter may be present alone. A.D.D. involves a marked difficulty in concentration, which prevents optimum learning, and, where hyperactivity is present, the movement and reactions of this student may disrupt the class.

2.1.1. Support of Students with L.D. throughout their Courses:

The lecturer may, according to the case, try as much as possible to:

- Help develop the personality of the student with L.D. in spite of reading/studying/attention in class etc. problems with the sensitivity of a person who promotes the strongest aspects of a particular student.
- Encourage participation in class and other activities of the student with the aim of helping to develop the student's self-esteem, but also work in the way of motivating him/her for creative work in the subject.
- Repeat the question or give simpler words to invite an answer.
- Help the student, if possible, to understand the main points of the presented material. This could be done in class or in separate sessions with the student.
- Help, if possible, the student to create a structure for his/her essays and other documents, on which to build and elaborate towards a final text.
- If necessary, and where possible, allow the use of a tape recorder, so that the student might listen to the class presentation again.
- Avoid the student having to read out a text to the class, if the student finds reading difficult. Avoid comments on the student's work in front of others. Supportive and friendly connections might help the student work more effectively.
- Active involvement of the students in class/work drawing on the strengths if group work (oral instead of written work, strengthening of self-esteem and relationships).
- Avoid too much homework for this student, if possible.
- Ask the student, whenever possible, to sit somewhere in class, so that the instructor can easily help him/her when needed.
- Discuss with the student (in private) the particular needs. This may lead the lecturer to take appropriate measures.

This may include the student's preferred study and examination practices.

2.1.2. Possible Allowances during Examinations

It may be appropriate, according to the recommendations of the Special Committee, and which may also be based on the District Committee's recommendations, to use any of the following:

- Allowance for extension of the time-limit, according to the individual needs in special situations.
- Reading and explanation of some words or phrases provided this does not give clues as for the answer.
- Oral examination or dictation of the answers to a writer or a tape-recorder.
- Allowance of computer in the examination room for use by a student whose writing is unintelligible or very hard to read.
- Tolerance (exemption from reprimands) for poor spelling/written expression/untidy presentation of the examination paper (except where this is the subject of examination).
- Allowance for a break during examination in case of serious fatigue/difficulty to concentrate (this time is allowed after the end of the examination time-limit).
- Allowance to take the examination in a room alone.

2.2 Hearing Impairment

With diagnosed serious difficulties in hearing, a student is expected to have difficulty in scholastic learning, not only because hearing is impaired, but also because development of language (oral, written) is impaired, as is obvious in vocabulary, grammar, pronunciation, verbal expression.

When sign-language is used, translation is needed in most school activities. When oral or total language is used, serious support is needed for the reception of the material, the participation and most other activities.

The recommendation of the Special Committee, or the recommendations of the District Committee and the obvious needs of the student, may include any of the following:

2.2.1 Possible Practices to Support Students with Hearing Impairment

- Sensitive support for participation in activities, creation of relationships with the other students and development of a good self-esteem.
- Help with the use of advanced technology of hearing aids (might be necessary for the teacher to wear one piece and the student the other).
- Sound-proof room, where possible and sound proof room of support, where such support is used. Carpets and curtains minimize the sounds of the class which are multiplied in intensity by hearing aid.
- Support in preparation in advance, or after class presentations, so that the main points and the structure of the presentation are taken in by the student.
- Support in class, so that the student with hearing impairment has better acoustic and visual access to the teacher (to help lip-reading) and is better able to take down the main points and instructions.
- Encouragement for participation of the student in activities of the course and tolerance of expressive mistakes and generally poor oral and written language.
- Exemption from a theoretical or linguistic course, when this is not in the core curriculum of the program.

2.2.2. Possible Examination Allowances for Students with Hearing Impairment

The Special Committee, on the recommendations of the District Committee and the obvious needs of the student with hearing impairment might recommend any of the following:

- Explanation of words or phrases included in the examination questions and instructions (without giving any hint as for the answer)
- Extension of the time-limit of the examination according to need
- Tolerance (no punishment) of poor vocabulary / written expression / grammar / spelling.

2.3. Visual Impairment

Students with diagnosed serious difficulties have obvious learning difficulties, since the visual modality is involved in a large proportion of learning, and in teaching.

The Special Committee, on recommendations of the District Committee and the obvious needs of the student, might give recommendations that might be in the following lines:

2.3.1. Possible Support for Students with Visual Impairment

The Special Committee, on the recommendations of the District Committee and the obvious needs of the student, might recommend support, which be along the following lines:

- Any support which encourages participation in activities, contact with other students and raising of self-esteem.
- Sitting arrangement that may help the student see writings on the white board, there is some intact vision.
- Magnification of texts.
- Translation of texts into language used for the blind (in Cyprus the Braille method is used).
- Extensive use of computer and other technology, which may give magnified written texts kept electronically.
- Use of appropriate technology, which may give written texts vocally.
- The student might need support in separate room with the instructor or special teacher for better understanding of the material. This need is increased with material which is visual in nature or partially visual.
- Modification of premises as included in the Regulations (lines on the stairs and corridors, etc.).
- Books on tape for study are permitted.

2.3.2. Possible Examination Allowances

The Special Committee, based on the recommendations of the District Committee and the obvious needs of the student, might recommend allowances in the following lines:

- Magnification of examination papers.
- Translation of papers into a language appropriate for the blind (mainly Braille).

- Allowance for use of computer for answers during the examination.
- Extension of the time-limit of the examination

3. Composition of the Committee:

- *One Faculty or STP member, from each School, nominated by the pertinent Dean of School;*
- *One Faculty or STP member in the discipline of Special (Inclusive) Education nominated by the pertinent Dean; and*
- *One representative from the Office of Student Affairs nominated by the Director of Student Affairs*
- *One Counsellor/Psychologist*

The Committee shall serve for a period of three years and will be chaired by one of the Committee members, who will be elected by the members of the Committee. All members will be appointed by the Rector.

B. PROCEDURES AND GUIDELINES FOR STUDENTS WITH SPECIAL NEEDS

1. In the case where the student enters the University with an official diagnosis from the Cyprus Ministry of Education or Ministry of Health (e.g. for specific learning disability, dyslexia, hearing or visual impairment, attention deficits disorder etc.), he or she will be provided with all the rights and privileges according to the Special Education Public Law. These may include the following:
 - ❖ General encouragement and support for increased participation in classroom as well as increased motivation for completing tasks and assignments.
 - ❖ Assistance in comprehending main points of class discussions such as the topic materials, procedures, etc.
 - ❖ Assistance in completing written assignments (essays, term papers, etc.).
 - ❖ Assistance and encouragement in the use of technology devices.
 - ❖ Assistance in enhancing the appropriate classroom environment (i.e. sitting arrangements).

- ❖ Informing the student regarding his/her options for alternative methods available in completing examinations and tests. (e.g. permission for extra time in completing a test/examination / additional oral explanations of the written test/examination if required).
2. In the case where the student is admitted with a diagnosis from a private agency, the optimum and most effective processes will be employed to validate and/or re-evaluate the student's special needs status. In the absence of a diagnosis the committee may be able to provide assistance with finding private psychologists / assessors of special needs and learning difficulties. This process may also involve, whenever possible, the Education Department of the Government sector. The members of the CSSN will assist and guide the student for receiving prompt scheduling of the assessment process. Until the necessary official diagnosis is completed the student will be provided with the personal assistance of their instructors as described above.
 3. In the case where the student enters the university without a diagnosis but expresses concern about his/her learning difficulties, he/she should approach the chair of the Special Needs Committee for further assistance and guidance. The student's situation will be treated in confidence.
 4. In the case where an instructor identifies a student with learning difficulties he/she should refer the case in confidence to the Special Needs Committee chair who will then contact the student and assess the extent of the problem.
 5. The student with special needs is allocated to a member of the Special Needs Committee who is responsible to follow the student's progress and prepares a report at the end of each semester.



**European
University Cyprus**

LAUREATE INTERNATIONAL UNIVERSITIES

STUDENTS WITH SPECIAL NEEDS FORM

Name and Surname of Student: _____

High School Student Graduated From: _____

District: _____ **Date:** _____

Special Need Claimed: _____

Measures taken/allowances given at examinations at previous school/college:

Measures suggested by the student to help the situation: _____

Recommendations made by the Special Committee: _____

Member of Special Committee

Chairperson of the Department

Signature: _____

Signature: _____

CHARTER: ANNEX 4

INTERNAL REGULATIONS CONCERNING HONORARY DOCTORAL DEGREES

1. HONORARY DOCTORAL DEGREES

The 'University' may grant honorary doctoral degrees to distinguished individuals, who have demonstrated significant intellectual, scientific or social work and contribution.

1.1. Procedure

The title of Honorary Doctor is granted by decision of the Senate, ratified by the Council of the University, after relevant justified proposal by the pertinent School Council.

1.2. Award Ceremony

1.2.1. The ceremony for conferring the title of Honorary Doctor is held in a special public meeting of the awarding School, which is presided by the Rector of the University. All the academic personnel of the School are in their ceremonial gowns. The President of the University represents the Council of the University.

1.2.2. The Rector calls to the podium the Dean of School to talk about the personality and work of the honored person.

1.2.3. The Dean of School reads the resolution of the Council of the School and the Rector of the University confers to the individual the degree of Honorary Doctor and delivers to him/her the relevant diploma and dresses him/her with the gown of honorary doctor.

1.2.4. The honored person delivers a short speech, with which the ceremony ends.

CHARTER: ANNEX 5

INTERNAL REGULATIONS ON ACADEMIC ETHICS AND STUDENTS' DISCIPLINE

1. PREAMBLE

E.U.C. European University Cyprus is a community of scholars in which the ideals of freedom of inquiry, freedom of thought, freedom of expression, and freedom of the individual are sustained. However, the exercise and preservation of these freedoms and rights require a respect for the rights of all in the community to enjoy them to the same extent. It is clear that in a community of learning, willful disruption of the educational process, destruction of property, and interference with the orderly process of the University or with the rights of other members of the University cannot be tolerated. Students enrolling in the University assume an obligation to conduct themselves in a manner compatible with the University's function as an educational institution. To fulfill its functions of imparting and gaining knowledge, the University retains the power to maintain order within the University and to exclude those who are disruptive of the educational process.

2. POLICY AND PROVISIONS ON ACADEMIC ETHICS

The University has a responsibility to uphold and promote quality scholarship and to ensure that its students understand what academic integrity is. This section outlines the University's policy on dishonest academic performance by its students. Such offences carry penalties. Students should read carefully the Internal Regulations on Academic Ethics and Students' Discipline, and are encouraged to ask Faculty for help and guidance on honest academic practice, particularly in using source material from the Internet. In this way they can avoid any unintentional dishonesty.

2.1. ORIGINALITY

For the purposes of this Policy on Academic Ethics 'original' work is work that is genuinely produced specifically for the particular assessment task by the student whose name is attached to it. Any use of the ideas or scholarship of others is acknowledged. 'Work' includes not only written material but also oral, audio, visual or other material submitted for assessment.

2.2. ACADEMIC DISHONESTY

Academic dishonesty is determined by the extent and the level of intent. In assessing the extent or scale of the dishonesty the instructor will evaluate how much of the work is the student's own after all unacknowledged source material has been removed. In no case can work that is plagiarized be taken into account in determining a grade. Intent to deceive is the single most significant aspect of academic dishonesty. Repeated instances of deception will incur heavy penalties for the student and the violation will be officially and permanently recorded in the student's record.

2.3. PLAGIARISM

Plagiarism is representing the work of somebody else as one's own. It includes the following:

- i. submission of another student's work as one's own;
- ii. paraphrasing or summarizing without acknowledgement of source material;
- iii. direct quoting or word copying of all or part of a work, ideas, or scholarship of another without identification or acknowledgement or reference;
- iv. submitting as one's own work purchased, borrowed or stolen research, papers, or projects.

2.4. CHEATING

Cheating is giving or receiving unauthorized help for unfair advantage before, during, or after examinations, tests, presentations or other assessments, such as:

- i. collaboration beforehand if it is specifically forbidden by the instructor
- ii. verbal collaboration during the examination, unless specifically allowed by the instructor;
- iii. the use of notes, books, or other written aids during the examination, unless specifically allowed by the instructor;
- iv. the use of electronic devices and mobile telephony to store, transmit or photograph information to or from an external source;
- v. the use of codes or signals to communicate with other students in the examination room;
- vi. looking upon another student's papers and / or allowing another student to look upon one's own papers during the examination period;
- vii. passing on any examination information to students who have not yet taken the examination;
- viii. falsifying exam identification by arranging with another student to take an examination in their place or in one's own place;
- ix. pretending to take the exam but not submitting the paper, and later claiming that the instructor lost it.

2.5. COLLUSION

Collusion is false representation by groups of students who knowingly assist each other in order to achieve an unfair assessment advantage. It involves:

- i. representation of the work of several persons as the work of a single student with both parties knowingly involved in the arrangement;
- ii. representing the work of one student as the work of a group of students with both parties knowingly involved in the arrangement;
- iii. willing distribution of multiple copies of one's assignments, papers, projects to other students for submission after re-labeling the paper as their own original work.

2.6. FABRICATION

Fabrication is the false representation of research data or 'performance' material as original, authentic work for submission for assessment. Examples are:

- i. invention of data;
- ii. willfully omitting some data to falsely obtain desired results

2.7. PENALTIES AND PROCEDURES

A faculty member, after evaluating the extent of the dishonesty and the level of intent and proving academic dishonesty, may use one or a combination of the following penalties and procedures:

- i. requiring rewriting of a paper containing some plagiarized material;
- ii. lowering of a paper or project grade;
- iii. giving a failing grade on a paper;
- iv. lowering a course grade;
- v. giving a failing grade in a course;
- vi. referring the case to the Senate for further action that may include academic suspension or expulsion.

Instructors are expected to immediately report, in writing, to the pertinent Department Chairperson and through him/her to the Dean of the pertinent School, with copies sent by the Dean to the Rector's Office, elucidating on the imposed penalties and providing a brief description of the incident. Should an instructor announce a failing grade in the course because of academic dishonesty, the student under penalty shall not be permitted to withdraw from the course(s).

3. OTHER STANDARDS OF CONDUCT

Other prohibited conduct for which a student is subject to discipline is defined as follows:

- 3.1. Physical or sexual assault of any person on University-owned or leased property or at University-sponsored or supervised functions, or conduct which threatens the health or safety of any such person or the physical or sexual assault of any University student, faculty member or employee at the local residence of any University student, faculty member or employee.
- 3.2. Substantial damage to University-owned or leased property or to property of a University student, employee, faculty member or visitor occurring on University-owned or leased property.
- 3.3. Unauthorized entry into or occupation of University facilities, which are locked, closed to student activities, or otherwise restricted as to use.
- 3.4. Intentional disruption or obstruction of teaching, research, administration, disciplinary procedures, other University activities, or activities authorized to take place on University property.
- 3.5. Alteration, fabrication or misuse of, or obtaining unauthorized access to, University identification cards, other documents, or computer files or systems.
- 3.6. Disorderly conduct on University-owned, or leased property or at University-sponsored functions. Disorderly conduct is defined to include acts, which breach the peace or are lewd, indecent, or obscene, and which are not constitutionally protected speech.
- 3.7. Violation of University policies or of University regulations as described in the Charter and Internal Regulations, including regulations concerning the use of University facilities.
- 3.8. Any violation of law if such directly affects the University's Charter.
- 3.9. Failure to comply with directions of University officials acting under the provisions set out above.

4. SANCTIONS

One or more of the following sanctions for prohibited conduct may be imposed by the Senate upon students, depending upon the gravity of the offense:

- 4.1. *Admonition*: An oral statement to a student that he or she is violating or has violated institution rules.
- 4.2. *Warning*: Notice, in writing, that continuation or repetition of conduct found wrongful, within a period of time stated in the warning, may be cause for more severe disciplinary action.

- 4.3. *Reprimand*: A written censure for violation of the specified standards of conduct placed in the student's record, including the possibility of more severe disciplinary sanctions should another violation occur within a stated period of time.
- 4.4. *Disciplinary probation*: Exclusion from participation in privileged or extracurricular activities as set forth in the notice of probation for a period of time not exceeding two academic semesters.
- 4.5. *Restitution*: Reimbursement for damage to or misappropriation of property.
- 4.6. *Suspension*: Exclusion from classes and other privileges or activities or from the University, as set forth in the notice of suspension, for a definite period of time.
- 4.7. *Expulsion*: Termination of student status for any indefinite period. The condition of readmission, if any, shall be stated in the order of expulsion.

CHARTER: ANNEX 6

INTERNAL REGULATIONS ON FACULTY RANKING AND CONDITIONS OF SERVICE

1. FACULTY SELECTION AND APPOINTMENT

A Faculty Selection Committee of the pertinent Department shall select the Faculty members of the Department. All Faculty Selection Committee members should hold a higher or equal rank to the one the candidate is considered for, except for the rank of Professor, for which all faculty members should hold the rank of Professor. The Selection of all faculty members shall be approved by the Council of the pertinent Department, the Council of the pertinent School, the Senate and the University Council. The President shall make the appointment on behalf of the Council (See Appendix A).

2. FACULTY RANKING

All permanent faculty members shall be appointed on a full-time basis to one of the ranks listed below, according to their academic qualifications and professional work experience (see framework of minimum suggested/expected requirements in Research and Scholarly Publications and/or recognized creative work for Faculty Ranking in Appendix D). The minimal requirements per faculty rank are as follows:

2.1. Lecturer

A Doctorate; positive and substantial evidence of high competency in teaching and research.

2.2. Assistant Professor

The requirements for the rank of Lecturer plus three (3) post-doctorate years of university teaching and research experience; positive and substantial record of high competency in teaching and research; evidence of positive contribution to the overall development of the individual's program area and department; and service to the Community.

2.3. Associate Professor

The requirements for the rank of Assistant Professor and of eight (8) years of post-doctorate years of university teaching and research experience; positive and substantial record of high competency in teaching; a demonstrated record of research and publications; evidence of positive contribution to the overall development of the individual's program area and department; service to the Community; and membership/participation in professional or learned societies of

national or international significance.

2.4. Professor

The requirements for the rank of Associate Professor and of twelve (12) post-doctorate years of university teaching and research experience; positive and substantial record of high competency in teaching; evidence of positive contribution to the overall development of the individual's program area and department; service to the Community; membership/participation in professional or learned societies of regional or national significance; a demonstrated record of research and scholarly publications or recognized creative work in the individual's field.

2.5. Clarifications: Academic fields of exceptional and undoubted distinctiveness

2.5.1. The minimum requirement under which a candidate should hold a Doctorate, for any rank, does not apply in the cases of academic fields of exceptional and undoubted distinctiveness for which a Doctorate is not possible or not common.

2.5.2. The academic fields of exceptional and distinctiveness are Medicine, Applied Arts, Architecture, Music, Drama and Dance.

2.5.2.1. The qualifications that can substitute the Doctorate for the election and promotion in the field of Medicine are:

(a) For the rank of Lecturer: the candidate should **(i)** hold the post of a Lecturer or a higher academic post, in a medical specialty of a recognized University, or **(ii)** hold a diploma in Medicine and a medical specialty and have at least three years of work experience, after obtaining a diploma in Medicine; at a recognized Medical School, or at a recognized Research Institution (Institute) or at a Tertiary Hospital (Hospital).

(b) For the rank of Assistant Professor: the candidate should **(i)** hold the post of an Assistant Professor or a post of higher rank in a medical specialty or a recognized University or the post of a Lecturer in a medical specialty of a recognized University, having at least three years of experience in it, or **(ii)** hold a diploma in Medicine and a medical specialty and at least six years of work experience, after obtaining a diploma in Medicine, at a recognized Medical School, or at a recognized Research Institution (Institute) or at a Tertiary Hospital (Hospital).

(c) For the rank of Associate Professor: the candidate should **(i)** hold the post of an Associate Professor or a post of a higher academic rank, in a medical specialty of a recognized University or the post of an Assistant

Professor in a medical specialty of a recognized University, having at least four years of experience in it, or **(ii)** hold a diploma in Medicine and a medical specialty and at least ten years of work experience, after obtaining a diploma in a recognized Medical School, or at a recognized Research Institution (Institute) or Tertiary Hospital (Hospital).

(d) For the rank of Professor: the candidate should **(i)** hold the post of a Professor, in a medical specialty of a recognized University or the post of an Associate Professor in a medical specialty of a recognized University, having at least four years of experience in it, or **(ii)** hold a diploma in Medicine and a medical specialty and at least thirteen years of work experience, after obtaining a diploma in Medicine, at a recognized Medical School or at a recognized Research Institution (Institute) or a Tertiary Hospital (Hospital).

2.5.2.2 For Applied Arts, Architecture, Music, Drama and Dance, the qualifications that can substitute the Doctorate for the election and promotion are:

- (i) Master degree in the relevant field;*
- (ii) A portfolio that includes a body of work that is recognized and/or renowned;*
- (iii) Professional achievements that include work which has recognition and distinction;*
- (iv) Academic activity and publications.*

2.5.2.2.1 For the rank of Assistant Professor, Associate Professor, and Professor in addition to the above, academic experience of at least three (3), eight (8) and twelve (12) years, respectively, is required.

3. SPECIAL TEACHING PERSONNEL RANKING

Special Teaching Personnel ranks shall be those of Instructor and Senior Instructor. The minimal requirements for the Instructor's rank shall be a Master's degree, and for the Senior Instructor's rank shall be a Master's degree and twelve (12) years at the Instructor's rank or its equivalent.

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

All faculty members are expected to work conscientiously, and perform their duties with enthusiasm and dedication. In general, the areas in which faculty members are expected to excel and be highly competent are the following:

- 4.1. Mastery of subject matter** - as demonstrated by advanced degrees, honours, awards, and reputation in the subject matter field.
- 4.2. Effectiveness in teaching** - as demonstrated by the judgment of the Chairperson of Department and other colleagues, development of teaching material, development of new courses or programs of study, and student reaction, as determined from surveys, interviews, classroom observation and student advising.
- 4.3. Scholarly ability** - as demonstrated by the success in developing and carrying out significant research work in the subject matter field, publications and reputation among colleagues/peers.
- 4.4. Effectiveness in University and Community service** - as demonstrated by various areas such as University public service, committee work, administrative work and work with students and community in general, in addition to formal teacher-student relationships.
- 4.5. Continuing growth** – as demonstrated by various areas such as teaching, research or other activities to keep abreast of current developments in his/her field and being able to handle successfully increased responsibility.
- 4.6. Additional duties and responsibilities**
- 4.6.1. to assist the Chairperson of Department in duties of departmental coordination and other departmental activities such as selection of textbooks, proposing and writing new courses, writing research proposals, recruiting, etc.;
- 4.6.2. to maintain office hours to assist students in the selection of courses, to offer them academic advising and professional guidance and, in general, to spend sufficient time in establishing the professional atmosphere that encourages students to freely communicate, exchange ideas, and flourish professionally and intellectually;
- 4.6.3. to attend staff, departmental, school, (vice)rectorate meetings; attend various events, open days and orientation; accept committee duties as required; assist during registration; attend Commencement exercises and, in general, participate proactively and constructively in the life of the University community as one of its important exponents;

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

4.6.5. to comply to any other duties appointed.

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

5. FACULTY PROMOTION

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

5.1. Promotion Criteria

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

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

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

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

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

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

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

5.2. Documentation Accompanying the Application for Promotion

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

- 5.2.1. Demonstrate fulfillment of the minimal criteria for appointment to rank.
- 5.2.2. Show positive and substantial evidence of high competency in teaching by submitting all the following:
 - 5.2.2.1. Student ratings (in summary form) of Teacher and Course Evaluations during the years immediately preceding application, since the beginning of employment or the last promotion;
 - 5.2.2.2. Analysis of grades submitted by the applicant during the years immediately preceding the application, since the beginning of employment or the last promotion;
 - 5.2.2.3. Self-evaluation of the applicant's teaching methods/ techniques;
 - 5.2.2.4. Peer Reviews from classroom observations during the years immediately preceding the application, since the beginning of employment or the last promotion, are strongly recommended.
 - 5.2.2.5. Certificates and documentation of attendance in instructor teaching training programs/seminars; organized by the University or any other institution/carrier during the years immediately preceding application, since the beginning of employment or the last promotion;
- 5.2.3. Show evidence of positive contribution(s) to the overall development of the individual's program area and Department.
- 5.2.4. Show evidence of service to the University and Community in general.
- 5.2.5. Show evidence of membership and participation in professional or learned societies of national or international significance.
- 5.2.6. Show evidence of research and scholarly publications or recognized creative work in the individual's field (see framework of minimum suggested/expected requirements in Research and Scholarly Publications and/or recognized creative work for Faculty Ranking in Appendix D).

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

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

5.3. Procedures for Promotion

The procedure for promotion is as follows:

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

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

Notes:

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

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

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

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

5.3.6. The Committee on Promotion prepares a list of prospective external reviewers and investigates whether the candidate holds a strong objection(s) towards any individual on the list serving as external reviewer; or whether any of the requirements in point 5.3.4.1.2 are being violated. Then the Committee on Promotion makes the final selection of an external reviewer.

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

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

Notes:

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

6. PERFORMANCE EVALUATION OF FACULTY AND SPECIAL TEACHING PERSONNEL

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

6.1. Basic Principles and Standards

6.1.1. Teaching

Effective teaching is given the greatest weight and other factors cannot compensate for a failure to satisfy it. It involves mastery of the subject matter, the ability to stimulate the intellectual capabilities of students, and effectiveness in communicating the skills, methods and content of one's discipline. It includes a spirit of study necessary to keep courses continually revised and the

undertaking of efforts to sustain and improve teaching skills. Effective teaching also includes success in stimulating the intellectual development of one's colleagues through disciplinary and interdisciplinary work, including course development and participation in faculty training schemes/programs organized by the University and/or other Educational Institution(s), seminars and colloquia.

6.1.2. Research

European University Cyprus requires scholarly work that may be made public in various forms. All research, however, must involve the deployment of disciplined learning, closely informed by thorough research, for the sake of edifying and serving audiences that extend beyond the boundaries of the immediate University community.

Research can take many forms, such as **published research in various forms, article(s) in a scholarly periodical(s), chapter(s) in scholarly publication(s), book(s), paper(s) presented at a professional conference(s), contribution in research conference/event organization or any other form of artistic activity and research (i.e. composition and arrangement of music works, performance and conducting of music works, workshops, master classes, clinics and seminars) or any other equivalent form.**

6.1.3. Service to the University, Community, and Profession, and Self-Development

In addition, to support the University's mission, purpose and objectives, the University also assumes of its faculty a congenial and collegial relationship. This includes civility in discourse and a willingness to carry one's share of the load in teaching, advising, participation in institutional research, committee work, compliance with the 'UE Professor DNA/DNA Competencies' and other forms of university service. The quality of contributions, not merely the numbers of committees and assignments, remains a significant consideration.

The University values contributions to planning and governance, leadership in achieving the goals of the University (which include student recruitment and retention), working with students outside the classroom and extending the resources of the University to the wider community

Significant and extended service to professional societies, committees pertaining to higher education formed and appointed by the government, and academic associations; contribution in event organization; training activity; appraisals of manuscripts submitted for publication to university presses or scholarly journals; grant proposals/applications submitted to government agencies or learned and

professional societies; review of grant applications submitted to government agencies or learned and professional societies: all of these activities would count as instances of professional development. As educators, professional development includes activities and efforts to improve teaching/instructional capabilities, qualifications, etc. No amount of these activities, however, should compensate for deficiencies in Teaching or Research.

6.1.4. Transitional Period (Ranks are subject to and according to the Law on Private Universities)

6.1.4.1. Faculty

During this period, faculty members will be required to satisfy the minimal requirements concerning *Research*, i.e. **one form of research per year** as described above (See 6.1.2.: *Research*). They will have the obligations of such and will be evaluated like the other faculty members.

6.2. Faculty and Special Teaching Personnel Evaluation

6.2.1. Evaluation

Each full-time faculty member and special teaching personnel will be evaluated **EVERY TWO YEARS** (See **Appendix E: Self-Assessment Academic Staff Evaluation Report** and **Appendix I: Performance Evaluation System Activities Plan**).

The evaluation document(s) will be submitted to the Chairperson of Department by June 30.

6.2.1.1 Faculty

Faculty Ranks will be those of **Lecturer, Assistant Professor, Associate Professor and Professor**. The minimal requirements for each faculty rank are those that appear in the *University Charter*. One form of scholarship per year as described above (see 6.1.2 Research) will be minimal requirements for each member with the rank of faculty.

The faculty member shall engage in the process of self-evaluation as a positive force towards continued professional development and accomplishment. This initial step in the review process shall demonstrate the faculty member's performance in the areas of (i) **Teaching**, (ii) **Research**, and (iii) **Service to the University, Community, and Profession and Self -Development**.

Materials submitted by the faculty member should be evaluated in their entirety. It is recognized that any of the following evaluation categories may receive

different weight at particular periods in a faculty member's career, reflecting changes in either individual, departmental, or university goals. For instance, some faculty members may be striving more intensively to develop new methods of teaching, while other members may be more fully engaged in the pursuit of research. **However, the weight selected and officially stated by a faculty member should fall within the prescribed weight parameters for each category, which are as follows:**

- | | | |
|-------|---|---------------|
| (i) | Teaching: | 30-60% |
| (ii) | Research: | 30-60% |
| (iii) | Service to the University, Community, and Profession and Self-Development: | 10-30% |

6.2.1.2. Special Teaching Personnel

Special Teaching personnel ranks will be those of **Instructor and Senior Instructor**. The minimal requirements for each Special Teaching Personnel rank are those that appear in the *University Charter*.

Special Teaching Personnel will be primarily dedicated to teaching. While Special Teaching Personnel will be encouraged to grow personally and professionally through scholarship activity and continuous development, Research will not be considered in annual evaluations (it will be optional.) Service to the University, Community and Profession will be part of the Interim Performance Feedback Report (See Appendix L: Interim Performance Feedback).

Instructors/Senior Instructors

The weight for Instructors/Senior Instructors is as follows:

- | | | |
|-------|---|----------------|
| (i) | Teaching: | 60%-80% |
| (ii) | Scholarship/Research: | 0%-30% |
| (iii) | Service to the University, Community, and Profession and Self-Development: | 10-30% |

6.2.1.3. Faculty and Special Teaching Personnel (STP) on Probation

In the case of Faculty and Special Teaching Personnel (STP) on probation, two months prior to the end of the probation period, the Chairperson of the pertinent Department, following unannounced class observations/visits/evaluations during

lecture hours of the member on probation, is required to complete Appendix K: Performance Evaluation (Faculty and STP members on Probations). The Dean of the pertinent School is also required to provide commends/suggestions on the same report that is referred to the Vice-Rector of Academic Affairs; and is consequently forwarded to the H.R. Department.

6.3. Interim Performance Feedback

Each faculty member or special teaching personnel, on a yearly basis, shall prepare a document which will list and assess the success of activities of the past academic year per category, within the context of that year's stated goals, justifying strengths and weaknesses (See Appendix L: Interim Performance Feedback).

The interim performance feedback meeting shall take place during the month(s) of June/July of each year, between the faculty member or special teaching personnel and the pertinent Chairperson/Dean of School, where feedback and objectives shall be discussed and agreed upon.

6.4. Content of Evaluation Categories (See Appendix F: Performance Categories and Behaviors/Activities Evaluated)

6.4.1. Teaching

Based on above Basic Principles and Standards, the faculty members (and accordingly the special teaching personnel members) should prepare a list/statement that discusses accomplishments in courses taught, and activities aimed at sustaining and improving teaching effectiveness. It involves mastery of the subject matter, the ability to stimulate the intellectual capabilities of students, and effectiveness in communicating the skills, methods and content of one's discipline. It includes a spirit of study necessary to keep courses continually revised, and the undertaking of efforts to sustain and improve teaching skills.

Effective teaching also includes success in stimulating the intellectual development of one's colleagues through disciplinary and interdisciplinary work, including course development and participation in faculty training schemes/programs organized by the University and/or other Educational Institution(s), seminars and colloquia. Effort and energy in activities such as course development, course revision, and/or development of new technologies/instructional publication/activities/methodology and/or teaching material to enhance the learning environment should be noted, as well as summaries of student evaluations.

6.4.2. Research

Based on above Basic Principles and Standards, the faculty member should prepare a list/statement that discusses current research in progress and/or completed. Research can take many forms, such as **published research in various forms, article(s) in scholarly periodical(s), book(s), chapter(s) in scholarly publication(s), paper(s) presented at professional conference(s), contribution in research conference/event organization or any other form of artistic activity and research (i.e. composition and arrangement of music works, performance and conducting of music works, workshops, master classes, clinics and seminars) or any other equivalent form.**

The faculty member is encouraged to note the degree of support received from the University (e.g. teaching load reduction, time-off, research grant, etc.) that contributed to the completion of his/her scholarly endeavors.

6.4.3. Service to the University, Community and Profession, and Self - Development

Based on above Basic Principles and Standards, the faculty member should prepare a list/statement that discusses contributions made to the University and the Community in the area of service. Activities such as committee memberships and offices held, participation in special education/training programs, outreach activities classroom working and recruitment of students, and working with students outside the classroom should be outlined. Activities demonstrating involvement in community service and commitment to social responsibility should be noted, such as membership in community organizations and volunteer work; also other activities extending the resources of the University to the wider community.

Significant and extended service to professional societies, committees pertaining to higher education formed and appointed by the government, and academic associations; appraisals of manuscripts submitted for publication to university presses or scholarly journals; grant proposals/applications submitted to government agencies or learned and professional societies; review of grant applications submitted to government agencies or learned and professional societies; contribution in event organization; participation in training seminars; pursuing of additional qualification/degrees; etc. will be taken into consideration.

(Note: A checklist (criteria) for each performance category with indicative rating of each activity/behavior (See Appendix G: Summary of Grading of the Performance Evaluation System) and a Description of Each Behavior (See

Appendix H: Performance Evaluation System) has been developed based primarily on the suggestions made by the faculty, the above basic principles and standards, and the content of the above evaluation categories.)

6.4.4. Rating of Performance

Performance in each of the above categories is rated according to the following scale:

Truly Outstanding:	5 points
Exceeds Normal Expectations:	4 points
Completely Satisfactory:	3 points
Needs Improvement:	2 points
Below Expectations/Weak Performance:	1 point

6.4.5. Process of Faculty Evaluation

The interim performance feedback review process will provide the basis for the review of the performance of faculty (and accordingly the special teaching personnel member). In doing so, both the faculty and the administration reaffirm their commitment to the principles of academic freedom.

6.4.5.1. Interim Performance Feedback Review

- 6.4.5.1.1. The Review will be based on the above stated Evaluation Categories, and will also be related to the University's mission, purpose, strategy and objectives.
- 6.4.5.1.2. Chairpersons of Departments and Deans of Schools are charged with conveying the expectations of #1 to faculty.
- 6.4.5.1.3. **The Interim Performance Feedback Review** (See Appendix L: Interim Performance Feedback) will be used for recording an individual's performance, which will be submitted to the pertinent Department Chairperson by each faculty member or Special Teaching personnel member by **June-July** of the interim year.
- 6.4.5.1.4. **The pertinent Chairperson and the pertinent Dean of School** will carry out jointly the review/assessment of each faculty member or special teaching personnel member. **The Performance Evaluation Scoring Worksheet** (See Appendix J: Performance Evaluation Scoring Worksheet) will be used for assessing Faculty and Special Teaching Personnel (every two years).
- 6.4.5.1.5. All appropriately completed and signed review documents of each faculty or Special Teaching personnel member will be submitted by

the Dean of School to the Review Committee by **10th of September**.

- 6.4.5.1.6. **The Review Committee** consists of the pertinent Department Chairperson, the pertinent Dean of School, one high-rank Faculty member per School and a representative of the Administration. The appointed faculty members from each School and the administration representative should review the evaluation documents in the Dean's office prior to the Review Committee meeting. This committee will review the evaluation documents, will give instructions for clarification/remedy in cases of ambiguity, will verify the outcome of the annual review of each faculty member, and will make the final assessment. [It is the right of the evaluated member to refuse the participation of any of the appointed faculty members from each School to be present, irrespective of which Department/School the faculty member is a member. However, the pertinent Department Chairperson and the Dean of School will be coordinating the review of the faculty members of their Department/School]. The outcome of the assessment by the Review Committee would normally be decided by consensus, otherwise by majority. All members of the Review Committee should sign the relevant sections of the **Performance Evaluation Scoring Worksheet** (See Appendix J: Performance Evaluation Scoring Worksheet) by **30 September**.
- 6.4.5.1.7. The pertinent Chairperson and the Dean of School, jointly, will then meet with each faculty member or Special Teaching personnel member under evaluation to discuss the results of the review/assessment by **30 October**. The pertinent Department Chairperson, the Dean of School and the involved faculty member or Special Teaching personnel member should sign the review at the time of their meeting, with the faculty member/Special Teaching personnel member reviewed being able to add comments
- 6.4.5.1.8. All appropriately completed, signed, and verified documents will be submitted by the Dean of each School to the Vice-Rector of Academic Affairs by **15 October**.
- 6.4.5.1.9. **Appeal / Grievance**. A committee consisting of a high-rank academic administrator, a high-rank faculty member and a high-rank external member will investigate all appeals / grievances. These individuals will not be the same as those in the Review Committee.

6.4.6. Quantitative Outcome of Evaluation

The points received by a faculty member or special teaching personnel in the review for each evaluation category is multiplied by the percent weight for that category selected by the faculty member for the specific year. The sum of totals of all categories will be the overall evaluation result (with 0 being the lowest and 5.00 being the highest).

Example:

A faculty member selects the following weight, and achieves the following points for each evaluation category:

Teaching:	50% - 4 points
Scholarship/Research:	30% - 3 points
Service to the University, Community, Profession & Self Development:	20% - 3 points

The total for each category will be as follows:

Teaching:	$0.50 \times 4 = 2.00$
Scholarship/Research:	$0.30 \times 3 = 0.90$
Service to the University, Community, and Profession & Self Development:	$0.20 \times 3 = 0.60$

Total's Sum: 3.50

Note: All provisions of the above system may be modified so that they will conform to the provisions of the Law on Private Universities of 2005 (s. 36.(1)) and the provisions of the Law on Quality Assurance and Accreditation of 2015 (s. 13-(1)).

7. COMPENSATION AND FRINGE BENEFITS

The compensation system of the University consists of the following components:

- Annual Salary
- Annual salary increase
- Fringe benefits

7.1. Annual Salary

Monthly salary X 13

7.2. Annual Salary Increase

The compensation system of the University promotes incentive and it is based on performance merit and encourages and promotes fairness and justice among employees. It consists of the following:

7.2.1. Performance Increase

- a. IPBP % - Individual Performance - Based Pay (%) increase based on performance evaluation
- b. Bonus - based on performance evaluation and University financial performance/ productivity

7.3. Fringe Benefits

The University provides the following fringe benefits.

- * **Social Insurance**
- * **Provident Fund (Retirement Plan)**
- * **Medical Insurance**
- * **Paid Maternity Leave**

7.3.1. Social Insurance

Social Insurance contributions for full-time employees as per the Republic of Cyprus Law.

7.3.2. Provident Fund

Contribution as per the University's Provident Fund Charter.

7.3.3. Medical Insurance

Group medical insurance is available to all full-time permanent employees. Medical Forms and Medical Plan Scheme are available at the Department of Human Resources.

7.3.4. Paid Maternity Leave

Full-time female faculty and staff are eligible for maternity leave and benefits as described below:

- **time off work**
2 weeks prior to expected childbirth, and
16 weeks recovery after childbirth
- **compensation**
The female employee will receive 1/4th of her monthly salary during the time she is off (Social Insurance pays 3/4ths of the salary), for a period that does not exceed 18 weeks.

8. STAFF ETHICS

The University places confidence and trust in the integrity and excellence of character of the Employee. It is therefore agreed that each Employee shall, at all times, conduct himself/herself in a manner which is in alignment with the high personal moral and intellectual standards of the University, as those are illustrated in the 'Faculty Handbook' and the University Charter. These standards/principles include the following:

- 8.1. Maintaining just and courteous professional relationships with students, parents, staff members, and others.
- 8.2. Maintaining efficiency and keeping up with the developments in one's field(s) of work.
- 8.3. Placing the education and welfare of students as the first concern of the University, which will require that appointments to positions and promotions be based solely on merit.
- 8.4. Directing any criticism of other staff members or of any department of the University towards the improvement of the University. Such constructive criticism is to be made directly to the particular University administrator who has the administrative authority to improve the situation.
- 8.5. Using properly and protecting all University facilities, equipment, and materials.
- 8.6. Abiding with the DNA Competencies, Qualities and Principles and the Code of Conduct and Ethics (the 'Code').

APPENDIX A

INTERNAL REGULATIONS ON FACULTY SELECTION AND APPOINTMENT

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

1. Needs assessment – Advertising vacancy

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

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

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

2. Faculty Selection Committee

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

2.2 The Faculty Selection Committee members:

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

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

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

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

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

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

3. Acknowledgement of receiving application and application evaluation

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

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

3.3. The Faculty Selection Committee:

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

4. On-campus Interviews

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

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

5. Selection and Appointment

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

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

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

6. The H.R. Department

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

7. Records

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

8. Measures to Prevent Discrimination in Appointments

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

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

APPENDIX B

INTERNAL REGULATIONS ON TEACHING HOURS REDUCTION (THR)

Section 1:

Policy

- 1.1** The request for a teaching load reduction for funded research and when writing a book must be initiated at the departmental level.
- 1.2** The Teaching Hours Reduction (THR) Form template is available from the INTRANET.
- 1.3** Full-time, permanent faculty and special teaching personnel are eligible to apply.
- 1.4** A request for teaching load reduction associated with the publication of a book will be based on a contract between a publisher and the author. This teaching load reduction will not exceed six (6) credit hours despite the duration of the contract as agreed between the publisher and the author.
- 1.5** The THR Form must be received by the Department Chairperson no later than **May 1st** for the Fall Semester, and no later than **October 31st** for the Spring Semester, though early applications will better accommodate departmental scheduling.
- 1.6** Applications received after the above set deadlines will be considered only on an exceptional basis and at the discretion of the Department Chairperson.
- 1.7** The final, complete documentation packet (signed and completed hard copy of THR Form and pertinent supporting documents) will be filed in the Department Chairperson's office.
- 1.8** Each faculty member receiving a teaching load reduction is expected to provide a brief report on the project to the Department Chairperson (copied to the School Dean and to the Vice Rector for Research) within one month of the completion of the teaching load reduction period.
- 1.9** During the academic year in which a teaching load reduction has been approved, it is expected that the faculty member will not engage in teaching activities in other academic institutions, unless explicit approval is obtained through the Department Chairperson, School Dean and Vice Rector for Research.

Section 2:

Procedure

- 2.1** The applicant should complete a Teaching Hours Reduction (THR) Form (see Attachment A1) electronically and submit it by electronic mail (INTRANET) to the Department Chairperson. Signatures and attached documentation will be added subsequently to hard copy (see 2.5 below or digital signatures may be used).
- 2.2** The THR Form must be received by the Department Chairperson no later than **May 1st** for the Fall Semester, and no later than **October 31st** for the Spring Semester.
- 2.3** If a teaching load reduction is considered, the Department Chairperson will submit the completed THR Form via electronic mail (INTRANET), along with all pertinent supporting documents to the School Dean for review.
- 2.4** The Dean will review the THR Form and if supported, will forward the complete request to the Vice Rector for Research for review.
- 2.5** The Office of the Vice Rector for Research will produce a hard copy of the THR Form and supporting documentation which the applicant, the Department Chairperson, the School Dean and the Vice Rector for Research will sign. This full set will be filed by the Department Chairperson.
- 2.6** Examination and decision on the applications will be made by an Ad-Hoc Teaching Hours Reduction Committee of the Research Committee of the Senate, consisting of the Vice Rector, the Director of Human Resources and an additional member designated by the Research Committee.
- 2.7** The Ad- Hoc Teaching Hours Reduction Committee's decision will be forwarded to the pertinent Dean of School by **May 31st** for the Fall Semester and by **November 30th** for the Spring Semester. The Dean will duly notify the Department Chairperson who will notify the applicant.



Teaching Hours Reduction (THR) Form

Instructions:

This form must be completed and submitted electronically(intranet) to the Department Chairperson no later than **May 1st** prior to the effective term of Fall Semester, and no later than **October 31st** prior to the effective term of Spring Semester. Documentation will be filed in the Department Chairperson's office.

Date: _____

Faculty Name: _____

Rank: _____

Department: _____

School: _____

Teaching Hours Reduction Requested: ☐ **one course (3 credit hours)**
☐ **two courses (6 credit hours)**
☐ **other** _____ (please specify)

Semester(s) for which reduction is requested: _____

Origin of Assignment/Project/Research (Check One):

University: ☐

External Source: ☐ _____ (please specify)

Other: ☐ _____ (please specify)

Justification for Request :(Attach documentation)

(Applicant's Signature—to appear on final hard copy for filing)

Department Chairperson Name: _____

Date: _____

Recommendation (check one):

THR Approved ☐

THR Not Approved ☐

Comments:

(Department Chairperson's Signature—to appear on final hard copy for filing)

School Dean Name: _____

Date: _____

Recommendation (check one):

TLR Approved ☐

TLR Not Approved ☐

Comments:

(School Dean's Signature—to appear on final hard copy for filing)

Vice Rector for Research

Name: _____

Date : _____

Recommendation (check one):

TLR Approved ☐

TLR Not Approved ☐

Comments:

(Vice Rector`s Signature—to appear on final hard copy for filing)

DECISION of the Ad- Hoc Teaching Hours Reduction Committee (check one):

TLR Approved ☐

TLR Not Approved ☐

Date :

Comments:

(Decision will be forwarded to the pertinent Dean of School by May31 for Fall Semester and by November 30th for Spring Semester)

APPENDIX C

INTERNAL REGULATIONS ON CANCELLATION AND RE-SCHEDULING OF CLASSES AND OFFICE HOURS

The University, in its continuous effort to improve the services to the student body, and in complying with the Bologna Process requirements concerning internal quality assurance mechanisms, is updating its policy concerning cancellation and re-scheduling of classes and office hours. The University, of course, recognizes that there are special cases in which cancellation of classes and office hours is inevitable for a number of reasons (e.g. illness, participation in conferences, military service). However, according to the syllabi, courses should be taught for a specified number of periods (depending on the number of credits of a course) of 50 minutes each. Therefore, cancelled classes for whatever reason should be re-scheduled to make up for lost time.

1. Class Cancellation and Re-scheduling

Whenever an absence is known in advance the instructor should complete the appropriate form and submit it, together with suggested re-scheduling arrangements, to his/her Chairperson of Department at least five working days in advance for approval (Dean of School, Vice-Rector(s) and Rector) and consequently forwarded to the Department of Human Resources Management. After approval is obtained, he/she should inform the students about the cancellation of class(es), and make the final re-scheduling arrangements that are approved by the pertinent Chairperson of Department, who keeps an official record of all class cancellations and re-scheduling arrangements in the Department.

Whenever, on account of illness or other emergency, a leave of absence cannot be arranged in advance, the instructor should call and notify the appropriate Department/School office prior to 8:30am on the day of the absence. Failure to do so will result in deduction of pay for each day of non-notification, unless a valid reason can be given for such failure. For more than 1-day absence due to sickness/illness, a doctor's certificate needs to be submitted to the Chairperson of Department (who will keep a copy of it in the Department's record and forward the original certificate to the Department of Human Resources Management).

It must be noted that consistent sick leave of absence without a serious reason may result in negative evaluation and a possible warning notice. In case an instructor receives more than two warnings, it may result in termination of employment. Classes cancelled due to illness or other emergency should be re-scheduled at the earliest possible opportunity following the same procedure as in the case of pre-approved leave of absence. A summary report of all absences should be sent to the Department of

Human Resources Management, with copies to the Office of the Rector, by the Departments/Schools on a monthly basis. This report, submitted by each school at the end of each month, will include the rescheduling arrangements for the cancelled class(es) as well.

In exceptional circumstances, when a class is cancelled for serious personal reasons, irrespective of whether the leave of absence is approved in advance or not, the pertinent Department Chairperson should be informed in strict confidence of the reason of absence.

An official announcement by the Department/School will be placed on the appropriate classroom door for all class cancellations.

Office Hours Cancellation and Re-scheduling

Instructors must also keep their office hours punctually. In emergencies/sicknesses, when an instructor will not be able to observe office hours, the pertinent Chairperson and Department secretary must be informed. All office hour cancellations or changes should be reported to the department of Human Resources Management. An official announcement by the Department/School will be placed on the door of the instructor's office or the adjacent notice board. Office hours missed due to pre-approved leave of absence must be re-scheduled. Every effort should be made to re-schedule office hours missed due to emergency/sickness. It must be noted that consistent cancellations or changes in office hours without a serious reason may result in negative evaluation and a possible warning notice.

All the above apply to both full-time and part-time instructors.

The Dean of School submits a full and detailed report on the implementation of this policy to the Rector within ten days after the end of a semester and of the summer session.

2. Internal Regulations on Changes Concerning Class Meeting Hours and Location

Instructors are not allowed to change class meeting hours of a course. However, if there is an extremely serious reason for changing the meeting hours of a course, permission should be granted by both the Chairperson of Department and the Registrar.

All the above apply to both full-time and part-time instructors.

3. Internal Regulations on Punctuality Concerning the Duration of Classes

The University, in its continuous effort to improve the services to the student body, and in complying with the Bologna Process requirements concerning internal quality assurance mechanisms, is updating its policy concerning duration of classes. According to the syllabi, each course should be taught for a specified number of periods of 50 minutes each. This applies to both courses offered during the day and at night. It is the responsibility of instructors to ensure that this obligation of the University is fulfilled.

The Schools/Departments will monitor closely punctuality concerning duration of classes by carrying out random checks (without classroom interference) within the framework of internal quality control. Instructors, who are found not to be punctual in this aspect, will receive a warning notice. In the case an instructor receives more than two warnings, it is possible to result in termination of employment.

All the above apply to both full-time and part-time instructors.

The Dean of School submits a full and detailed report on the implementation of this policy to the Rector within ten days after the end of a semester and of the summer session.

APPENDIX D

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

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

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

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

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

SELF – ASSESSMENT ACADEMIC STAFF EVALUATION REPORT

Teaching Activities (copy & paste templates for multiple instances, delete templates if not needed):

TEACHING

A) Accessibility, Supervision and Support for Taught courses (.25)

Summary of Teaching Load

	Undergraduate courses	Postgraduate courses
Fall semester load (in teaching hours)		
Spring semester load (in teaching hours)		
Summer semester load (in teaching hours)		
Total load (in teaching hours)		
Total no. of students (Fall-Spring-Summer)		
Total no. of new courses taught (Fall-Spring-Summer)		
Students' evaluation weighted average		

Supervision of Undergraduate Senior Projects (completed)

Student's Name	Senior Project Title	Completion date

Supervision of Postgraduate Senior Projects (completed)

Student's Name	Senior Project Title	Completion date

Please provide any other comments related to Accessibility, Supervision and Support for Taught Courses including Academic Advising (free text)

--

B) Quality & Effectiveness (Including Instructional Publications) (.45)

New/Revised Instructional Publication / Material/Activities/Methodology

Course Code	New course <input type="checkbox"/> Revised <input type="checkbox"/>
Course Title	
Publication Type (multiple selections allowed)	handouts <input type="checkbox"/> slides <input type="checkbox"/> course manual <input type="checkbox"/> web site <input type="checkbox"/> other (please specify):
Brief Description	Please describe briefly the contents and the objective of the documentation produced:

Course Development / Revision

Course Code	
Course Title	
Course Type	elective <input type="checkbox"/> core <input type="checkbox"/>
Activity	new development <input type="checkbox"/> revision <input type="checkbox"/>
Status	in preparation <input type="checkbox"/> submitted <input type="checkbox"/> running <input type="checkbox"/>
Description	

Program Development / Revision

Program Title	
Activity	new development <input type="checkbox"/> revision <input type="checkbox"/>
Status	in preparation <input type="checkbox"/> submitted <input type="checkbox"/> running <input type="checkbox"/>
Description	

Please provide any other comments related to Instructional Innovation / Revision, Course and Program Development/Revision (free text)

--

C) Willingness, Cooperation and Flexibility (.30)

Please provide any comments related to Willingness, Cooperation and Flexibility (free text)

Research Activities of last 2 years (copy & paste templates for multiple instances, delete templates if not needed):

Journal Publications

Author(s)	
Title	
Journal	
Impact factor	
Status	submitted <input type="checkbox"/> 1 st revision <input type="checkbox"/> 2 nd revision <input type="checkbox"/> in print <input type="checkbox"/> published <input type="checkbox"/>
Submission	refereed <input type="checkbox"/> invited <input type="checkbox"/>

If published, please indicate:

Volume	
Pages	
Year	

Conference/Symposium/Workshop presentations

Author(s)	
Title	
Conference	
Place/Date	
Status	submitted <input type="checkbox"/> accepted <input type="checkbox"/> presented <input type="checkbox"/>
Submission	refereed <input type="checkbox"/> invited <input type="checkbox"/>

If presented, please indicate:

Pages	
Year	
Funding	Univ. (full) <input type="checkbox"/> Univ. (part) <input checked="" type="checkbox"/> self-funded <input type="checkbox"/> research project <input type="checkbox"/>

Research Projects

Title	
Funding Organization	
Role in project	
Status	in writing <input type="checkbox"/> submitted <input type="checkbox"/> in negotiation <input type="checkbox"/> unsuccessful <input type="checkbox"/> running <input type="checkbox"/>

If running, please indicate:

Budget	
Project duration	

Book Chapters

Author(s)	
Title	
Book	
Editor	
Status	submitted <input type="checkbox"/> 1 st revision <input type="checkbox"/> 2 nd revision <input type="checkbox"/> in print <input type="checkbox"/> published <input type="checkbox"/>

If published, please indicate:

Pages	
Year	

Books

Author(s)	
Title	
Publisher	
Status	in writing <input type="checkbox"/> submitted <input type="checkbox"/> in print <input type="checkbox"/> published <input type="checkbox"/>

If published, please indicate:

Pages	
Year	

Creative Works

Brief Description	Please provide a brief description of the work. Indicate any reviews of the work (if available)
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Performances

Place	
Date	
Brief Description	Please provide a brief description of the performance. Indicate any reviews of the work (if available)

Contribution in Research Conference/Event Organization

Event Name	
Role in Organization	

Please provide any comments related to research activities (free text)

--

University & Professional Activities (copy & paste templates for multiple instances, delete templates if not needed):

A. SERVICE TO THE UNIVERSITY, COMMUNITY (.60)

Committee Memberships

Committee name	
Work Accomplished	Please provide a brief summary of the committee work for this academic year:

Committee Memberships (External Organization)

Committee name	
Work Accomplished	Please provide a brief summary of the committee work for this academic year:

Contribution in Event Organization

Event Name	
Work Accomplished	Please provide a brief summary of your contribution in the event:

Other Service (including funded activities /work)

Service Description	
Work Accomplished	Please provide a brief summary of your service to the university:

Please provide any other comments related to Service to the University, Community (free text)

--

B. SERVICE TO THE PROFESSION AND SELF-DEVELOPMENT (.40)

Reviewing Activity

Review type	book <input type="checkbox"/> journal <input type="checkbox"/> conference <input type="checkbox"/> project <input type="checkbox"/>
Book, Journal, Conference, Research Organization Title	
Number of Books, Chapters, Papers, or Projects reviewed	

Training Activity

Activity type	

Please provide any other comments related to Service to the Profession and Self-Development (Life Long Learning) (free text)

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APPENDIX F

PERFORMANCE CATEGORIES AND BEHAVIORS/ACTIVITIES EVALUATED

1. Teaching

a. Accessibility, Supervision and Support for Taught Courses

The extent to which the faculty member is available to students outside the classroom for assistance in clarifying difficult concepts, as well as in providing constructive assistance to students for their projects.

b. Quality and Effectiveness (including Instructional Publication)

The adequacy of knowledge in the field of expertise, level of preparedness and effectiveness of delivery/communication of the faculty member in teaching assigned courses, reaching teaching objectives, the ability to create a positive, challenging and stimulating learning environment in the classroom, degree of interest in the students, as well as taking time to answer questions and clarify/explain concepts, punctuality in meeting classes, class cancellation and rescheduling.

The degree to which the faculty member develops and implements non-traditional instructional methods, including, but not limited to, experiential techniques, interactive processes and multi-media (e.g. business games), as well as the involvement in new /revised instructional publications / material / activities/ methodology, development/ revision of new courses and programs of study, and committee work for program and course development/revision.

c. Willingness, Cooperation and Flexibility

The degree to which the faculty member is willing to perform teaching duties asked of him/her in his/her field of expertise, as well as the ability to maintain a positive attitude in working well with others to

develop/participate in inter-disciplinary programs, and achieve the goals and objectives of the Department, the School and the University.

NOTE: See also 6.1.1. above.

All above teaching behaviors/activities may be evidenced, among others, through faculty self-evaluation, student evaluations, training certificates, assessment and records kept by the Chairperson of Department and the Dean of School, and/or assessment by the Review Committee. In addition, student interviews (optional and only used for investigating certain events, if necessary), peer review and class observation (by the Chairperson of Department, the Dean of School and two faculty members chosen by the member involved, if requested by the faculty member or teaching personnel member) may be used.

2. Research

Quality and Adequacy of Research

The level/quality and adequacy of intellectual productivity of the faculty member's scholarly/academic research/contributions in refereed journals, international conference proceedings, scholarly books, and other equivalent intellectual contributions, the extent of the effort of the faculty to apply his/her research and attract research grants, as well as the efforts of the faculty member to mentor other less research-experienced faculty (and students) and/or include/encourage them in scholarly work.

Journal Publications – In evaluation, the Chairperson of Department and the Dean of School should take into consideration and comment upon the reputation and editorship of journals in which the faculty member has published and the nature of the reviews received for published books. Evaluation of the quality of the publication is essential. For major personnel decisions (e.g., promotion) external evaluation of the publication(s) may be required.

These may be defined as: Paper published in a journal covered by the SCI, SSCI, AHCI core or expanded list. Paper published in a refereed international journal. Published book review, note to the editor, discussion. Book, book chapter or editorship published abroad. Conference paper or abstract presented in the proceeding of an international and refereed conference held regularly. Conference paper or abstract presented in the proceedings of an international conference, International conference organization, working paper/work in progress. Recordings, publications of original or arranged works of music, performances/workshops/ clinics/ master classes presented at international and refereed conferences).

Conferences/ Symposiums/ Workshop presentations - The Chairperson of Department and the Dean of School will be expected to evaluate such presentations on a similar basis to publications in learned journals - that is, taking into consideration the extent of external peer review before acceptance of the paper and the prestige associated with having a paper accepted for presentation at that meeting.

Research Projects – In evaluating faculty members' funded research activity, the Chairperson and the Dean of School should take into consideration the aggressiveness with which the faculty members have sought out research opportunities (considering their availability of opportunities in their fields), the effectiveness with which faculty members have met the requirements established by the funding agency, the effectiveness with which the faculty members have worked with graduate assistants and colleagues, and the leadership which faculty members have provided on particular grants (as principal investigators, co-principal investigators, or major participants).

Books and Book Chapters - The Chairperson of Department and the Dean of School will be expected to evaluate such endeavors on a similar basis to publications in learned journals - that is, taking into consideration the extent of external peer review before publication of book/book chapter and the prestige associated with having a book/book chapter published.

Creative works/Performances – The Chairperson of Department and the Dean of School should take into consideration the amount of creative works/performances as well as reputation, comments and reviews received.

Contribution in Research Conference/Event Organization – The Chairperson of Department and the Dean of School should take into consideration the work and effort put in to organizing and heading research conferences as well as organizing events.

NOTE: See also 6.1.2 above.

All above Research behaviors/activities may be evidenced, among others, through faculty self-evaluation (including documentation) and assessment by the Chairperson of Department, the Dean of School and the Review Committee.

The Chairperson of Department, the Dean of School and the Review Committee might take into consideration the individual's performance of Research for the year prior to the year under evaluation. However, one form of research per year will be a minimal requirement for each faculty member, together with an interim research/scholarship progress report of the academic year under evaluation.

3. Service to the University, Community and Profession and Self-Development

a. Service to the University, Community

The number of committees, the intensity of work on committees and the chairing of committees. The degree of involvement as sponsor of student organizations/clubs, working with students outside the classroom, participation in activities and events sponsored by European University Cyprus, recruitment of students, publicity, and other contribution toward the improvement of the Department/School/University.

The level and quality of the faculty member's contributions to organizations in the external community. Membership, office held, service on board of directors, volunteer work, promoting the University to the wider community, organization/coordination of lecturers, contribution in event organization, conferences and workshops, public appearance (mass media, lectures and speeches), other service (including funded activities/work), consulting - approved by the University, and other service rendered to the Community.

b. Service to the Profession and Self-Development

The degree and level of participation and involvement in professional organizations/associations. The degree to which the faculty member strives for continuous improvement in his/her teaching effectiveness and/or level of research by attending professional self-development seminars, training activities, through involvement with professional associations and/or reading of current literature, and by keeping up with developments, changes, and innovations in his/her disciplines(s) to stay current and be on the cutting edge of thinking in his/her field. Other service rendered to the Profession and to Self-Development.

NOTE: See also 6.1.3 above.

All above Service behaviors/activities may be evidenced, among others, through faculty self-evaluation and observation and assessment by the Chairperson of Department, the Dean of School and the Review Committee.

APPENDIX G

SUMMARY OF GRADING OF THE PERFORMANCE EVALUATION SYSTEM

Points on Specific Rating Class

<u>Evaluation Category</u>						
	Truly Outstanding	Exceeds Normal Expectations	Completely Satisfactory	Needs Improvement	Below Expectations Weak Performance	
<u>TEACHING</u>						<u>WEIGHT</u>
Accessibility, Supervision and Support for Taught Courses	5	4	3	2	1	0.25
Quality and Effectiveness (including Instructional Publications)	5	4	3	2	1	0.45
Willingness/Cooperation/Flexibility	5	4	3	2	1	0.30
					TOTAL TEACHING	1.00
<u>RESEARCH</u>						<u>WEIGHT</u>
Quality/Adequacy of Research (Published Research, Journal Publications, Conference/Symposium/Workshop presentations, Research Projects, Books/Book chapters, Creative Works, Performances, Contribution in research conference/Event organization, Papers submitted)	5	4	3	2	1	1.00
					TOTAL RESEARCH	

<u>SERVICE</u>						<u>WEIGHT</u>
Service to the University, Community	5	4	3	2	1	0.60
Service to the Profession and Self-Development	5	4	3	2	1	0.40
					TOTAL SERVICE	1.00

APPENDIX H

PERFORMANCE EVALUATION SYSTEM

TEACHING: Accessibility / Supervision and Support for Taught Courses (25 percent of Teaching score)		Behavior Evaluated: The extent to which the faculty member is available to students outside of class for assistance in clarifying difficult concepts, as well as providing constructive assistance to students for their projects. The consistency of maintaining office hours.	
Rating		Points	Description of Behavior
1.	Truly Outstanding	5	The faculty member consistently maintains office hours and is available to meet with students. She/he is readily accessible to assist with students' questions or problems. The faculty member demonstrates a highly positive attitude towards students. He/she is both willing and capable of providing superior advising that is thorough and consistently accurate.
2.	Exceeds Normal Expectations	4	The faculty member is accessible to students during office hours and often outside of office hours by appointment. She/he is willing to help students and provides complete and accurate advising for students.
3.	Completely Satisfactory	3	The faculty member is accessible to students during office hours and sometimes by appointment beyond office hours. She/he provides complete and accurate advising for students.
4.	Needs Improvement	2	The faculty member is not always accessible to students during office hours and may occasionally avail himself/herself to meet with students outside of office hours. Advising is not always complete and accurate.
5.	Below Expectations/Weak Performance	1	The faculty member may or may not be accessible to students outside of class, even during office hours. The attitude toward meeting with students is more one of inconvenience than of responsibility. The faculty member's attitude toward assisting students as well as his/her quality of advising is unacceptable.
TEACHING: Quality and Effectiveness (45 percent of Teaching score)		Behavior Evaluated: The adequacy of knowledge in the field of expertise, level of preparedness and effectiveness of delivery/communication of the faculty member in teaching assigned courses, reaching teaching objectives, the ability to create a positive, challenging and stimulating learning	

		environment in the classroom, instructional publications such as course manual, degree of interest in the students, as well as taking time to answer questions and clarify/explain concepts, punctuality in meeting classes, class cancellation and rescheduling.	
Rating		Points	Description of Behavior
1.	Truly Outstanding	5	<p>The faculty member is an outstanding teacher who consistently demonstrates thorough and current knowledge of his/her field of expertise. She/he always comes to class prepared and uses effective traditional and non-traditional teaching methods and techniques. The faculty member takes definite measures to make the subject interesting and to create an environment conducive to learning. He/she shows the highest degree of interest in the students, taking time to answer questions and clarify/explain concepts.</p> <p>The faculty member is perceived as setting high standards for students' performance, while being fair and consistent in testing and grading.</p> <p>The faculty member consistently develops and/or utilizes innovative instructional methods, including but not limited to, experiential techniques, interactive processes and multi-media (provided the University provides such facilities and are in compliance with Ministry of Education directives and relevant legislation). He/she is engaged in new course development and/or on-going review and updating of existing courses</p>
2.	Exceeds Normal Expectations	4	<p>The faculty member is an excellent and dedicated teacher who is knowledgeable of his/her field of expertise and comes to class prepared. She/he is effective in the delivery of the material and demonstrates interest in students having a positive and learning classroom experience. Students feel that tests are relevant to the material covered in class and that the faculty member is impartial in grading and student performance evaluation. The faculty member effectively incorporates innovative methods in teaching his/her classes and engages in on-going review and updating of existing course material. He/she voluntarily avails himself/herself in development/revision of new/existing programs.</p>
3.	Completely Satisfactory	3	<p>The faculty member is fairly effective in the classroom and demonstrates knowledge of the subject and preparation for each class. Delivery of the material is fairly effective, but allows limited interaction with the students. Testing and grading are perceived as mostly fair, but students feel they could be challenged more.</p> <p>The faculty member occasionally uses innovative methods in the classroom and periodically reviews and updates existing course material and participate in program development/revision.</p>
4.	Needs Improvement	2	<p>The faculty member shows no evidence of being an effective teacher. She/he does not demonstrate a thorough knowledge of the subject and is not always prepared for class. His/her delivery is less than effective and allows for little or no student interaction. She/he does not portray a high degree of interest in the students' learning and is not concerned about a positive classroom experience. Students often feel he/she is not interested in teaching. Tests are not always relevant to the subject and there is some confusion over grading.</p> <p>The faculty member shows no evidence of instructional innovation in the classroom but is willing to pursue new techniques when instructed. He/she may also (but not</p>

			enthusiastically) get involved in program development/revision when asked
5.	Below Expectations/Weak Performance	1	The teaching performance of the faculty member is totally unacceptable. He/she needs improvement in all areas and shows little or no interest or motivation in doing so. Students do not feel they are learning anything from the classroom experience and the faculty member's delivery is uninteresting. Tests and grading are perceived as unfair and inconsistent The faculty member is void of instructional innovation and has no motivation to engage in such activities as well as program development/revision.
TEACHING: Willingness/Cooperation/ Flexibility (30 percent of Teaching score)		Behavior Evaluated: The degree to which the faculty member is willing to perform teaching duties asked of him/her in his/her field of expertise, as well as the ability to maintain a positive attitude in working well with others to develop/participate in inter-disciplinary programs, and achieve the goals and objectives of the Department, School and the University.	
Rating		Points	Description of Behavior
1.	Truly Outstanding	5	This faculty member is truly a team player. She/he not only demonstrates the willingness and flexibility to take on a variety of teaching assignments in his/her field of expertise or integrating inter-disciplinary work, but she/he often volunteers to do so when aware of the need and without being asked. She/he demonstrates a willingness to "do what it takes" in helping to meet the goals of his/her School/Department/European University Cyprus. She/he also demonstrates the extraordinary ability to work with others to accomplish assigned tasks. She/he cultivates and maintains positive relationships with others within/across schools/departments, avoiding politics or coalitions.
2.	Exceeds Normal Expectations	4	The faculty member willingly and enthusiastically takes on assigned teaching responsibilities when asked. She/he usually puts the school's/department's/Cyprus University's needs above his/her own needs and strives to get along with others.
3.	Completely Satisfactory	3	When asked, the faculty member will take on a variety of teaching assignments without complaints. He/she is generally respectful of others within/across schools/departments and displays self-control when dealing with others.
4.	Needs Improvement	2	The faculty member resists performing teaching duties beyond those normally assigned to him/her. Because she/he tends to be focused more on personal needs than the goals of the school/department/Cyprus University, she/he is not a team player and may attempt to distract others from being so.
5.	Below Expectations/Weak Performance	1	The faculty member refuses to take on teaching

			assignments beyond those normally assigned to him/her. She/he spreads dysfunctional rumors and gossips about others or about the policies/goals of the University/school/department and creates a "us-them" atmosphere.
RESEARCH: Quality/Adequacy of Research (Published Research, Journal Publications, Conference/Symposium/Workshop presentations, Research Projects, Books/Book chapters, Creative Works, Performances, Contribution in research conference/Event organization, Papers submitted)		Behavior Evaluated: The level/quality and adequacy of intellectual productivity of the faculty member's scholarly/academic research/contributions in refereed journals, international conference proceedings, scholarly books, and other equivalent intellectual contributions, the extent of the effort of the faculty to apply his/her research and attract research grants, as well as the efforts of the faculty member to mentor other less research-experienced faculty (and students) and/or include/encourage them in scholarly work.	
Rating		Points	Description of Behavior
1.	Truly Outstanding	5	The faculty member is an outstanding researcher and contributor to the research mission of the School. He/she has exceeded the minimum research requirements for publications in refereed journals (or equivalent intellectual contributions consisting of any combinations of the following: international conference proceedings & published presentations; first edition scholarly books; chapters in books; invited articles; or grants funded). In addition, the faculty member consistently seeks out and works with junior/less research experienced faculty to help them become more productive in the area of intellectual contributions.
2.	Exceeds Normal Expectations	4	The faculty member is a good researcher interested in contributing to the research mission of the School. Has met the minimum research requirements for publication in refereed journals. Other intellectual contributions may consist of any combinations of the following over the past three/four calendar years: international conference proceedings/published presentations; second edition scholarly books; online supplements of scholarly books; chapters in books; invited articles; or grants funded. In addition, the faculty member willingly and enthusiastically works with junior/less research experienced faculty to help them enhance their intellectual contributions
3.	Completely Satisfactory	3	The faculty member is not outstanding in the area of scholarly productivity, has not met the minimum research requirements, but has contributed to the research mission of the University/School through: international conference papers accepted or presented; rewrite and re-submit of journal articles; chapters published in books; book reviews; published instructor's manual, workbook or study guide; online supplements of scholarly books. In addition, the faculty member willingly works with junior/less research experienced faculty to help them enhance their intellectual contributions.

4.	Needs Improvement	2	The faculty member has not contributed to the research mission of the University over the last two /three calendar years, but he/she has demonstrated efforts to do so through submission of journal articles to non-refereed journals and/or has demonstrated efforts to gain competence in scholarly research through attendance at seminars, workshops, etc. In addition, the faculty member willingly works with other faculty in an effort to mentor them or include them in scholarly work.
5.	Below Expectations/Weak Performance	1	The faculty member has not contributed to the research mission of the University, and he/she has demonstrated no efforts to gain competence in scholarly research. In addition, the faculty member has not worked with other faculty in an effort to mentor them or include them in scholarly work.
SERVICE: Service to the University, Community (60 percent of Service score)		Behavior Evaluated: The number of committees, the intensity of work on committees and the chairing of committees. The degree of involvement as sponsor of student organizations/clubs, working with students outside the classroom, participation in activities and events sponsored by Cyprus University, recruitment of students, publicity, and other contribution toward the improvement of the Department/School/University. The level and quality of the faculty member's contributions to organizations in the external community. Membership, office held, service on board of directors, volunteer work, promoting the University to the wider community, organization/coordination of lecturers, conferences and workshops, public appearance (mass media, lectures and speeches), consulting - approved by the University, and other service rendered to the Community Activities.	
Rating		Points	Description of Behavior
1.	Truly Outstanding	5	<p>The faculty member serves on multiple standing and/or ad hoc committees and consistently attends meetings. She/he chairs at least one of these committees. He/she enthusiastically volunteers for multiple service involvement (e.g., sponsorship of a student association, consistent participation in and attendance at School/University activities and events). She/he volunteers for special assignments that arise and are beyond the scope of regular, routine service expectations.</p> <p>The faculty member is outstanding in both the quantity and quality of community activities/projects. She/he willingly volunteers to provide professional services(both on a fee basis and/or pro-bono) to organizations utilizing his/her expertise. Activities may include, but are not limited to, consulting services, advising services, training services, meetings with groups, service on board of directors, and carrying out special projects of an economic development nature. She/he readily responds to the request from the community for assistance and is much sought after for his/her expertise.</p>
2.	Exceeds Normal Expectations	4	The faculty member serves on multiple committees. He/she has not served as chair during the calendar year. She/he attends meetings regularly. The faculty

			member willingly volunteers to participate in and/or attend most School/University activities and events The faculty member willingly and enthusiastically provides professional service when asked by the Dean/Department chair and performs these services in an outstanding manner. She/he willingly undertakes a variety of activities and projects when sought by the external community.
3.	Completely Satisfactory	3	The faculty member serves on at least one committee. She/he attends meetings regularly and contributes to the work of the committee. The faculty member, when asked, participated in some service activities of the University/School over the calendar year The faculty has been involved in some community projects/activities over the past years utilizing his/her professional expertise.
4.	Needs Improvement	2	The faculty member serves on at least one committee that has met on numerous, but infrequent occasions but has not produced tangible results. The faculty member, when asked, has participated in minimum service activities of the University/School over the calendar year. The faculty has been involved in very few community projects/activities over the past few years utilizing his/her professional expertise.
5.	Below Expectations/Weak Performance	1	The faculty member does not serve on any committee, or serves on a committee that has met on a limited basis or not at all, and/or has produced no tangible outcomes of its meetings. The faculty member has not participated in any service activities of the University/School over the calendar year. The faculty has not been involved in any community projects/activities over the past year utilizing his/her professional expertise.
SERVICE: Service to the Profession and Self-Development (40 percent of Service score)		Behavior Evaluated: The degree and level of participation and involvement in professional organizations/associations. The degree to which the faculty member strives for continuous improvement in his/her teaching effectiveness and/or level of research by attending programs, courses and professional self-development seminars, through involvement with professional associations and/or reading current literature, and by keeping up with developments, changes, and innovations in his/her disciplines(s) to stay current and be on the leading edge of thinking in his/her field. Other service rendered to the Profession and to Self-Development.	
Rating		Points	Description of Behavior
1.	Truly Outstanding	5	The faculty member holds membership in multiple professional organizations/associations and consistently attends meetings. She/he served in various capacities over the calendar year, as an

			officer, program chair, session chair, paper reviewer or other special assignments or projects such as surveying members, site selection committee or other committee member. The faculty member is strongly self-motivated toward continuously improving his/her teaching effectiveness through attending training schemes/programs and professional self-development seminars, through involvement with professional associations and/or reading current literature (provided financial support/time off are given). She/he consistently keeps up with developments, changes, and innovations in his/her disciplines(s) to ensure she/he stays current and is on the frontier of his science and on the leading edge of thinking in his/her field.
2.	Exceeds Normal Expectations	4	The faculty member holds membership in at least one professional organization/association and consistently attends meetings. Over the calendar year, she/he served in at least two capacities as an officer, session chair, paper reviewer or other special assignment. The faculty member demonstrates a willingness to engage in self-development activities made available to him/her, such as attend training schemes/programs. She/he remains abreast of knowledge and developments in her/his discipline(s).
3.	Completely Satisfactory	3	The faculty member holds membership in at least one professional organization/association. Over the calendar year, she/he served in at least one capacity as program chair, session chair, paper reviewer or other special assignment. The faculty member will engage in self-development opportunities when encouraged and/or supported by the University/School/Department, and attempts to keep current in his/her field.
4.	Needs Improvement	2	The faculty member holds membership in at least one professional organization/association and has attended its meetings over the calendar year. Even when asked/suggested/encouraged to engage in self-development, the faculty member shows little interest in refining his/her professional skills or keeping up with changes in his/her field.
5.	Below Expectations/Weak Performance	1	The faculty member does not maintain membership in professional organizations/associations, or if she/he does, has not attended any of its meetings or participated in any way over the calendar year. The faculty member's professional skills are weak and his/her knowledge is not current. Further, she/he refuses to engage in professional self-development even when made available to him/her and/or supported by the University/School/department.

APPENDIX I

PERFORMANCE EVALUATION SYSTEM

ACTIVITIES PLAN

Academic Years: 20__ – 20__

NAME:

DEPT: SCHOOL:

All areas of faculty and teaching personnel activities / behaviors included in the annual performance evaluation must be included in a plan for the upcoming academic year. The total weight must equal 100%, as follows:

1. Faculty

<u>Evaluation Category</u>	<u>Weight Range</u>	<u>Selected Weight</u>
Teaching	30% - 60%	_____
Research	30% – 60%	_____
Service to the University, Community and Profession, and Self-Development	10% - 30%	_____
TOTAL	100%	100%

2. Special Teaching Personnel (Instructors and Senior Instructors) Weight Factors

<u>Evaluation Category</u>	<u>Weight Range</u>	<u>Selected Weight</u>
Teaching	60% - 80%	_____
Research	0% – 30%	_____
Service to the University, Community and Profession, and Self-Development	10% - 30%	_____
TOTAL	100%	100%

(Note: Teaching Personnel who receive teaching load reduction for research and/or doctoral studies will be evaluated as Faculty members. Teaching Personnel with 18 credit hour teaching load per semester can select a weight up to 90% for Teaching.)

At the completion of the evaluation period, both faculty and teaching personnel must submit to the Chairperson documentation that supports and reflects their performance.

APPENDIX J

PERFORMANCE EVALUATION SCORING WORKSHEET

ACADEMIC YEARS 20.... – 20...

SCHOOL OF

DEPT. OF

PERFORMANCE EVALUATION SCORING WORKSHEET

NAME OF FACULTY MEMBER/SPECIAL TEACHING PERSONNEL EVALUATED	
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DATE OF EVALUATION	
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CHAIRPERSON	
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DEAN OF SCHOOL	
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EVALUATION CATEGORY	Truly Outstanding	Exceeds Normal Expectations	Completely Satisfactory	Needs Improvement	Below Expectations/ Weak Performance
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1. Teaching

Weights Total

A. Accessibility, Supervision and Support for Taught Courses	5	4	3	2	1	0.25	
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Comments:

B. Quality and Effectiveness including Instructional Innovation	5	4	3	2	1	0.45	
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Comments:

						Weights	Total
C. Willingness / Cooperation / Flexibility	5	4	3	2	1	0.30	

Comments:

TOTAL TEACHING

Multiply score of each dimension with dimension's weight and record the answer to dimension Total Box. Then add all totals for each dimension and record in the Total Teaching Box

Comments for Teaching:

PERFORMANCE EVALUATION SCORING **WORKSHEET**

EVALUATION CATEGORY	Truly Outstanding	Exceeds Normal Expectations	Completely Satisfactory	Needs Improvement	Below Expectations/ Weak Performance
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2. Scholarship / Research Activities (for the current Academic year)

	Weights					Total
Quality/Adequacy of Research (Published Research, Journal Publications, Conference/Symposium/Workshop presentations, Research Projects, Books/Book chapters, Creative Works, Performances, Contribution in research conference/Event organization or any other form of artistic activity and research, Papers submitted)	5	4	3	2	1	1.00

Comments for Research:

TOTAL RESEARCH

Multiply score of each dimension with dimension's weight and record the answer to dimension Total Box. Then add all totals for each dimension and record in the Total Research Box

PERFORMANCE EVALUATION SCORING WORKSHEET

EVALUATION CATEGORY	Truly Outstanding	Exceeds Normal Expectations	Completely Satisfactory	Needs Improvement	Below Expectations/ Weak Performance
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3. Service

						Weights	Total
A. Service to the University, Community	5	4	3	2	1	0.60	

Comments:

B. Service to the Profession and Self- Development	5	4	3	2	1	0.40	
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Comments:

TOTAL SERVICE

Multiply score of each dimension with dimension's weight and record the answer to dimension Total Box. Then add all totals for each dimension and record in the Total Service Box

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Comments for Service:

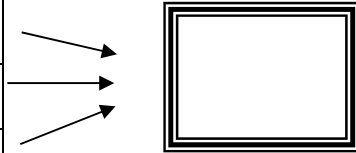
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OVERALL PERFORMANCE SCORE

OVERALL PERFORMANCE SCORE

(Copy Total scores for each Evaluation Category and multiply by the Selected weight for each Evaluation Category)

Overall Adjusted Score	Total Score X	Weight	= Adjusted Score
Teaching			
Scholarship/Research			
Service			



Comments for Overall Performance (e.g. in terms of DNA competencies):

What behaviors of the faculty member/teaching personnel are particularly effective and should be continued?

What should the faculty member/teaching personnel start doing, stop doing, or do differently?

Chairperson's Signature:

Date:

Dean's Signature:

Date:

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Comments by Review Committee Member:
(Separately by each Committee member)

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[illegible]

[illegible]

Summary of Review Committee:

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Name:	Signature:	Date:
Name:	Signature:	Date:
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Name:	Signature:	Date:

**TO BE COMPLETED BY FACULTY MEMBER/SPECIAL TEACHING
PERSONNEL BEING EVALUATED**

- Given my contribution to the Department/School/European University Cyprus, I Agree/Disagree with my performance evaluation.

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- I understand why I was evaluated the way I was.

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- What can the Department/School/University do to help you improve your performance?

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Faculty Member/Special Teaching Personnel's Signature:

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Date:

APPENDIX K

Performance Evaluation Scoring Worksheet (Faculty and STP Members on Probation)

Faculty Member's Name:	
Rank and Title:	
School:	
Department:	
Review Period:	

5_ Truly outstanding:	Performance is consistently superior and significantly exceeds position requirements.	5_ Truly outstanding	4_ Exceeds Normal Expectations	3_ Completely Satisfactory	2_ Needs Improvement	1_ Below Expectations/Weak	N/A_ Not Applicable
4_ Exceeds Normal Expectations:	Performance frequently exceeds position requirements.						
3_ Completely Satisfactory:	Performance consistently meets position requirements.						
2_ Needs Improvement:	Performance meets some, but not all position requirements.						
1_ Below Expectations/Weak:	Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.						
N/A_ Not Applicable:	Employee has not been in position long enough to have demonstrated the essential elements of the position and will be reviewed at a later agreed upon date.						

TEACHING							
Please indicate the appropriate score by ticking the box (5 being the highest and 1 being the lowest)							Total
•Quality & Effectiveness of teaching (including Instructional publication, course outlines, Exams & Final Grade Rosters) <div style="text-align: right;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div> Brief comments:							
•Instructional innovations, course & program development/revision <div style="text-align: right;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div> Brief comments:							
•Accessibility, supervision and support for taught courses <div style="text-align: right;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div> Brief comments:							
•Willingness/ cooperation/ flexibility <div style="text-align: right;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div> Brief comments:							
•Organization, effectiveness and efficiency in student advising <div style="text-align: right;"> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> </div> Brief comments:							
Comments for TEACHING:							
TOTAL TEACHING: Please add the total from each part and record the sum in the Total Teaching Box.							

5_Truly outstanding:	Performance is consistently superior and significantly exceeds position requirements.	5_Truly outstanding	4_Exceeds Normal Expectations	3_Completely Satisfactory	2_Needs Improvement	1_Below Expectations/Weak	N/A_ Not Applicable
4_Exceeds Normal Expectations:	Performance frequently exceeds position requirements.						
3_Completely Satisfactory:	Performance consistently meets position requirements.						
2_Needs Improvement:	Performance meets some, but not all position requirements.						
1_Below Expectations/Weak:	Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.						
N/A_ Not Applicable:	Employee has not been in position long enough to have demonstrated the essential elements of the position and will be reviewed at a later agreed upon date.						
SCHOLARSHIP/ RESEARCH ACTIVITIES							
Please indicate the appropriate score by ticking the box (5 being the highest and 1 being the lowest)							Total
•Quality/ Adequacy of Research (Published Research, books, Conference/ Symposium/ Workshop presentation, Journal publication, book chapter, research project, creative work and performance, research grants received and mentorship).		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments for RESEARCH:</i>							
TOTAL RESEARCH: Add total in the Total Teaching Box.							

5_ Truly outstanding:	Performance is consistently superior and significantly exceeds position requirements.	5_ Truly outstanding	4_ Exceeds Normal Expectations	3_ Completely Satisfactory	2_ Needs Improvement	1_ Below Expectations/Weak	N/A_ Not Applicable
4_ Exceeds Normal Expectations:	Performance frequently exceeds position requirements.						
3_ Completely Satisfactory:	Performance consistently meets position requirements.						
2_ Needs Improvement:	Performance meets some, but not all position requirements.						
1_ Below Expectations/Weak:	Performance consistently fails to meet minimum position requirements; employee lacks skills required or fails to utilize necessary skills.						
N/A_ Not Applicable:	Employee has not been in position long enough to have demonstrated the essential elements of the position and will be reviewed at a later agreed upon date.						
SERVICE							
Please indicate the appropriate score by ticking the box (5 being the highest and 1 being the lowest)							Total
•Service to the University <i>Brief explanation:</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
•Service to the community <i>Brief explanation:</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
•Service to the profession and self-development <i>Brief explanation:</i>		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<i>Comments for SERVICE:</i>							
TOTAL SERVICE: Please add the total from each part and record the sum in the Total Teaching Box.							

Overall Performance Score

Copy Total scores for each Evaluation Category

	Total Score		Overall Score
Teaching		→	
Scholarship/Research		→	
Service		→	

To be completed by the Chairperson of the Department and Dean of the School

- Faculty has successfully completed the probation period
- Faculty's probation has been extended to a period of
- Faculty has not completed probation successfully and termination is recommended (Consult with Human Resources Department)

Recommendation(s):

Chairperson's Signature:

Date:

Commends/Observations:

Recommendation(s):

Dean's Signature:

Date:

APPENDIX L

INTERIM PERFORMANCE FEEDBACK

Faculty

Name:

School:

Department:.....

Areas or/and objectives set jointly by the Dean, Chairperson and the evaluated Faculty member for action and development in the next two academic years	Interim Feedback and Resetting of Objectives	<u>Comments</u>
<u>Teaching:</u>	<u>Teaching:</u>	
<u>Research:</u>	<u>Research:</u>	
<u>Service to: the University, the Community, the Profession and Self -Development:</u>	<u>Service to: the University, the Community, the Profession and Self -Development:</u>	
<u>Other (eg. 'UE Professor DNA/DNA Competencies'):</u>	<u>Other (eg. 'UE Professor DNA/DNA Competencies'):</u>	
<u>Signatures:</u> Dean: Chairperson: Faculty Member: Date:	<u>Signatures:</u> Dean: Chairperson: Faculty Member: Date:	<u>Other:</u>

CHARTER: ANNEX 7

INTERNAL REGULATIONS ON VISITING AND EMERITUS FACULTY, SCIENTIFIC COLLABORATORS, AND SPECIAL SCIENTISTS

1. VISITING FACULTY

The 'University' may appoint Visiting Faculty.

- 1.1. The position may be assigned to the rank of Visiting Professor, Visiting Associate Professor, Visiting Assistant Professor, or Visiting Lecturer.
- 1.2. In case of a vacant teaching position (as identified in the procedures described in Annex 6, Appendix A: Internal Regulations on Faculty Selection and Appointment), the Department Council, via the Council of School, may propose to fill the post with a Visiting Faculty member. The candidate should hold the equivalent rank in another recognized University or be a distinguished scholar/scientist in his/her discipline/area of expertise. The Visiting Faculty Member is approved by the Senate and is ratified and appointed by the Council of the University.
- 1.3. The minimum time of employment is one academic semester and the maximum is one year, with the possibility of renewal for another year (in rare cases, the period of renewal can be extended for more). In exceptional cases, duly justified by the pertinent Department/School, it is possible for Visiting Faculty Members to be appointed for a shorter period of time, for a series of specialized lectures (usually at postgraduate level) or for conducting applied research.
- 1.4. The Visiting Faculty Members are occupied on a full-time basis, and have the same teaching load per week as the other full-time faculty of the same rank and research involvement. In special cases, the before mentioned conditions of service, will be decided by the University.
- 1.5. The absences of Visiting Faculty Members are subject to the same regulations that are in force for the corresponding academic personnel of the University.

2. PROFESSOR EMERITUS

The 'University' may grant the title of Professor Emeritus to distinguished retired Faculty Members.

2.1. Eligibility

- 2.1.1. Full-time faculty retiring in good standing at the rank of full Professor. The candidate has to indicate the desire to receive emeritus status.

2.2. Procedure

- 2.2.1. The contribution of the candidate to the Department, the School and the University are recognized as meritorious, based on a thorough and detailed examination of the applicant's significant evidenced contribution, and determined by majority vote of the Council of Department.
- 2.2.2. The decision of the Council of Department, accompanied by a report explicating/elucidating on the Department's decision, including the candidate's current CV, is forwarded to the Council of School via the Dean of School.
- 2.2.3. The decision of the Council of School is forwarded by the Dean of School to the Senate via the Rector of the University, for approval. The Council, after examining the legality of the procedures followed in alignment to the Charter, the Internal Regulations and the relevant Laws, ratifies the decision.

2.3. Rights and Privileges

Members of the Faculty who have received the title of Professor Emeritus shall continue as members (non-voting) of the Department/School Faculty.

Emeritus status provides inclusion in the listing of emeriti faculty and staff in the university bulletin and other privileges as determined by the University.

3. HONORARY PROFESSOR

In very exceptional cases of high caliber and prominent academics (e.g. Nobel Prize winners or so) the 'University' may, with their consent, grant the title of Honorary Professor. The individual can give lectures, offer courses, or engage in any other activity(ies) that can be proven to be beneficial for the University.

3.1. Eligibility

- 3.1.1. High caliber and prominent academics (e.g. Nobel Prize winners or so) in good standing at the rank of full Professor. The candidate has to indicate his/her acceptance in being awarded the honorary status.

3.2. Procedure

- 3.2.1. The contribution of the candidate in his/her discipline of expertise is recognized as exceptional, based on a thorough and detailed examination of the applicant's significant evidenced contribution.
- 3.2.2. A suggestion originating from the pertinent School, in consensus with the Rectorate, accompanied by a report explicating/elucidating on the suggestion, including the candidate's current CV, is forwarded to the Senate via the Rector of the University, for approval.
- 3.2.3. The Council, after examining the legality of the procedures followed in alignment to the Charter, the Internal Regulations and the relevant Laws, ratifies the decision.

3.3. Rights and Privileges

Honorary status provides inclusion in the listing of honorary faculty and staff in the university bulletin and other privileges, as determined by the University.

4. SCIENTIFIC COLLABORATORS

The 'University' may appoint scientists with significant research, instructive or professional experience as Scientific Collaborators. Scientific Collaborators collaborate with the University for research or teaching, on a contractual basis for one or two academic semesters, which may be renewed.

- 4.1. A Scientific Collaborator must hold a doctoral degree - or be close to receiving a doctoral degree, show evidence of autonomous scientific work, and recognized ability to teach and/or to conduct research.
- 4.2. The position of Scientific Collaborator may be in teaching and/or research. The involvement of Scientific Collaborators in the instructive work of the University aims at the enrichment of specific programs of study, mainly through the extensive practical experience and expertise of these individuals, as well as for the practicum of students. With regard to research, the collaboration aims in the enrichment and enhancement of the research activities and capabilities of the University.
- 4.3. The posts of Scientific Collaborators of the University are contractual for the duration of one or two academic semesters, which may be renewed. Each Department holds the responsibility of identifying the needs in Scientific

Collaborator positions, which, through the Department Councils are forwarded to the pertinent School Council. The Dean of each School, in consultation with the Vice-Rector of Academic Affairs and the HR Department decides upon the positions/disciplines that are to be advertised. The Senate is informed of the decision.

4.4. Each Department is responsible for identifying and attracting the individuals with the required scientific qualifications and experience. For that purpose, a separate Committee for each advertised position is established, consisting of Departmental Faculty members, evaluating all applications and preparing a short report, which is forwarded to the pertinent Chairperson (with accompanied documents). The Chairperson of Department forwards all suggestions to the pertinent Department Council. The suggestion(s) of the Department Council are forwarded to the School Council that reaches into a decision.

4.5. The Rector is being informed of the pertinent School's decision(s).

5. SPECIAL SCIENTISTS

The 'University' may employ scientists with special qualifications for a limited time, on a part-time basis, in order to carry out specialized research and assisting in teaching.

5.1. The minimum qualifications for the hiring in these posts are a first degree from a recognized tertiary academic institution and previous experience in the area of the assigned project.

5.2. Special Scientists are under the supervision and responsibility of a member of the academic personnel of the University.

5.3. Each Department holds the responsibility of identifying the needs in Special Scientist positions, which, through the Department Councils, are forwarded to the pertinent School Council. The Dean of each School, in consultation with the Vice-Rector of Academic Affairs and the HR Department decides upon the positions/disciplines that are to be advertised. The Senate is informed of the decision.

5.4. Each Department is responsible for identifying and attracting the individuals with the required qualifications and experience. For that purpose, a separate Committee for each advertised position is established, consisting of Departmental Faculty members, evaluating all applications and preparing a short report, which is forwarded to the pertinent Chairperson (with

accompanied documents). The Chairperson of Department forwards all suggestions to the pertinent Department Council. The suggestion(s) of the Department Council are forwarded to the School Council that reaches into a decision.

5.5. The Rector is being informed of the pertinent School's decision(s).

5.6. At the expiry of employment, the Special Scientist, in collaboration with the person in charge for the research project, submits a report of his activity to the Chairperson of Department, who in turn submits it to the Dean of School.

CHARTER: ANNEX 8

STUDENT SUPPORT SERVICES

The Office of Student Affairs is the pillar and sponsor of many programs and activities that take place outside the classroom and which aim at enhancing student life at the University. Student life is an important aspect of University education as it can offer a unique opportunity to develop leadership and communication skills. The Office of Student Affairs tries to cultivate a feeling of shared responsibility whereby students can learn the importance of teamwork and become members of an international community. The aim of the Office of Student Affairs is to help students acquire skills and qualities that will help them cope and excel in life after graduation.

Personal and career counseling, student activities, job placement and student housing are just some of the areas encompassed by the Office of Student Affairs, which help in student development.

Orientation Program

The Orientation Program welcomes new students to the EUC community. It is understood that every beginning involves new demands, new responsibilities and new concerns. In an effort to assist students adjust to this stage as smoothly as possible, orientation days are organized every semester two weeks prior to the beginning of classes. During these two weeks the University faculty and staff assist students with academic counseling and selection of courses and introduce them to the policies, regulations and functions of the University. The orientation program includes a tour of the city to help acquaint International students with their new home.

To take advantage of the orientation program, all new students are advised to arrive at EUC not later than 22 September for the Fall Semester and no later than 30 January for the Spring Semester.

Counseling Center

Personal and career counseling is offered, free of charge, to all EUC students by the University's Counseling Center. The Center is available to assist students in educational and career counseling as well as to help students with any personal problems.

Personal Counseling

The primary objectives of personal counseling are to help students adjust to University life, think objectively about themselves, develop interpersonal relationships and skills, as well as to identify and take advantage of their full potential for improvement and

development. Qualified counselors are available to help students cope with personal and emotional problems that are sometimes difficult to bear alone. The Counseling Center guarantees that all counseling contacts are kept in the strictest confidence.

Career Counseling

This service is intended to help students identify their career interests and skills. Students who are unsure of their educational goals or who are in need of general academic advice can turn to the Counseling Center for constructive help.

Academic Advisors, are designated at the beginning of each student's studies to help students select courses and plan their class schedules.

The EUC Career Center

The European University Cyprus Career Center is committed to providing effective and accurate career guidance to students for self-development and job placement. In today's demanding and highly challenging business environment, the great employment rate of our graduates proves the high level of education offered by European University Cyprus.

EUC Career Center Profile

The EUC Career Centre was established in 1989. Its goal is the best possible preparation of graduates for the labor market. Our logo: Employable Graduates.... That's our Job

Employability

The EUC Career Center places great emphasis on enhancing student employability through the development of competencies. An array of services and tools has been developed to aid towards that direction.

Which soft skills increase employability?

- Analytical skills & Critical Thinking
- Communication and Language Skills
- Teamwork
- Willingness
- Leadership Skills
- Persistence and Tolerance
- Conflict Management
- Adaptability
- Stress Management

- Work ethic
- Responsibility
- Initiative and Creativity
- Organization & Efficiency

How does the EUC Career Center help students to develop employability skills?

- Internship Programs
- Personality Development Program
- Field Trips
- Career Seminars
- Career Exhibition

Social Networking

Since August 2013 the EUC Career Center has created a page on Facebook, detailing more than 1,000 users and highlighting:

- Announcements
- Job Applicants in Cyprus and abroad
- Articles & Tips
- Vacancies

Visit us at: <https://www.facebook.com/EUCCareerOffice>

BAT (Bloomberg Aptitude Test)

European University Cyprus in collaboration with the leading financial News organization Bloomberg, offers the Bloomberg Aptitude Test free of charge, at the University premises to any student who wishes to take the test. Students participating in the examination do not need any preparation; the examination consists of multiple-choice questions. The Test evaluates the students' breadth of knowledge in financial matters and the results are given anonymously to 20,000 employers around the world, through the Talent Search of Bloomberg.

130,000 students participate in the examination and beyond 1,000 universities around the world participate in the program. One in five students contacts employers through this means.

Career Drop In

The EUC Career Counsellor consults interested students in matters such as employment sectors, CV preparation, Job Search Methods, interview preparation, decision-making matters, and information on labor market trends.

EUC Career Exhibition

European University Cyprus has been organizing Career Exhibitions for the last 16 years. Over 45 companies participate each year, enabling students to evaluate current employment trends and become acquainted with recruitment requirements.

EUC Career Seminars

Successful professionals from various sectors of the economy are invited to share their expertise and discuss various market trends. Professionals share their knowledge and experiences, helping new students to shape a comprehensive picture of the challenges and opportunities which will lie ahead.

Bridging the Gap Program

The European University Alumni support and build networks with current students through this program. Successful alumni members join the program which aims at transferring knowledge and expertise from the alumni community to existing students.

Interview Simulation

EUC Senior students undergo an interview simulation, using hypothetical vacancies in order to improve their presentation skills and increase their self-confidence levels. The EUC Career Counsellor assesses their overall readiness levels and helps them improve their negotiating skills.

Job Finding Applications

EUC final-year students have the opportunity to complete a Job Finding Application which the Career Center uses to assist in graduates' placement.

CV Writing

The EUC Career Center assists students and graduates to prepare a CVs and reviews different job search related documents such as introductory/inquiry and acceptance letters.

The student is provided with a CV Writing Guide, which contains sample CVs, job search techniques, handling technical interviews and other relevant information.

Job Experience Schemes

- **The Internship Program:** run by the EUC Career Center for 18 years, it allows third-year and fourth-year students with high academic performance to work for a period of three months in companies that offer training opportunities in the field of their study. Each candidate is evaluated in a number of skills and competencies at the end of the program by his/her supervisor and each internee receives a Performance Appraisal and an evaluation letter.

- **WEP:** This program enables practical experience to students and graduates of English Language and Literature who teach English to young learners through modern approaches and methods. The program is organized annually and has a duration of nine months. The participating students and graduates are supervised by the faculty of the School of Humanities and Social Sciences. At the end of the program participants gain the Certificate of practical experience and an evaluation report.

- **IAESTE:** The Cyprus National Committee for IAESTE was established in 1981 and is a full member of the International Committee. The Commission was initially interpreted as follows: 'International Commission for the Exchange of Students for Technical Training '. Since 2012 European University Cyprus is a member of IAESTE Cyprus and has so far participated in the program with five students who have gained experience in the field in large organizations, both in the UK and Poland.

- **ERASMUS +:** The new action program Erasmus + enables young people during their course of studies or as soon as they complete their studies to undertake a minimum 2 to maximum 12 month internship in an organization and country of his/her choice. Students who wish to gain work experience after obtaining their degree, they do so within one year from the date of their graduation. For more information, please contact the ERASMUS office or visit the website <http://www.euc.ac.cy/easyconsole.cfm/id/2536>

- **EPSO** (European Personnel Recruitment Office): Annually the EUC Career Center organizes an informative presentation for work experience opportunities in institutions of the European Institutions in Strasbourg, Luxembourg and Brussels. For more information, visit the website of EPSO.

- **Traineeships within European University Cyprus:** The School of Sciences offers to Computer Science and Engineering students, the possibility to gain work experience through short term employment as trainees in specially equipped computer labs, to assist in the development of computer games. Through employment in the workshops of the University, students gain practical knowledge and prepare for a smoother integration into the labor market.

Field Trips

EUC students, accompanied by faculty, visit businesses to form a true picture of the work environment. These visits provide an opportunity for students to speak with professionals in the industry and potential employers, thus gaining more information on the profession of their interest.

Career Centre Portal

The EUC Career Centre Portal enables students to use the following tools:

- View jobs
- Create a professional profile
- Connection with the labor market
- Finding internship positions
- Test Capabilities
- Personality Test
- Online counseling
- Electronic information on career issues
- Library of Companies

The portal operates on a pilot phase and will be available and active for use by students and graduates of the European University in June 2015.

Health and Accident Insurance

In order to provide international students with adequate medical coverage a compulsory health and accident insurance plan has been designed. The insurance covers the cost of medical expenses, which result from an accident; it also covers certain medical expenses. For detailed information concerning the Insurance Plan students can obtain a copy of the Insurance Policy from the Office of Student Affairs.

STUDENT LIFE

One of the many responsibilities the University has towards its students is that of creating an interesting and supportive environment that meets the wide range of interests and talents of EUC students. That is why participation in social, athletic and extracurricular programs will give students the opportunity to get to know themselves and others. It will also provide them with ample opportunities for fun and memories.

From the very first week at EUC a student will be encouraged to participate in clubs or extracurricular activities. Such participation will give our students the opportunity to lead,

to plan and gain self-awareness; qualities that will strengthen personality and sense of responsibility as a contributing member of an international community.

The Office of Student Affairs together with the Student Union arranges numerous social and cultural activities, such as excursions, lectures, exhibitions, festivals, dances, student publications and sports. These extra-curricular activities serve as an integral part of University life. Participation in the various student clubs and associations certainly makes academic life more enjoyable and pleasant. Thus, the Office of Student Affairs coordinates and strongly supports such activities.

Clubs

The following is a brief summary of some of the clubs and their activities at EUC. From group discussions to charity fairs, from lectures to singing, there is a club that best meets each student's interests and talents. The diverse needs and interests of EUC students encourage the introduction of new clubs every year.

Leisure Clubs

- **Aerobics Club**

The Aerobics Club offers various aerobics classes per week such as Zumba, Group kick, Body Conditioning to mention but a few (one type per Academic Year, which is announced by the Office of Student Affairs). Each class is designed for beginners and taught by a certified instructor with a specialty area related to their particular class.

- **Art and Photography Club**

The Art and Photography Club endeavors to develop an appreciation of various forms of art such as painting, drawing and mainly photography. Whatever your interests, it is the club to join, even if you don't have a camera! Students can learn more about art through lectures, exhibitions, trips and workshops.

- **Bowling Club**

The bowling club has been created in order to bring all fans of bowling together and have fun. Members of this club organize various tournaments on bowling, as well as different trips and outings.

- **Dance Club**

The mission of the Dance Club is to bring together students who enjoy dancing and find creative ways to express themselves. The Dance Club is not only a group of dancers who share a passion for performing; it is also a group devoted to creativity and having

fun. The multicultural identity of the club members indicates that music and dance help bridge the gap between nationalities through communication and expression. The Dance Club performs at various events within and outside the University.

- **Futsal Club**

The Futsal Club is one of the most popular clubs in the college. It helps students to stay fit and to learn how to cooperate. It promotes fair play and teamwork. Various tournaments and social activities are organized every year.

- **Gamers Club**

The Gamers' Club is a club that caters to the "stress release" side of university life. The members are all fans of computer, console and video games, and this is the subject of discussions and competitions that the club organizes.

- **Hiking Club**

The club organizes trips to different locations and provides its members the opportunity to explore the trail paths of Cyprus. If you enjoy hiking, nature, and photography, joins this active, multi-cultural, lively group.

- **Martial Arts Club**

The martial arts club is a group of students, faculty and staff, that fosters the interaction between all those who are interested in learning about the world of martial arts. Regular classes are scheduled for teaching martial arts, and no previous experience is necessary! Members are exposed to a variety of martial arts, as well as self-defense techniques. The club also holds Women's Self Defense seminars.

- **Music Club**

The Music Club has long been a part of the EUC image. Members of this club can often be found together outside the music studio, developing lifelong friendships and experiencing unforgettable memories. The Club organizes concerts, gives music performances and participates in various social, cultural and philanthropic events on and off campus. A big contribution of the club is to the Anti-Leukemia Association, which has helped to raise over €57,000 in the last 12 years through various Christmas performances.

- **Yoga Club**

The Yoga club wants to offer to students and staff an island of relaxation amidst busy University life. Yoga is a form of exercise that teaches awareness of relaxation and tension. By acquiring correct breathing techniques and concentration, one learns to reach deep relaxation. In addition, through a variety of postures, it generally strengthens and tones the body and increases flexibility. The sessions are conducted by a qualified yoga instructor. Participation is free of charge to all members and no previous experience is necessary.

Education Clubs

- **Beauticians Club**

A club which offers beauty treatments from our very own trained students in the field in fully equipped salons that are available on campus. These treatments range from facials to make up, massage etc. There is a minimum charge to cover expenses of professional products used. All treatments are supervised, by the Instructors. Furthermore, the club offers treatments to aid members from other clubs such as: photography make-up, theatre make up etc. In essence, the club offers students the opportunity to receive beautician's services at very low prices and provides to members the opportunity to gain professional experience before graduation. Finally, the Club has a long history of contribution to Philanthropic Events.

- **Chamber Music & Guitar Club**

The goal of this club is to cultivate an appreciation and study of chamber music through a series of events (concerts, master-classes) and workshops. Further, students are encouraged to form their own ensembles and chamber music groups and actively collaborate with established local and international music organizations to create events in the community. Moreover, the club aims to promote the University as a cultural ambassador both locally and internationally through these series of events.

- **Drama Club**

The club aims to promote interest in Drama through a variety of activities and events Including attending performances and organizing theatre workshops to enable its members to come in contact with various aspects of theatre and the performing arts.

- **Education Club**

The Education Club brings together students who are interested in the role of education in society and in broader educational issues. Schools, the educational system, teaching

and how these intertwine with society and everyday life are the main focus of interest for student members of the Education Club. The Club's activities involve movie screenings, discussions, lectures, seminars, training activities, visits, trips and tours. Annual activities and thematic topics are decided during the first event of the Club, usually taking place in early November every year.

- **Erasmus Club**

The EUC Erasmus Club aims to support the social and cultural integration of incoming Erasmus students in Cyprus. The Erasmus Club organizes and carries out events of all kinds, ensuring that Erasmus students have fun while they get to know Cyprus and become familiar with the Cyprus culture.

- **European Studies Club**

The aim of this club is to increase interaction among students and bring awareness on European issues. The club focuses on the organization of educational trips as well as interaction with politicians and diplomats. One of our main goals is to set up relations with several political organizations and EU representatives in Cyprus.

- **Linguistics Club**

The Linguistics Club welcomes students who share interest in language and Linguistics. It aims at promoting the exchange of ideas on debatable current Linguistics issues through academic and social activities. The club offers the chance to its members to organize screenings of films on various aspects of Linguistics or just get together to discuss the publication of a new article. The club also invites linguists from institutions in Cyprus and abroad to give lectures on topics of their specialization. Finally, the Linguistics Club acts as a forum for its student-members who wish to present their own Linguistics research projects.

- **Speech Therapy Club**

The Speech Therapy Club brings together students who are interested in servicing the society and offering a helping hand to the needy. More so, having to deal with such a variety of disorders and disabilities, and with the broader sense of "communication", the most important and essential characteristic of the human species our students need to learn better ways to intertwine with society and every day.

The Club's activities involve training activities, awareness days, and exchanges of ideas, fundraisings, discussions, lectures, seminars, visits, trips and tours. The club will invite exchanges and interactions with other institutions both in Cyprus and abroad to give lectures on topics of their specialization. The club will also act as a fellowship

among our students to help them develop better intercommunication, intercultural and interpersonal communication.

- **Music Education Club**

The overall philosophy of the Music Education Club (MEC) is to provide the means especially for students from the areas of music education, pre-primary and primary education, to engage in numerous practical and enjoyable activities that have to do with music and education and to expand upon their skills as music educators. Members will have the opportunity to learn the basics of various musical instruments which are used in the schools (i.e., guitar, xylophone, baglamas and classroom percussion instruments). They will also engage in discussions on philosophical, methodological and practical issues in the area of music education, participate and conduct a student ensemble of Orff instruments and will become acquainted with current trends and approaches, as well as music of other cultures. Throughout the year the MEC invites a number of guest musicians and music educators to talk about various issues regarding music and education and to meet with its members.

- **Nursing Club**

The mission of the Nursing Club is: to bring together all Nursing students who are sensitive in the promotion of Health and healthy living for all students, to offer volunteer work in many aspects of Health, to organize events on Nursing-Health issues and to organize educational trips to different hospitals and premises.

- **Office Administration Club**

The purpose of this club is to help students majoring in the field to enhance their horizons by attending lectures and seminars, visiting various companies and encouraging future secretaries to develop their potential.

- **Piano Pedagogy Club**

The Piano Pedagogy's Club is intended to strengthen the qualifications and teaching techniques of students that are interested in teaching piano. Individual and group teaching, the educational system, and psychology of children will be the focus of this club. To achieve this, students participate in workshops, lectures, discussions demonstrations and visits to local conservatories.

The focus of the above activities will be on pedagogical issues of teaching students from the beginning to the advanced level. This helps club members to prepare better for their future careers. Recitals take place every semester in which members will have the opportunity to present their work.

- **Radiology-Radiotherapy Club**

The club's goal is to bring students together with a common interest in Radiology and Radiotherapy. It will strive to inform students about interesting educational activities in the field and organize educational and leisure trips and events that will benefit everyone associated with the club. The club will try to enhance brotherhood between members and promote service above self.

- **Robotics**

The goal of this club is to get students involved in the field of robotics through the building of various robots, programming them and executing tasks autonomously. The members of the club acquire more hardware knowledge as well as better programming skills that are necessary for such a task. Furthermore, members of the club also have the opportunity to compete against each other using their robot creations in on-campus contests. Finally, the club aims to participate in international contests.

- **Sign Language Club**

The Sign Language Club provides the opportunity to students to learn the sign language and experience the richness and the proud heritage of the deaf culture. Overcoming the communication barrier helps broaden the understanding and brings deaf and hearing people closer together.

- **The Business Society**

The main objective of the business society is to promote the business interests of students by organizing creative presentations and practical workshops. It also encourages student involvement in research, discussion of economic problems and analysis of marketing techniques. The Business Society seeks to promote a further understanding of the world of business.

- **The Computer Club**

The Computer Club aims at improving the standard of computer literacy in the University by giving interested students an opportunity to develop their skills and knowledge beyond classroom lectures. To achieve this, the Computer Club organizes in depth lectures on a variety of topics and members organize visits to companies, computer software houses, computer suppliers and other computer related organizations.

- **The Law Society**

The Law Society promotes the legal and social aspects of our daily lives through interaction and various activities. It acts as a pro bono advisory body for those within the EUC who request legal advice, and promotes student interaction with professional associations and leading law firms in Cyprus. The Law Society organizes mootings and debating to enhance the communication skills of its members.

- **The Literary Society**

The club sponsors literary events, such as poetry and fiction readings by local and international writers, as well as organizing creative writing workshops to help students improve their own writing. It also helps organize The Literary Magazine, a student publication of Cypriot and international writing.

Social Clubs

- **Ecology Club**

The mission of the Ecology Club is to promote the protection of the environment. This is achieved through educational activities, exhibitions regarding environmental issues, projects, events and seminars.

- **Intercultural Communication Club**

The goal of this club is to attract international and Cypriot students who are devoted to promoting international friendships, improving intercultural relations and creating stronger bonds of world unity. Toward this end, the club supports a variety of meetings, special programs and activities.

- **LGBT Society**

The LGBT Society aims to provide a safe and nurturing space for both lesbian, gay, bisexual and transgender students, and also their allies, to meet socially and to work together to improve the situation of LGBT students at the university and in the wider society. To this end, we will organize lectures from well-known activists and intellectuals, also collective events such as films, TV screenings and encounter groups, as well as an LGBT-themed party. Members of the society will have the opportunity to take part in consciousness-raising work. We will also work together to have an EUC presence at the annual Cyprus Pride.

- **Psychology Club**

The Psychology Club is a student organization that welcomes anyone interested in Psychology, regardless of major. The mission of the club is to provide its members with the opportunity to network with fellow peers interested in the field. It also promotes educational experiences to enhance students' understanding of the field of Psychology, and encourages students to apply their knowledge of psychology to promote the well-being of the university community and society in general. Being a member of Psychology Club has many advantages. The club sponsors speakers and other activities to advance the professional development of its members. Moreover, opportunities are provided for the students to interact with faculty and other professional psychologists outside the classroom through various social events. Finally, the club also organizes educational workshops, community activities, as well as leisure activities for the members.

- **Social Work Club**

The primary goal of the club is to sponsor life enrichment through non-academic student activities. Social work students are expected to organize activities that are related to their studies. Such activities will include workshops, fund-raising activities, social events and activities for building leadership skills.

Student Publications

Whether a student's creative interests lie in essay writing, literature, photography or sports coverage, student publications will have a place for him/her. EUC student publications serve as the means of exercising creative thinking, airing views and capturing unforgettable memories.

- **Cadences**

A journal of Literature and Arts in Cyprus is a multilingual literary magazine. The objective is to provide a service to the writing community of the island and Cypriot expatriate communities, to publish high quality work by established poets, fiction writers, and critics as well as student and less-known writers from the community. It is open to writing in all languages. Students serve as Editorial assistants and are appointed by the Department of Humanities.

- **The Observer**

The Observer is EUC student newspaper. Since 1985 The Observer has been the main medium for EUC students to express their views, ideas and opinions. The editorial team consists of a very dynamic group of students with a wide spectrum of interests. The

Observer doesn't only highlight and report on current issues and events but it also covers a wide range of interests such as business and Hi-Tech topics, social and cultural issues, women's issues, entertainment and much, much more. The newspaper is issued on a bi-monthly basis and it is distributed free of charge to all students. The Observer is also circulated to the general public in order to inform the community about student and university activities and events. The Observer welcomes new members on an ongoing basis and for more information students are encouraged to contact the Chief Editor of the newspaper. Contributions, ad revenues and University funds cover the cost of printing "The Observer".

- **ἔνθα Student Law Publication**

The club members review law articles for this student Law Review Magazine, which is published in electronic and paper form once or twice a year. The review analyzes and provides comments on law cases and flash news of legal actuality written exclusively by law students. The Editorial board is made up of faculty members from the Department of Law. ἔνθα Student Law Publication is also a useful resource of information on contemporary legal issues. Through participation in this club, students can achieve a certain level of professional credibility which may be helpful in their future careers.

ATHLETICS

The athletics program is designed to bring students together through participation in a variety of inter-collegiate, intramural and recreational sports. Emphasis is on group spirit and enjoyment of sports rather than on individual excellence and competitiveness.

Sports Teams

The University maintains an active intercollegiate program for interested students. Every year EUC teams occupy leading positions among the intercollegiate and other sport competitions. The University teams participate in the following intercollegiate championships and in other unofficial games:

- Basketball
- Pool
- Table Tennis
- Cricket
- Squash
- Volleyball
- Football
- Handball

EUC athletes participate in other sports categories such as swimming, Taekwondo Judo, Table Tennis and Tennis.

OTHER

Alumni Association

The Alumni Association is sponsored by the University in an effort to maintain contact with its graduates by inviting them to attend University activities and by working hand in hand with the Alumni Committee. The Alumni Committee consists of nine members which are in charge for planning the year's activities. The Alumni Association maintains a website, a Facebook page, Twitter and an alumni app to facilitate communication among its members. Furthermore, a Business Directory is being developed so that every Alumni can locate friends in their working environment. LLLPs, Information campaigns, benevolent activities, outings, Alumni Awards are but a few of the activities organized by the Alumni Association.

Student Union

Students have the opportunity to participate in campus governance and to voice their views in the development of the University by participating in the Student Union. The twenty-one-member committee is elected every Fall Semester and represents the student body on matters of relevance and interest to them. Apart from arranging various student activities, the Student Union is responsible for organizing the General Assembly in which all students participate and present their views on various issues concerning academic and student life. The Student Union exists and functions under the rules and regulations stipulated by its constitution. More details about the aim and goals of the Student Union are found in the constitution, which is available to all students at the Student Union Office located in the East block building.

International Student Associations

There are numerous International student associations representing the different ethnic groups of the University, such as the Russian Students' Association, the Greek Students' Association, the Arab Students' Association, the Bulgarian Students' Association, the African Students' Association, and the Chinese Students' Association. Through these Associations, international students have the opportunity to promote their history, customs and culture through the various activities they organize.

HOUSING SERVICES

The University Housing Office is committed to creating a safe and well-maintained environment that promotes community and fosters student comfort and development. The housing facilities can contribute not only to your academic achievement but to your social and recreational life as well.

While the facilities have much to offer, each has been designed to satisfy different student needs. European University Cyprus operates five Housing units and over 140 students can be accommodated in the University's housing facilities.

Apartment Buildings

Harmony House

Harmony House is situated in a quiet neighborhood just off the University campus. Located 900 meters away from campus, this modern three storey buildings has two bedroom apartments designed to provide privacy and independence to students. Each apartment has its own living and dining area, kitchen and bathroom, which are fully furnished with single beds, desks, bookshelves, chest of drawers, wardrobes, dining table & chairs. The kitchen is equipped with a cooker, oven and a refrigerator. All apartments have controlled heating and air conditioning units.

Pouros House

Situated just 200 meters off campus, this exclusive Housing unit offers comfort and convenience. It contains six one bedroom and three two bedroom apartments with a maximum capacity of 12 residents. The apartments are fully furnished and equipped with electrical appliances.

Serenity House

Serenity House is situated 1000 meters off campus. It consists of one, two and three bedroom apartments. This comfortable and lavish unit provides roomy areas and quiet surroundings. It can accommodate 25 students. The apartments are fully furnished and equipped with electrical appliances. The contract periods are flexible and a student may choose to reside 12, 9 or 4.5 months.

Perfect House

It is located just three minutes away from campus. This facility combines different types of apartments: studio, one bedroom, two bedrooms and four bedroom apartments. The apartments are fully furnished and equipped with electrical appliances and offer comfort and convenience.

Cyprialife Residence

This unit is the newest addition to the housing facilities. It is located practically a breath away from campus; this superb modern facility houses 44 fully furnished and equipped studios. Each studio is furnished with a bed, a side table, a bookshelf, a desk, desk chair, cupboard, air condition unit, cooker, oven, air ventilator, refrigerator and a washing machine. The wireless internet connection is provided free of charge by European University Cyprus. All studios have a fixed 12-month contract period.

APPENDIX A

INTERNAL REGULATIONS ON UNIVERSITY LIBRARY ACCESS

The University Library system has a primary mission to support the educational, teaching, research, and administrative needs of the faculty, students, and staff of the European University Cyprus.

The collections are also accessible to others whose information needs require these resources. Policies governing the use of the facilities and collections reflect this mission.

Library staff is committed to maintaining a quality study and research environment, protecting the rights of users and sustaining the integrity of collections. In addition to policies and procedures noted below, University – wide policies or civil laws related to facilities or collection vandalism apply.

1. Access

Any individual may have access to the European University Cyprus Library facilities to use general stack collections, space and resources permitting.

Reference services to assist in accessing the collections are available to any individual.

Service is available both on – site and online.

2. Carrels, Classrooms, and Group Study Rooms

These facilities are generally available to our primary clientele only, i.e., members of the campus community

Several library facilities have study carrels for individual use. Members of the campus community may consult the appropriate circulation desk for procedures for reserving these carrels.

3. Destruction or Mutilation of Library Materials

Any person who shall willfully, maliciously, or wantonly mutilate, deface, tear, write upon, mar, or injure any library material or facility may be subjected to loss of library

privileges, to appropriate administrative action within the University, and to prosecution under law.

4. Emergencies

In the event of fire, tornados, or other emergency situations, library staff will alert building occupants to the procedures for evacuation or taking shelter.

5. Events

Requests for events to be held within a library facility should be directed to the appropriate library's administrative staff.

6. Filming / Photography / DVD

Individuals who wish to film or photograph within a library facility must obtain the permission of the relevant library's administrative staff.

Such requests will be accommodated only if there is minimal impact on the environment for research and study.

7. Food and Drink

Food is prohibited in library facilities in an attempt to maintain the usable condition of library materials and to improve the study and research environment. Individuals with food will be asked to discard it or to leave the facility.

Non-alcoholic beverages in closed containers (thermoses, travel mugs, bottled water or soft drinks, etc.) are permitted in most areas of the University Library.

8. Literature Distribution, Solicitation

Display of posters, distribution of literature, or solicitation is prohibited except in designated areas or with the permission of the head of the library unit.

9. Security

The library tries to provide a welcome, open environment that is safe and secure for everyone.

The library building is open to the public, and thefts do occur; users should not leave personal belongings unattended.

Campus security phones are conveniently located throughout the libraries. Staff or users are encouraged to call the pertinent Department in an emergency.

Library staff should be alerted if users feel threatened or otherwise uncomfortable in the library.

10. Smoking

In accordance with University regulations, library facilities are non – smoking environments.

11. Study Areas

In order to maintain a quality study and research environment, we ask that individuals exercise sensitivity to other users.

Individuals who wish to engage in discussion are encouraged to request group study rooms where available.

Phone conversations should be conducted away from study and research areas; pagers and cell phones should be muted while in the library.

12. Collections access

There are a number of mechanisms for access provided for those who would like to use materials from the EUC Library, which are outlined below.

- The library collections are available to all individuals for use on site, including our online resources, such as databases.
- European University Cyprus faculty, staff and students as well as all ancillary staff as are eligible to borrow materials from University Library collections.
- All faculties from other universities in Cyprus are eligible for privileges to borrow from University Library collections.
- Special Scientists, Scientific Collaborators, active part-time teaching personnel, visiting faculty.

13. Obtaining a Library Card

Members of the EUC are eligible for borrowing privileges. Those include:

- Students currently registered for classes
- Faculty or Staff with permanent appointments
- Spouse or Significant Other of a EUC faculty or staff member
- Faculty proxies
- Visiting Scholars
- Alumni
- Special Scientists, Scientific Collaborators, active part-time teaching personnel, visiting faculty

In order to charge materials from any University Library, a borrowing card with a machine - readable barcode must be used.

Faculty, staff, and currently registered EUC students may have the barcode on the back of their M-Card activated at any University Library circulation desk.

Cards are for the exclusive use of the faculty, student, or staff person for their individual research, teaching, learning, or other personal use.

14. Loan periods

In general, all borrowers are guaranteed the use of a library book for a minimum of three weeks; unless a rush recall is placed to put the book on course reserve.

If an item is charged out the system will automatically put a “recall” on the item. This will shorten the loan period and notify the borrower that the item must be returned.

Returning Recalls:

- When a book is recalled the borrower will receive a recall notice via e-mail.
- The recalled book is now due on the date listed after new due date regardless of the date stamped in the back of the book.

- Recalled items should be returned directly to a circulation desk or to a library drop box if the library is closed.
- Borrowing privileges are suspended if a recalled item is not returned by the new recall due date and a fine of 3.00 Euro per day per item is assessed to borrowers who do not return a recalled book by the new date. There is no grace period.

Overdue materials

- Borrowing privilege will be suspended if regular circulating materials are kept for 40 days or more beyond their due date, or if a recalled item is one day overdue.
- Privileges will be restored only after the items have been returned.

Address changes

- Students, staff and faculty of the University may update any address changes.
- All borrowers must have an active email address.
- Guest borrowers may contact staff in the Library Circulation Services if there is a change of address or change of email address.

Fines and Fees

- Fines and fees may be paid at the Library's Circulation Desk.
- Students, faculty and staff may also pay fines and fees at the Cashier's Office in the Administration Building.
- Debit and credit cards cannot be accepted at the Library.

Item	Price	
Overdue book	€0.50/day	Per day per item to maximum of €30.00
Overdue periodical	€0.75/day	Per day per item to maximum of €30.00
Overdue reserve item	€1.00/hour	Per hour per item to maximum of €30.00
Maximum fine	€30.00	Per item
Recalled material overdue	€3.00/day	Per day after new due date is assigned to maximum of €30.00
Lost item fee book, video, or reserved item	€100.00	€60.00 lost book fee + €25.00 overdue fee + €15.00 processing fee = €100 total minimum OR replacement cost of

		materials whichever is greater
Lost periodical, document, map or company report fee	varies	Current replacement price + replacement fee + binding fee + overdue fees. If out of print, then at €0.25 per page for photocopied replacement.
Max Outstanding Balance – graduate students on – campus and faculty/staff on-campus	€30.00/item	
Max Outstanding Balance – undergraduate students and faculty/staff on-campus	€15.00	
Max Outstanding Balance - Alumni	€15.00	

Patrons who fail to return or renew material, or who incur any fines or fees, are blocked from further check-out until all material has been returned and all fines and fees have been paid.

Renewals

In general, if a book is loaned out and there is no recall the student can renew the book for an additional 3 weeks. Patrons can renew up to three times. After the third time the book must remain in the library for a minimum of one week.

15. Books and Other Gifts-in-kind

The European University Cyprus Library is grateful for offers of gifts of materials for its collections.

- The Library welcomes donated books and manuscripts that enhance its collections in support of the University's teaching and research needs.
- The Library declines offers of gifts if they unnecessarily duplicate existing holdings, if the subject matter is outside the scope of its collections, or if there are donor restrictions the Library cannot honor.

- Members of the University community should contact the Library to discuss possible gifts of books, journals, or other materials before sending them. Appropriate materials selectors or branch librarians may be queried in advance about offers of such gifts – in' kind.

16. University Library Board's Selection Policy

- There shall be such a University Library Board (U.Li.B).
- The objectives of this body may include but not be limited to the following:
 - To review and approve (make decisions) for proposals pertinent to the Library's texts or/and electronic material.
 - To determine aids, guidelines, facilities and requirements necessary for the smooth functioning of the Library.
- Composition of University Library Board
 - Vice Rector of Academic Affairs (Chair)
 - One Faculty Representative from each School
 - Head of Library
- Scholars can go through a list of books, texts or/and electronic documents they would propose to have in the library. A scholar has to get his/her recommendation signed and well justified by the Head of Department.
- The Head of the Department submits the list to the Chair of the U.Li.B twice per year (20.05 & 20.10).
- The U.Li.B reviews the submitted proposals for final decision.

17. Ordering and Processing of Library books

Ordering

- Based on the recommendations of U.Li.B the Library places an order for the requested books after it first checks that the books are not already available at the Library or have been previously ordered but not yet received. If any of the above cases apply, then the library informs the requestor.
- The library collaborates with a number of book suppliers and bookstores in Cyprus as well as in Europe.

- The decision for choosing a specific supplier or bookstore for placing the order is based on the publisher of the book, price and language.

Delivering of Books

- Upon receipt of books the Library first checks if all items on the invoices have indeed been delivered. Then the invoices are correlated with the particular orders and items are marked as received.
- Invoices are signed, catalogued and copied before the originals are forwarded to the Account Department. Finally, invoices are also marked based on the items listed as “library books or textbooks”.

18. Cataloguing of Books

- Books are catalogued based on date of arrival except in the case when they were requested as “urgent material” to be used in connection with a course.
- Books are classified based on the Library of Congress Classification System. Each book receives its own unique number and all information pertaining to the book is then entered in the library’s cataloguing program. This information includes among other things: Titles, Subtitle, Author, Physical Description, Edition, LCCS Number, Publisher, Year, and Subject.
As a final step labels are prepared with the LCCS number and placed on the books. All books are stamped designating that they are the property of the University.
- All new books are exhibited for a month on the “New Arrivals” stand before they are properly placed to their permanent position based on the LCCS number.
- A monthly email is sent to all members of the University (faculty and administration) informing them of new arrivals. Books requested by a specific staff of the University are noted.

19. Circulation process of Books

After a book has been catalogued and exhibited for a month on the “New Arrivals” stand it is placed at its permanent position based on the LCCS number.

A user can search the library's cataloguing system in order to find a book by author, title of book, or subject.

All books are available for loan except in the following cases

- a.** Book is an encyclopedia, dictionary, yearbook, almanac, etc.
- b.** Book is used by an instructor as part of the recommended reading for his/her course.
- c.** Book is currently used as a textbook.

In the case of b and c options books are placed at the reference shelf for the current semester and users can read them only within the library premises.

In the case the book is loaned out, a user has the right to reserve it. With the return of the book the user is notified of its arrival. The current user of the book does not have the right to renew the book. Instead he can also request to reserve the book and after three weeks to borrow the book once again.



Library Questionnaire

Please help us serve you better by taking a few minutes off your time to fill out this questionnaire.

Please circle the statement that best describes you as a user.

1. Undergraduate Student
2. Graduate Student
3. Faculty
4. Administrative Staff of EUC
5. Researcher
6. Visitor

How often do you visit the library?

1. 2-3 times or more per week
2. 2-3 times per month
3. Once a month
4. Once or less every 6 months

How important are printed collections (books/periodicals) to your studies?

1. Of no importance
2. Not very important
3. Rather important
4. Very Important

How important are electronic collections (e-books and e-journals) to your studies?

1. Of no importance
2. Not very important
3. Rather important
4. Very Important

How frequently do you use the library web site in order to access electronic resources and databases?

1. 2-3 times or more per week
2. 2-3 times per month
3. Once a month
4. Once or less every 6 months

In general, how well do you know what the library offers and how to use its resources and facilities?

1. Badly
2. Adequately
3. Well
4. Very Well

Please check how satisfied you are with the services and facilities the library offers.

1= Always Dissatisfied and 5= Always Satisfied

	1	2	3	4	5
Library Hours					
Library Space in general					
• Air-Conditioning					
• Central Heating					
• Noise					
• Study Space					
Access to Computer Workstations					
Quality of Book Collection					
Quality of Electronic Resources					
Variety of Books					
Variety of Electronic Journals					
Librarians offer assistance					
• Quality of tutorials in regards to electronic resources					
• Quality of tutorials in regards to the use of the OPAC					

Student assistants offer assistance					
Quality of leaflets providing information about the library					

Comments and Suggestions about the library

CHARTER: ANNEX 9

PROPERTY OF THE UNIVERSITY

1. PROPERTY

The property of European University Cyprus Ltd (owned or leased), including all buildings equipment and infrastructure shall be made available for the use by EUC and such property, buildings and infrastructure for which the exclusive right to use shall be granted to EUC shall be under the jurisdiction and control of the Council of the University. The use of EUC property and facilities will be maintained and controlled subject to all applicable government and municipality laws, the policies of the Ministry of Education and Culture, the Charter and the Internal Regulations.

2. DEFINITION

Property belonging to EUC is defined as any item donated, purchased, leased, rented, gifted, granted or otherwise being placed in use at the University and is not the personal property of an employee at the University. University property shall be used only for the educational, research or public service purposes of the University. The Council of the University or its designee shall be accountable for the supervision, control, and inventory of all property in the custody of EUC.

3. ACCOUNTABILITY AND CONTROL

The Deans/Directors of Departments shall be delegated the responsibility of maintaining proper accountability and control of the property equipment within their jurisdiction. The Deans/Directors of Departments shall have the following specific responsibilities regarding University equipment/property.

- To know the location of all property equipment inventoried to their account and assure that such equipment is reasonably secured from possible theft and other hazards.
- To assure that assigned property equipment is being used in the best interests of the University.
- To discourage theft and loss of University property equipment by fixing responsibility of its maintenance and proper use.

4. REMOVAL OF PROPERTY

Removal of University property from University premises shall be prohibited. Portable equipment such as laptops, computers, projectors, and similar equipment could be temporarily removed from the University premises for the provision of services by staff/faculty such as seminars, presentations when the appropriate procedural steps are followed.

- The Dean/Departmental Director must approve the removal of equipment.
- A Property Control Equipment form must be completed for each item being removed from the University campus.
- The person to whom the property is assigned shall be liable for any losses, damage, destruction or impairment of function or useful life of the property that may result due to negligence or carelessness.

5. PROPERTY REGISTER

The University shall maintain an independent record of property in which details of all property shall be recorded.

APPENDIX A

INTERNAL REGULATIONS: BUDGET SETTING AND APPROVAL PROCESS

1. General

The Budget setting and approval procedure at the University is a process that begins in Mid – September and reaches its conclusion by the end of the year. The budget is on a calendar year basis.

The ultimate approval and adoption of the Institution's Budget is the responsibility of the University Council. However, the Academic Budget must first be approved by the Senate before being approved by the Council. The other non-academic components of the Consolidated Budget require only the Council's approval.

2. Academic Budget

- a) There are six components of the academic budget, i.e. the individual budgets of each one of the University Schools (i.e. the Ioannis Gregoriou School of Business Administration, the School of Sciences, the School of Humanities, Social and Education Sciences, the School of Medicine and the School of Law), the budget of each one of the University Units (i.e. Distance Education Unit), the budget of the Library, and the budget of the Office of the Rector and the Vice Rector(s).
- b) A Budget Template is sent at the beginning of September by the Finance Department to the Dean's Office of each of the University Schools, to the Head Librarian's Office, and to the Office of the Rector, for completion. The Budget Template covers all aspects relating to Academic Financial requirements, e.g. staffing requests, Faculty Development (Seminars, Conferences, etc.), academic and social events, traveling and other academic/educational requirements, Stationery, and other expenditure.
- c) The Budget Templates are completed by the Dean's Office of each School in conjunction with Chairpersons of Departments, faculty and staff members, by the Office of the Head Librarian under the supervision of the Vice-Rector(s), and by the Office of the Rector.

- d) Following this, a meeting is held between the Dean's Offices of the Schools, the Head Librarian's Office, the Chief Executive Officer/Director and the Director of Finance (chair), where the budget requirements for the forthcoming Academic year are settled. Once settled, the Academic Budget is ready to be submitted to the Senate by the last week of November.
- e) The Academic Budget is then presented by the Office of the Rector and the Director of Finance to the Senate for approval by end-September/beginning of October.
- f) Once approved by the Senate, the Academic Budget is ready for consolidation with the remaining Budgets to be sent for final approval by the University Council by end of October.

3. Other Non-Academic Budgets

- a) The procedure for the setting and adoption of the Non-Academic Budgets is similar to the above procedure followed for the Academic Budget.
- b) A Budget Template is sent in September by the Finance department to the Head of each of the Offices/Divisions involved, where the proposed expenditure of the year is outlined in detail.
- c) A separate preliminary meeting is then held between the Finance Department, the Chief Executive Officer/Director and the Division Heads.
- d) Following this, the Budget is then consolidated with the Academic Budget by the Finance Department, and is submitted to the University Council for approval.
- e) The final approved Budget by the Council, then presented to each Office/School/Division for execution.

4. Monitoring and Tracking the Budget

- a) No further approval is required by either the University Council or the Senate for any expenditure to be made as per budget, however when the payment is to be made to the supplier of the goods or services the usual approval channels as well as the Finance Department's own internal controls with respect to the timing of the payment of the invoice are always followed.

- b) For items of extraordinary expense, which are not in the original budget, a revision of the budget is required, whereby the initial process is once again repeated using the revised figures.
- c) If an item of expense was budgeted for however during the ensuing academic year, the expense was not deemed necessary the expense is not carried forward to the following year.
- d) At the end of each semester, a progress report is compiled by the Finance Department and sent to the various Offices/Schools/Divisions for review. The progress report of the Academic Budget is sent to the Office of the Rector for review.

APPENDIX B

HEALTH AND SAFETY POLICY

The Management of the Organization is committed in providing a safe and healthy environment for its students, academic and administrative staff, and any visitors entering its premises. It is the responsibility of every member to acknowledge and comply with the Health and Safety regulations.

The responsibility begins at the working level and extends upwards to Supervisors, Managers, Directors, Head of Departments, Deans and up to the highest level of administration. It is essential that each of us takes an active part in initiating preventative measures to control and eliminate hazards associated with our activities according to proper guidance.

The Management in collaboration with the Health and Safety Committee of the Organization are making reasonable efforts to provide an environment that minimises the occurrence of dangers, such as accidents, health problems and the destruction of property. This includes:

- Safe working methods and procedures
- Training on Health & Safety issues for all employees.
- Provision of equipment and systems as per Health and Safety rules and regulations.
- Discussions, regular consultations and submission of proposals on health and safety issues.

A safe working culture is the responsibility of everyone and this can be best achieved through cooperative efforts of employees and students. A safe culture is reinforced by:

- Continually identifying, assessing and controlling possible risks for the health and safety of people that may arise in the workplace.
- Providing information concerning such risks and the instruction, training and supervision of employees to ensure safe work practices.
- Giving employees and students the opportunity to participate in health and safety decisions that affect them via their representatives respectively in organization's Health and Safety Committee.
- Continually monitoring subcontractors entering our premises for several works.

The main objective of our organization is to comply with all relevant professional and environmental regulations and laws.

In the interest of maintaining safety and good health within our organization, contractors and their employees, visitors and customers are required to observe and comply with all health and safety standards and rules applied. This includes any safety signage or warnings, or instructions given by any employee whilst on our premises.

It's the Organization's request that each member of the personnel accepts and complies with the health and safety rules and regulations. Our positive safety attitude, our knowledge on safety methods in the working environment and the correct risk assessments which are revised, regularly, will determine the success of the management's program on health and safety.

APPENDIX C

NO SMOKING POLICY

The European University Cyprus has committed over the years, in creating a high quality, healthy and safe working environment for staff, students and visitors. In accordance with that commitment, the University recognizes the right of all staff and students to work and study in a smoke-free environment and has applied a policy of “no smoking” within most areas of its buildings.

The law N.75 (I) / 2002 on health protection (Smoking Control) states that smoking is illegal in certain public places (partially or totally covered) and an offence will be made while smoking in “no smoking” premises or to knowingly permit smoking in “no smoking” areas.

Smoking is prohibited in all University buildings (this includes all offices, classrooms, auditoriums, corridors, lifts, stairwells, toilets etc.). Smoking is also prohibited at the entrances of University buildings and is only allowed at a reasonable distance away from the building (ideally 5m) to ensure that tobacco smoke will not enter the building via the doorway or windows. Smoking is not permitted within vehicles owned or operated by the University (maintenance team and messengers), as well.

“No smoking” signs are displayed as required.

Compliance with the legislation and the University's policy should be managed on a local basis. Responsible persons are requested to implement the policy in the area which is under their responsibility and ensure that staff, students and visitors and, where applicable, contractors are made aware of this policy and that they comply with its requirements. Any contractor or visitor who refuses to comply with the requirements of this policy will be asked to leave the University premises.

Finally, the University is committed in supporting anyone who wishes to stop smoking and where there is sufficient demand a special committee can be created in order to provide support.

APPENDIX D

ENERGY MANAGEMENT POLICY

European University Cyprus recognizes that an energy management policy is required from this year forward, as an important measure, due to the current economic situation of the market. Top Management's goal is to reduce the amount of money spend on energy. In this way we can release funds for other purposes. At the same time, reducing energy consumption helps the University to reduce its environmental impact.

The Energy Management Policy aims to:

- Increase awareness of energy issues and encourage all members of the University (student, staff, suppliers) to reduce energy consumption when possible;
- Reduce fuel consumption through energy-efficient measures;
- Ensure that the highest energy-efficient design standards are taken into consideration for building purposes; (e.g. double glazed exterior windows)
- Obtain energy from renewable sources, whenever possible (e.g. photovoltaic solar energy) or non-renewable sources which are friendly to the environment (e.g. the use of natural gas which can replace the LPG, when provisions are in place).

CHARTER: ANNEX 10

INTERNAL REGULATIONS ON ADMINISTRATIVE PERSONNEL

1. QUALIFICATIONS

The qualifications and experience for each administrative position are recorded in the relevant job description. When, there is a need of a new position with the organization, a new job description is developed by the Director/Head of the relevant department and the Department of Human Resources.

1.1. Minimum qualifications are as follows:

- 1.1.1. Administrative department directors hold at least a Master's degree in the area of specialization and relevant work experience.
- 1.1.2. Administrative officers, coordinators and section/unit supervisors hold at least a Bachelor's degree in the area of specialization and relevant work experience.
- 1.1.3. Clerks hold at least a Diploma in the area of specialization and relevant work experience.

2. RECRUITMENT AND SELECTION PROCESS

2.1. Identification of Needs

The need to recruit personnel is either identified by the Head or Director of the appropriate Department or the Management of the University. In cases where the Head or Director of a Department identifies the need for human resources, he/she completes and submits a Job Requisition Form to the Director of Human Resources Management. In cases where the need for recruitment is identified by the management during the management reviews, this is documented in the Minutes of the Management Review. The Director of Human Resources Management keeps a copy of these minutes.

2.2. Evaluation of Needs

A Job Requisition Form is forwarded to the Director of Human Resources Management who evaluates it, after a meeting with the Head or Director, who identified the job vacancy and finalized the form. The Job Requisition Form is processed via the Department of Human Resources and the Director of Human Resources to the Council for approval. If the request is rejected, the Director of Human Resources Management informs the appropriate Head or Director of

Department giving reasons for this decision. If the request is approved, the Director of Human Resources Management together with the Head or Director of the relevant Department develops the Job Description for the position. If the position to be filled is an existing one, then the Director of Human Resources Management refers to the existing Job Description for the position. As a result, the Director of Human Resources Management is aware of the number of vacancies to be filled in and the qualifications necessary for the position.

2.3. Applications

Recruitment may be initiated through:

- advertisements in the Press;
- e-recruiting
- referrals;
- job postings, etc.

The Director of Human Resources Management makes Applications forms for Employment available to candidates by hand or e-mail. Candidates forward their Applications for Employment and other required documentation, to the Director of Human Resources Management. The Director of Human Resources Management verifies application and supporting documents submitted by candidates.

2.4. Employment Applications

Employment applications are normally sent to the Director of Human Resources Management. Otherwise, whoever receives application for employment and/or other employee documentation by a prospective employee forwards these documents to the Department of Human Resources Management.

2.5. Selection

- The Director of Human Resources Management carries out an initial screening of the applications, by comparing them against the Job Description and/or requirements.

The Director of Human Resources Management, shortlists the candidates for administrative positions on a List of Candidates. The Director of Human Resources Management arranges interviews of the short listed candidates. The Director of Human Resources Management and the Head or Director of the relevant Department conduct the interviews. The candidates interviewed are evaluated based on a Candidate Evaluation Form by both interviewers, and a decision is reached on either:

- offering the position(s) to the successful candidate(s), or

- to hold applications for new openings, or
- to reject candidates that had failed the process.

The decision, accompanied by all application and other relevant material is forwarded by the Director of Human Resources Management to the Council for final decision, including the compensation.

2.6. Job Offering

The Director of Human Resources Management notes the status of each candidate on the List of Candidates and sends letters to inform him/her accordingly. He also prepares a confidential contract letter with the terms and conditions of employment. The President and the successful candidate sign the Contract Letter. Upon employment of the successful candidate at the University, the Department of Human Resources Management is responsible to give the new employee the Employee Personal Data Form and the Personal Data Form. The new employee is responsible to complete the two forms and return both to the Department of Human Resources Management. A copy of the Personal Data Form is forwarded to the Accounts Department.

3. PERSONNEL FILES

For every member of staff, the Department of Human Resources Management maintains, subject to the provisions of the relevant Data Protection Law, confidential Personal Files, in which the following are kept:

- Personal Information Form
- Qualifications and education
- Training and experience
- Copy of the employment contract
- Copies of the Certificates of training attended
- Annual evaluation of the employee
- Employee Application Form

Once a year, the H.R. Department shall circulate an Annual Questionnaire for identification for training needs. The Department of Human Resources Management is responsible to keep the personnel files updated.

4. INDUCTION OF A NEW EMPLOYEE IN THE SYSTEM

Upon employment of a new employee at the University, the Department of Human Resources Management is responsible to give the new employee the Employee

Personal Data Form and the Personal Data Form. The new employee is responsible to complete the two forms and return both to the Department of Human Resources Management. A copy of the Personal Data Form is given to the Accounts Department. Upon termination of an employment, the Director of Human Resources Management notifies the MIS Department to make all necessary arrangements and close the employee's computer account.

5. DUTIES AND RESPONSIBILITIES OF STAFF

All staff members are expected to work conscientiously and perform their duties with enthusiasm and dedication. In general, staff members are expected to:

- 5.1. perform assigned duties with enthusiasm, efficiency and competency;
- 5.2. communicate with colleagues and others in a professional manner;
- 5.3. behave in a polite and civilized manner in all dealings with colleagues and others;
- 5.4. cooperate with colleagues within their department and within the University in order to complete assigned work and/or institutional goals successfully;
- 5.5. follow directions from super-ordinates diligently;
- 5.6. make suggestions and provide feedback to super-ordinates systematically;
- 5.7. participate actively in departmental meetings and departmental/ University committees;
- 5.8. accept other duties assigned by the department/University;

6. DEPARTMENT DIRECTORS

The University Council reserves the right to appoint Directors, as necessary, who will supervise the different departments, for the efficient operation of the University. The Council has the power to designate the duties and conditions of appointment of such Directors, as necessary;

7. COMPENSATION AND FRINGE BENEFITS

The compensation system of the University consists of the following components:

- Annual Salary
- Annual salary increase
- Fringe benefits

7.1. Annual Salary

Monthly salary X 13

7.2. Annual Salary Increase

The compensation system of the University promotes incentive and it is based on performance merit and encourages and promotes fairness and justice among employees. It consists of the following:

7.2.1. Performance Increase

- c. IPBP % - Individual Performance - Based Pay (%) increase based on performance evaluation
- d. Bonus - based on performance evaluation and University financial performance/ productivity

7.3. Fringe Benefits

The University provides the following fringe benefits.

- * **Social Insurance**
- * **Provident Fund (Retirement Plan)**
- * **Medical Insurance**
- * **Paid Maternity Leave**

7.3.1. Social Insurance

Social Insurance contributions for full-time employees as per the Republic of Cyprus Law requirements.

7.3.2. Provident Fund

Contribution as per the University's Provident Fund Charter.

7.3.3. Medical Insurance

Group medical insurance is available to all full-time permanent employees. Medical Forms and Medical Plan Scheme are available at the Department of Human Resources.

7.3.4. Paid Maternity Leave

Full-time female faculty and staff are eligible for maternity leave and benefits as described below:

- **time off work**
2 weeks prior to expected childbirth, and
16 weeks recovery after childbirth
- **compensation**
The female employee will receive 1/4th of her monthly salary during the time she is off (Social Insurance pays 3/4ths of the salary), for a period that does not exceed 18 weeks.

8. STAFF ETHICS

The University places confidence and trust in the integrity and excellence of character of the Employee. It is therefore agreed that each Employee shall, at all times, conduct himself/herself in a manner which is in alignment with the high personal moral and intellectual standards of the University, as those are illustrated in the University Charter. These standards/principles include the following:

- 8.1. Maintaining just and courteous professional relationships with students, parents, staff members, and others.
- 8.2. Maintaining efficiency and keeping up with the developments in one's field(s) of work.
- 8.3. Placing the welfare of students as the first concern of the University.
- 8.4. Directing any criticism of other staff members or of any department of the University towards the improvement of the University. Such constructive criticism is to be made directly to the particular University administrator who has the administrative authority to improve the situation and then to the President, if necessary.
- 8.5. Using properly and protecting all University facilities, equipment, and materials.
- 8.6. Abiding with the Code of Conduct and Ethics (the 'Code').

CHARTER: ANNEX 11

SENATE BYLAWS

ARTICLE I. PURPOSES AND POWERS

Section 1

The Senate of the 'University' is the supreme academic authority of the University and shall, subject to the powers of the Council as provided in the Charter, be responsible for the academic work of the University, both in teaching and in research, and for the regulation and superintendence of the education and discipline of the students of the University. The Senate, having been created by direction of the academic community of the University to act by and for that body, is endowed with all the legislative powers and authority of the University to adopt and to amend bylaws governing its composition, organization, and procedures, such bylaws approved by the Rector and the President, and ratified by the Council. The bylaws shall provide for such standing and special committees as may be needed.

Section 2

The Senate of the 'University' shall exercise legislative functions dealing with the general educational and research policy of the University and perform all of the functions set forth in the Law on Private Universities of 2005 (s. 26-(1)) and in the Charter.

Section 3

These Bylaws and all amendments shall constitute the rules and regulations governing the conduct and procedure of the Senate of the 'University' - in the performance of those duties authorized and empowered by the 'University' Council.

ARTICLE II. MEMBERSHIP

Section 1. Members

The composition of the Senate shall be as follows:

- (1) The Rector;
- (2) the Vice-Rector(s);
- (3) the Deans of Schools;
- (4) the Head of Administration;
- (5) two faculty members from each academic School nominated and elected from among the full-time faculty not on probation of each School;

- (6) one representative of the special teaching personnel from each School nominated and elected from among the full-time special teaching personnel not on probation of each School;
- (7) one student representative from each School, elected by the students of the School in good academic standing.

The Rector shall be *ex officio* the presiding officer of the Senate.

The elections for faculty and special teaching personnel shall be held before the end of the spring semester and shall take place in each School, department or equivalent academic unit, by secret ballot, after open nominations.

Academic member vacancies, which occur during a term of service, shall be filled for the remainder of that term in the same manner as the original election. Any student vacancy occurring during an elected term of office shall be filled by the Student Union Association, with the concurrence of the Dean of the School concerned.

The student members participate in the discussion and voting of all matters before the Senate, except those matters that the Senate deems as highly confidential. Indicatively, these may be matters related to student, staff or academic member grievances, disciplinary actions, grading, and similar sensitive issues for the University or for individuals. The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non-teaching personnel of the University or the admission and academic assessment of individual students. The Chairman of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

Additionally, as the case may warrant, the Rector may invite administrative officers, academic members, staff, or outside experts to present topics of interest to the Senate and its standing committees. Such guests shall have the privilege of the floor but without vote.

Section 2. Duties and Functions

The Senate shall be the supreme academic body of –the ‘University’ and shall, in keeping with the Charter the ‘University’ , be responsible for the totality of academic work, and in that regard exercise legislative functions dealing with the general educational policy of the University as well as student activities and affairs. These include all matters where the Rector determines there is a need for uniform policy throughout the University, as distinguished from those affecting a single School, Department or other academic unit, in order to promote the academic work of the

University both in teaching and research and for the regulation and supervision of the education and discipline of the students of the University.

The Senate shall review all changes in existing policies or the establishment of new policies relating to such matters. It shall consider and make decisions on any matters referred to it.

More specifically, among others, the Senate has responsibility and authority on the following matters:

- (a) All powers vested in it by the Law on Private Universities of 2005 (§26.-(1)).
- (b) All powers vested in it by the Charter of the University.
- (c) Reviews, makes decisions and approves new programs and academic proposals, as well as approves amendments to existing academic programs.
- (d) Approves admissions and degree requirements.
- (e) Approves the system of grading and student promotion.
- (f) Constitutes a second-level decision body, as well as second-level disciplinary body
- (g) Establishes and approves general and specific academic policies and procedures
- (h) Reviews the academic standing and other affairs pertaining to students
- (i) Determines the building, technological and teaching aids and facilities requirements necessary for the smooth functioning of the instructional and research needs of the University
- (j) Oversees and approves the development of relations between the University and other academic institutions, research institutes and centres, European and international organizations.
- (k) Reviews proposals and makes recommendations to the Council for the establishment of schools, departments, institutes and research centres.
- (l) Establishes committees (standing or ad-hoc) from among its members and may at its discretion transfer to them any of its duties and functions.
- (m) Exercises any powers necessary to carry out its duties and responsibilities, as well as regulates its own rules and procedures, according to the Law, the Internal Regulations and policies of the 'University'.

The decisions of the Senate are forwarded to the Council of the University for final decision and ratification.

Section 3. Term of Office

The term of office of Senate members shall be two years, with eligibility for re-election. Normally, elected members shall not serve more than two consecutive terms.

Student members of the Senate shall hold office for one year.

Section 4. Jurisdiction and Appeals

The Senate may, at its discretion, prepare a statement to serve as a guide to those specific matters falling within its jurisdiction. In the event that any member of the Senate shall question the jurisdiction of the Senate in matters before it, it shall be the Senate to vote by simple majority on the issue.

ARTICLE III. OFFICERS

The Senate shall have as its Chair and presiding officer the Rector of the University.

The Chair shall appoint a secretary (ordinarily this being the Assistant to the Rector), and may also appoint other officers to perform specific assignments deemed necessary by the members of the body.

ARTICLE IV. RULES AND PROCEDURES FOR MEETINGS

Section 1. Regular Meetings

The Senate shall hold regular meetings, at least one during each academic semester.

The Rector may call meetings whenever he deems it necessary. The call to meeting, along with agenda, shall be distributed five (5) working days prior to the meeting, except where in the judgement of the Rector the matter is urgent.

With the Senate's decision, it shall be possible for matters not included in the agenda to be discussed, which by their nature were not possible to be foreseen at the time of preparing the agenda.

Section 2. Special meetings

Special meetings may be called by the Rector upon petition of one-third of the members of the Senate, provided that sufficient cause and minimum notice of two weeks is given to the Rector. Only business mentioned in the call of a special meeting can be transacted at such a meeting.

Section 3. Quorum

A simple majority of the members shall constitute a quorum. A motion, to become, effective, requires a simple majority.

Section 4. Decisions

Decisions of the Senate are taken by simple majority of the voting members present. The Chair of the Senate casts the winning vote in case of a tie.

Section 5. Access to Non-members

The Senate may decide to give access to non-members to sit in its meetings. However, only members shall have voting privileges, while non-members shall have the privilege of the floor only when specifically provided for by the Senate.

Section 6. Minutes

Minutes are kept for all meetings of the Senate. Following their approval, the minutes are communicated to its members. The decisions of the Senate shall be open to the University academic and administrative community.

Section 7. Procedures

The Rector shall determine the order of business in any meeting of the Senate, except where expressly stated otherwise in these bylaws.

Section 8. Exclusions from Meetings

Members of the Senate are excluded from the proceedings (deliberations and decisions) on matters directly relevant or affecting their person or family.

ARTICLE V. SENATE ORGANIZATION

The Senate shall have the power to establish appropriate committees as may be needed for the orderly and efficient handling of its business. Faculty members and special teaching personnel who are not members of the Senate may be included on Senate committees, except where otherwise specified.

All other matters of internal organization shall be as provided in the Bylaws.

ARTICLE VI. COMMITTEE ORGANIZATION**Section 1—Committee Review Procedures**

In most cases, the regular operations of the Senate shall follow a committee review procedure, and the Senate shall submit all matters of substance for committee study, decisions, and/or action prior to definitive action. Standing committee business may be initiated by each committee, the Chair of the Senate, an individual member of the Senate, or by a vote of the academic community of the University. In certain cases, the Senate may decide to act as a committee of the whole, without prior committee review procedure.

Section 2—Committee Organization

Until such time as the Senate amends this pattern, the committees listed in Article VII of these Bylaws shall constitute the standing committees of the Senate. These committees, through their chair, shall, at all regular meetings of the Senate, make a brief verbal report of business transacted.

The text of any motions or resolutions that are to be proposed by committees at a Senate meeting shall be provided to the Rector ten (10) working days before the meeting, and shall be forwarded to Senate members by the Rector five (5) working days prior to the meeting.

In addition, each committee shall present a written, annual report or committee minutes to the Rector in the spring semester of each academic year. This report, which shall be submitted to the Rector by the end of the second full week of classes, shall include a summary of the major items considered by the committee during the full year and the disposition of each.

Section 3—Committee Elections

The Senate at the first Senate meeting of the academic year shall elect all standing committees. All members of standing committees shall serve for a two-year term, or until their successors assume office, and shall be eligible for re-election. Within ten (10) working days after the election of a new committee, the chair of the outgoing committee shall call a meeting of the new committee and transfer current committee records to it.

Section 4—Committee Service

All elected members of the Senate shall have at least one Senate committee assignment.

Faculty members, special teaching personnel and students, who are not members of the Senate may be nominated to Senate committees. Committee members who are not members of the Senate shall be afforded all rights of committee membership, including voting, but shall have none of these rights in the Senate.

Section 5—Committee Vacancies

The Rector shall fill vacancies on committees that occur between regular elections, other than those resulting from a vacancy in the Senate term of service.

Section 6—Committee Procedures

Each committee functions according to the procedures approved by the Senate and as detailed in article VII, Section 2 of these Bylaws. Each committee shall decide on its meeting dates, but shall meet at least once a semester. A majority of committee

members shall constitute a quorum. Prior public notice of all committee meetings shall be provided whenever practicable.

Section 7—Committee Minutes

All committees shall keep minutes of all meetings, including a list of members present and members absent. The minutes of the committee meetings shall be submitted to the Secretary of the Senate within fourteen (14) days following the date of their approval by the particular committees. The minutes of standing committees shall be in addition to reports as required by Article VI, Section 2 of these Bylaws.

The minutes of all standing committees shall be open to inspection by the academic community of the 'University'.

ARTICLE VII. COMMITTEES

Section 1. Senate Standing Committees

There shall be such standing (permanent) and/or other special committees as the Senate may determine. The objectives and membership of such committees may include but not be limited to the following:

1. COMMITTEE ON RESEARCH

- To review and make decisions for research programs
- To facilitate the promotion of research among faculty members (including evaluation procedures and evaluation criteria), and the conduct of research in general at the 'University' (including research by students at the undergraduate and graduate level)

Composition:

Vice-Rector of Research (Chair);

Deans of Schools;

Department Chairpersons (one from each School);

Faculty members (one from each School);

1 Special Teaching Personnel Member (Senate Member);

Representative of the Research Centre;

Representative of Administration.

2. COMMITTEE ON ACADEMIC PROGRAMS

- To review new programs and amendments on existing programs of study.
- To review admissions and degree requirements.
- To review the system of grading and student promotion.
- To review the academic standing and other affairs pertaining to students.

Composition:

Vice-Rector of Academic Affairs (Chair);

Deans of Schools;

Director of Admissions;

Director of Enrollment;

Department Chairpersons (one from each School);

Faculty members (one from each School);

1 Special Teaching Personnel Member (Senate Member);

President, Student Union.

3. COMMITTEE ON FACULTY AFFAIRS

- Constitutes a second-level disciplinary body to examine professional misconduct by faculty members.
- Constitutes a second-level body to examine grievances by faculty members and staff.
- To review matters pertaining to the general welfare and professional development of faculty members and staff.

Composition:

The Senate will have the authority to appoint the members of the Committee, accordingly.

4. COMMITTEE ON STUDENT AFFAIRS

- The review and publication of Student Guide for Programs of Study, University Policies and Student Life at the 'University'.
- Constitutes a second-level disciplinary body to examine academic misconduct by students.
- Student affairs such as career counselling, student exchanges, student transfers, etc.
- Personal matters of students, financial assistance, counselling, medical issues, special needs of students, etc.

- To oversee general student life at the 'University' and adequacy of various facilities (bookstore, cafeteria, clubs, cultural life, sports, etc.).
- To prepare and implement a Code of Conduct of students within the University and in the Community.

Composition:

The Senate will have the authority to appoint the members of the Committee, accordingly.

5. SPECIAL AND AD HOC COMMITTEES (INCLUDING MATTERS OF DISCIPLINE)

Function and composition decided by the Senate according to needs.

Note: Membership on any of the above committees is not limited to members of the Senate.

Section 2. General Standing Committee Procedures

The committees shall follow the general procedures as outlined below:

1. Committee Chairs:

- (a) Committee Chairs shall normally serve a two-year term, and are to:
 - establish committee agendas;
 - organize and lead committee meetings;
 - assure that committee minutes are promptly sent to the Secretary of the Senate;
 - report committee decisions to the Senate; and
 - file a written report annually with the Senate and report otherwise as directed by the Senate.
- (b) Committees may establish subcommittees that facilitate the committees' work. Subcommittee members do not need to be approved by the Senate. However, only Senate approved members may cast votes that represent decisions of the standing committees.

2. Jurisdiction

- (a) A committee addresses issues relevant to its objectives statement that is decided and/or approved by the Senate. The committee decisions are subject to approval by the Senate.

ARTICLE VIII. AMENDMENTS

The Senate shall have the power to consider and adopt by a two-thirds majority vote any amendments to or modifications of these Bylaws, provided a quorum exists. Amendments to these Bylaws may be proposed at any time by one-third of the members of the Senate. Amendments decided by the Senate shall become effectual after approval by the Council and subject to the Charter and the Law on Private Universities of 2005 (s. 43).

CHARTER: ANNEX 12

SCHOOL BYLAWS

PREAMBLE

The School shall consist of the Rector of the University, the Vice-Rector(s), the Dean of School, all full-time Faculty members and Special Teaching Personnel of the School, University Administrators who teach courses at the School and/or have direct involvement in the admissions, registration and other affairs that affect the programs and the conduct of business of the School, as well as those students, both Undergraduate and Post-Graduate, who are registered in one of the academic programs of the School and receive their academic advising from academic members of the School.

The School serves the educational/instructional needs of Undergraduate and Post-Graduate students, facilitates, supports and promotes the research and teaching efforts of the academic members, and strives to promote intellectual collegiality and community within the School and the 'University' at large, as well as beyond the academic boundaries of the University.

The following Bylaws, so prepared and approved by the School, comply fully with and support the Purpose, Mission and Objectives of the 'University', as stated in the Charter.

ARTICLE I. MEMBERSHIP

Section 1. Membership

Members of the School shall be all full-time Faculty of all ranks, plus all full time Special Teaching Personnel.

The Rector, the Vice-Rector(s), the Dean of School, the Chief Executive Officer/Director, the Registrar, the Director of Admissions, the Director of Human Resource Management, the Head Librarian, and Faculty Emeriti shall be *ex officio* members of the School. Students who are registered in one of the academic programs of the School and receive their academic advising from academic members of the School are also considered members of the School. Academic personnel from other Schools of the 'University', who teach two or more courses on a regular basis at the School may attend meetings as observers.

Section 2. Voting Rights

All members eligible to serve on committees have voting rights for all business and elections of the pertinent committees they serve on. Each eligible member shall have one vote in Committee meetings and in School business and elections.

Section 3. Responsibilities

The responsibilities of the academic members of the School are primarily in the areas of planning, designing and conducting academic programs of instruction, engaging in scholarly activity and research in their field of expertise, and providing service to the School /University and the community. These are consistent with the relevant Internal Regulations and the Charter.

ARTICLE II. OFFICERS OF THE SCHOOL

Section 1. The Dean of School

- a. The Dean of School shall be the chief academic and administrative officer of the School, and shall be elected according to the provisions of the Law on Private Universities of 2005 (s. 29.(1) – (2)). He/she shall moderate all regular and special meetings of the School. The School Dean is accountable/reports to the Rector. He/she provides leadership in the School in formulating educational policy, and is responsible for the management of the School's resources and staff management. He/she acts as agent of the School in executing School policy, and serves as the medium of communication for all official business of the School with other University authorities and bodies, the students and the public.

The Dean of School has ultimate responsibility for the general welfare and development of the School. More specifically, he/she serves as both leader and resource manager in matters concerning recruitment, development and welfare of current members, program development and quality assurance, long range planning, School organizational patterns, and policy formulation.

- b. The Deputy Dean of School has all functions of the Dean of School in his absence or temporary incompetence, and shall be elected according to the provisions of the Law on Private Universities of 2005 (s. 29.(1) – (2)). In the absence of the Deputy Dean, the Dean designates one of the Chairpersons of Department to chair a meeting.
- c. The Dean of School and the Deputy Dean of School shall be *ex officio* member of all standing committees.

Section 2. Duties and Responsibilities of the Dean of School

(See Appendix A)

ARTICLE III. COUNCIL OF SCHOOL

Section 1. Purpose

The Council of School shall be a policy formulating body of the School on matters specified below in Section 3: Powers and Responsibilities. In general, it shall coordinate the work of the Committees and shall advise the Dean of School on any matters concerning the planning, development, and general welfare of the School.

The Dean of School shall chair the Council of School.

Section 2. Membership

The Dean of School, the Deputy Dean of School and the Chairpersons of the pertinent Department(s) shall constitute *ex officio* members of the Council of School. In addition, there shall be elected members as follows:

- Two representatives from each Department elected by the Council of the respective Department as stipulated by the law on private universities of 2005 (s-30.-(1)(γ);
- One member representing the Special Teaching Personnel of each Department who is elected by simple majority from their own number;
- One student representative from each department who is elected by simple majority from their own number. The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non - teaching personnel of the School or the admission and academic assessment of individual students. The Chair of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

Each elected member of the Council (except the student representatives) shall serve a two-year term and may be re-elected/re-nominated. The student representatives shall serve one-year term.

Section 3. Powers and Responsibilities

The Council of School shall deal with matters as follows:

- School planning and development;
- School policy issues;
- School annual budgets and support/facility requirements;

- School Faculty development;
- School Organizational/Structural changes/requirements;
- The nominating and setting of the terms of reference for the formation of task forces outside the domain of existing standing committees to research issues/matters pertinent to the conduct of the School's business;
- Issues to be discussed at standing committees, such as design/revision of academic/curricular programs;
- Issues/Proposals forwarded by other members of the School for general discussion;
- The establishment of policies and procedures for hearing student grievances, which are consistent with the policies of the University.

The decisions/recommendations of the Council of School are subject to approval by the Senate.

Section 4. Meetings

The Council of School shall be called for regular meeting at least once every semester and at such other times as designated by the Chair of the Council. Ordinarily, at least one-week notice shall be given of a forthcoming meeting and the agenda shall be circulated. Minutes of the proceedings of the meetings shall be kept and circulated to the members.

Meetings may be requested by the Dean or by a majority of the Council members.

All members are required to attend the meetings of the Council of School. In the event of justified absences, a quorum shall be constituted by the presence of two-thirds of the members.

ARTICLE IV. ORGANIZATION OF THE SCHOOL

Section 1. Departments

a. The School is organized into Departments.

The Council of each Department is comprised of the following:

- (i) all full-time faculty members;
- (ii) one representative of the special teaching personnel who is elected by simple majority from their own number;
- (iii) student representatives who are elected from their own number and in number that equals 20% of the other members of the Council of Department. The student representatives are elected by simple majority by the students who are registered in one of the academic programs of the

pertinent department and receive their academic advising from academic members of the department. The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non-teaching personnel of the School or the admission and academic assessment of individual students. The Chair of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

The Chairperson of Department is the chief academic and administrative officer of an academic department and is responsible for its academic affairs and the general welfare and development of the department. He/she provides leadership to the members of the Department and the students within the department's discipline(s), as well as represents the department in School and University matters. The Chairperson of Department shall meet and consult regularly with the faculty in his/her respective Department.

The Council of Department elects one faculty member to serve as the Chairperson of Department. The Chairperson of Department shall be elected for a two-year term.

Section 1.2. Duties and Responsibilities of the Chairperson of Department
(See Annex 13, Appendix A)

Section 1.3. Program Coordinator (See Annex 13, Appendix B)

ARTICLE V. MEETINGS OF THE SCHOOL

Section 1. Regularly Scheduled Meetings

- a. Regularly scheduled meetings of the School shall be held at least once during each of the Fall and Spring semesters for the purpose of transacting pertinent business.
- b. The schedule and agenda for regular meetings are prepared and distributed by the Dean of School.
- c. Other items to be included on the agenda requiring School action may be submitted by any voting member of the School. Ordinarily, matters requiring action should be in writing and in the hands of the Dean at least seven days prior to the meeting, and shall be circulated with the agenda to each member in the call to the meeting, which should be distributed to the members at least three days prior to the meeting.

Section 2. Special / Extra-Ordinary Meetings

Special (extra-ordinary) meetings may be called by the Dean, or at the written request of one-third of the voting members, stating the purpose for which the meeting is called. Unless the subject is declared as urgent by the Dean, the call to the special meeting shall be distributed not less than three days in advance, and shall state the purpose of the special meeting. The agenda of a special meeting (or extra-ordinary meeting) shall be limited to the specific purpose as stated in the call to the special meeting.

Section 3. Access to the Floor

All members of the School, voting and nonvoting, shall have access to the floor at meetings of the School.

Section 4. Invited Persons

Members of –the University (other than those specified in Article 1, Section 1) may attend meetings at the invitation of a full-time School member. The Dean must be notified in writing of the invitation of guests at least three days prior to the meeting, and approve the invitation.

Section 5. “Important Business” Rule

Any piece of business designated as “important business” by the Dean of School or by a majority vote of the School members cannot be both introduced and voted on at the same meeting. Important business can be voted on only at or after a second regular or special meeting of the School.

Section 6. Voting

A motion, to become effective, requires a simple majority of the voting members present. The Dean shall cast the winning vote in the event of a tie. Proxy voting is not recognized.

ARTICLE VI. COMMITTEES OF THE SCHOOL: GENERAL PRINCIPLES

Section 1. Standing Committees

Standing Committees are: the Committee on Academic Programs the Committee on Research; and the Grievance Committee.

Section 2. Membership of Standing Committees

a. Members of Committees

The Council of School designates, following nominations, members of standing committees. All full-time Faculty (excluding *ex officio* members) are eligible for

service on a Standing Committee. In addition, one representative from the Special Teaching Personnel will be designated to serve on a standing committee.

A term of service on a Standing Committee is two years.

If a member resigns or otherwise becomes unavailable for service on a Standing Committee, a special election to fill the remainder of the vacancy shall be held, unless the remainder of the term of service on the committee is less than one semester, in which case, the Dean of School shall appoint a replacement member.

b. Student Members of Standing Committees

Student members of Standing Committees shall be nominated by the Student Council according to procedures established by the Students' Council of –the 'University'. They shall be students majoring in one of the programs of the School, and shall be students in good academic standing that completed at least 21 credit hours of instruction in the School.

Section 3. Procedures for Committee Elections

School Standing Committees are comprised by an equal number of representatives from the Departments of the School. A member of the School wishing to place in nomination another member must obtain the consent of the nominee before such a nomination is certified. Eligible members may nominate themselves in writing to the Dean of School, who leads and controls the procedure.

Departmental representatives to Standing Committees shall be members of the Department they represent and shall be nominated and elected by each Department by the end of the Spring semester of each year for service beginning the following academic year. Departmental representatives to Committees shall be nominated and elected by the voting members within each Department.

Section 4. Election of Standing Committee Chairs

Each Standing Committee shall elect its own Chair from among its voting members.

Section 5. Meetings of Standing Committees

Adequate notice of meetings of any Committee shall be given to all its members. Committee meetings may be called by the Chair or at the request of at least two Committee members. Committees shall circulate minutes in a timely fashion to members of each Standing Committee and to the Dean of School.

Section 6. Quorum (for Standing Committees)

A quorum in a standing committee shall consist of 50 percent plus one of the voting members (except where expressly stated differently). Members on official leave or excused from a particular meeting by the Dean of School are not counted in determining the quorum.

Section 7. Decisions of Standing Committees

All decisions/recommendations reached by Committees are subject to final approval by the Council of School.

ARTICLE VII. PURPOSE AND MEMBERSHIP OF INDIVIDUAL COMMITTEES OF THE SCHOOL

Section 1. Committee on Academic Programs

a. Purpose

The Committee on Academic Programs shall have primary responsibility for the curricular programs of the School. In this regard, the Committee shall review all aspects of the educational programs of the School; review and approve proposals for the establishment of departmental, interdisciplinary, and general education programs in the School; review and approve all departmental, general educational, and interdisciplinary courses offered by the School; and formulate and review other academic policies and procedures.

Recommendations of the Committee on Academic Programs shall be submitted to the Council of School for review and recommendations. The Council of School then, through the Dean of School, forwards such proposals to the University Senate for review and approval.

b. Membership

The Committee on Academic Programs shall consist of two members of the voting Faculty, one member of the Special Teaching Personnel (STP) and one student representative from each department. The Dean of School, the Deputy Dean of School, the Chairperson(s) of the Department(s) and the Program Coordinators are *ex officio* members.

c. Voting

All members of the Committee have voting rights for all Committee business and elections. Each eligible member shall have one vote in Committee meetings and in Committee elections and other relevant business.

d. Quorum

A quorum shall consist of two-thirds of the voting members. Members on official leave or excused from a particular meeting by the Dean of School are not counted in determining the quorum.

Section 2. Committee on Research

a. Purpose

To organize the discussion of research needs within the School and to facilitate the development of research proposals for grants and other funding sources.

b. Membership

The Committee on Research shall be composed of the Dean of School, the Deputy Dean of School, the Chairpersons of the Department(s), and two representatives from the faculty of each Department. The Coordinators of Departmental Research Units / Groups are also members.

c. Voting

All members of the Committee have voting rights for all Committee business and elections. Each eligible member shall have one vote in Committee meetings and in Committee elections and other relevant business.

d. Quorum

A quorum shall consist of 50 percent plus one of the voting members. Members on official leave or excused from a particular meeting by the Dean of School are not counted in determining the quorum.

Section 3. Grievance Committee

a. Purpose

The Grievance Committee shall promote non-discrimination and objective and proper administrative action and decision making at the School. The Committee acts as a forum for hearing and examining relevant grievances by School members, staff and students majoring in a program of the School.

b. Membership

The Grievance Committee shall consist of five members: two full-time School members not on probation appointed by the Dean of School; two administrators appointed by the Rector; and one student representative nominated by the Students' Council and approved by the Rector. Student representatives shall participate only when the Committee examines students' grievances.

c. Voting

All members of the Committee have voting rights for all Committee business and elections. Each eligible member shall have one vote in Committee meetings and in Committee elections and other relevant business.

d. Quorum

A quorum shall consist of two-thirds of the voting members. Members on official leave or excused from a particular meeting by the Dean of School are not counted in determining the quorum.

Notes: In the case that the Grievance Committee or any of the involved parties (after the decision reached by the pertinent School Grievance Committee) wish to proceed with the matter further, they can do so by sending the matter into a second – level disciplinary body, accordingly:

- (a) For matters concerning/involving a professional misconduct by a faculty member, the matter is forwarded to the Senate Committee on Faculty Affairs, whereas;
- (b) For matters concerning/involving misconduct by a student, the matter is forwarded to the Senate Committee on Student Affairs.

Section 7. Other Special Committees

Other committees (ad hoc or task forces) may be established for the purpose of facilitating business within the School.

The pertinent Dean of School, following a decision of the pertinent School Council, establishes these committees as the need arises; whereas the final composition of the Committee(s) is subject to final approval of the School Council. Academic personnel from other Schools of the University, and/or experts from outside the University, may be members of these special committees. They are appointed for a specified time period and are terminated at the end of the specified time.

Section 8. Sub-Committees

The purpose, jurisdiction, and membership of sub-committees of Standing Committees are determined annually by the Dean of School in consultation with the Council of School and the Chairs of the Standing Committees. At least one member of such a Committee, usually the Chair, must be an elected member of the pertinent Standing Committee. These committees shall continue to function until terminated or until superseded by new committees as established above.

ARTICLE IX. AMENDMENTS

Amendments to these By-Laws of the School may be proposed by the Dean of School, by the Council of School, or by a signed petition by at least one third of the voting School members.

Proposed amendments to these By-laws shall be submitted in writing to the Chair of the Council of School. The issue shall be put on the agenda for discussion at the next regular meeting of the School or at a special meeting called for that purpose, not later than six weeks from the date of submission of the amendments. In the latter case, notice of the meeting shall be sent in writing to all members of the School at least five days in advance.

Amendments must be approved by a majority vote at a School meeting. They are considered as recommendations, and only become effective upon the approval by the Senate and the Council and subject to the Charter and the Law on Private Universities of 2005 (s. 43).

APPENDIX A

DEAN OF SCHOOL

1. JOB DESCRIPTION

The Dean of School is the chief academic and administrative officer of the School, and is accountable/reports to the Rector. He/she provides leadership in the School in formulating educational policy, and is responsible for the management of the School's financial resources and staff management. He/she acts as agent of the School faculty in executing School policy, and serves as the medium of communication for all official business of the School with other University authorities and bodies, the students and the public.

The Dean of School has ultimate responsibility for the general welfare and development of the School. More specifically, he/she serves as both leader and resource manager in matters concerning new faculty recruitment, as well as the development and welfare of current faculty and staff; program development and quality assurance, and long range planning; School organizational patterns; and policy formulation.

2. DUTIES AND RESPONSIBILITIES

In more detail, the duties of the Dean of School shall include those set out below:

a. School Planning and Development

- Provides leadership in designing, developing and implementing long-range plans and educational programs in the School.
- Articulates the budgetary needs of the School, prepares the School's annual budget, and oversees the allocation and expenditure of resources, in cooperation with the Chairperson(s) of Department(s), to satisfy the needs of the School (for instruction / conferences / subscriptions, supplies, equipment, etc.).
- Ensures that the School's policies and practices are consistent with those of the University.

- Ensures that appropriate publicity is given to School activities and assists the pertinent University administrators in promoting a positive image for the University, and particularly of the programs and quality of service of the School.
- Enhances faculty, staff, and student morale.
- Insures that the interests of School faculty and programs are clearly understood by the Rector, the other Deans, and other officers of the University.
- Evaluates and co-ordinates requests by faculty members for office accommodation and other facility needs, and/or facilities pertaining to the conduct of instruction, with the appropriate University authorities.
- Enhances student recruitment and diversity, in collaboration with the Office of Admission.
- Leads and directs School's fund raising programs, and initiates and/or facilitates the development of external relationships that are beneficial to the School.
- Facilitates the faculty members of the School to organize the various standing and ad hoc committees and to adopt appropriate Bylaws for the School's effective and efficient governance, according to the University's policies, constitution and Bylaws.
- Conducts and coordinates the assessment, design and development of educational programs/curricula within the School in collaboration with the Chairperson(s) of Department(s).
- Ensures that the School's educational programs support, promote and enhance the mission, purpose and philosophy of the University.
- Prepares the School's new educational programs.

- Prepares the School's educational programs in the appropriate format to be submitted for internal and external quality assurance.

b. Research/Scholarly Activity

- Ensures that faculty members enjoy academic freedom and exercise academic responsibility.
- Promotes and assesses scholarly activity, professional service, and excellent teaching among the faculty.
- Provides encouragement and support for intra-School and inter-School research and teaching initiatives.
- Works closely with the Chairperson(s) of Department(s) to encourage faculty members to prepare research and/or other proposals and to submit grant applications for outside funding.

c. Faculty and Staff

- Conducts faculty needs analysis that is consistent with and supports the implementation of program development plans.
- Evaluates the performance of the Chairperson(s) of the Department(s) in the School. Reviews the annual evaluations of faculty members within the School.
- Assesses and ensures the effectiveness of all faculty members in the continuous quality and content improvement and development of the School's educational programs that respond to community needs, prepare students for success, and meet the requirements of the accrediting bodies.
- Oversees the preparation of class schedules and the allocation of faculty teaching load.
- Makes comments and recommendations on recommendations for appointment of Chairperson(s) of Department(s), for granting faculty permanent status, and for promotion of faculty members.
- Participates, when appropriate, in recruitment and staff selection in his/her School, within the 'University' hiring guidelines.

- Serves as liaison with the Director of Human Resources and oversees the development of staff in the School.
- Articulates the University policies and procedures to faculty members of the School.
- Organizes elections and makes recommendations on appointments of Chairperson(s) of Department(s) and of Program Coordinator(s), in accordance with policies and procedures of the University.
- Sends letters of renewal or non-renewal of contract to probationary faculty, and if/when necessary warning letters to faculty members who violate contractual obligations.
- Hears/processes faculty grievances and disciplinary cases, which are pursued beyond the level of Departmental Chairperson(s), and cooperates in grievance procedures/resolution.
- Approves recommendations for leaves of absence for attending conferences, sabbatical (when applicable), and other research/instruction-related requests
- pertinent to the School's program/course/image development, according to the University's policies, constitution and Bylaws.
- Maintains good working relationships with all faculty and administration in all academic and non-academic areas, as well as with students.

d. Relations with other Academic Entities

- Encourages collaborative links (in research, joint-programs, etc.) with other Universities, as well as inter-school, inter-disciplinary links within the University.
- Serves on various councils and committees as set forth in the 'University's' policy, constitution and Bylaws.
- Represents the School in its working relationship with other Schools/departments/academic units within the University.
- Represents the School in professional matters external to the University

setting, i.e, in the relevant to the School University's relations with professional bodies and other external constituencies.

- Serves as the School's liaison with relevant governmental regulatory and accrediting agencies.

e. Relations with Students

- Oversees the work of the students of the School and establishes adequate procedures to advise students in the selection of courses and programs of study and on other academic issues.
- Maintains good working relationships with students.
- Ensures that a system of student records is maintained
- Hears/processes student grievances, which are pursued beyond the level of Departmental Chairperson(s), according to the University's policies, procedures, constitution and Bylaws.

f. Administrative Issues

- Holds regular meetings with the School's Department(s) Chairpersons, as well as convenes and presides over regular Faculty meetings, to review, inform and consult with faculty and staff about School and University matters (administrative, academic policy, and strategic development issues pertinent to the School), according to the School's Bylaws.
- Oversees the smooth operation of the School's standing and other committees, and establishes ad hoc committees of the School faculty as necessary.

3. ELECTION/REPORTING/ACCOUNTABILITY

- The Dean of School is elected according to the provisions of the Law on Private Universities of 2005 (s. 29.(1) – (2)) and the Internal Regulations and Guidelines on Election Procedures (Annex 15).
- The term of service of the Dean of School shall be of three years. The Dean of School may serve for a maximum of three terms, of which no more than two can be consecutive.

- When a School consists of only one Department, the Dean of School may assume also the functions, duties and responsibilities of the Chairperson of the Department.
- The Dean of School is delegated with such authority necessary for the fulfilment of his/her duties and responsibilities.
- In what he/she does, it is expected that the Dean of School shall consult with the Chairperson(s) of Department(s), the Faculty and the Rector of the University. The Dean of School is responsible/accountable to the Rector and the President for the proper functioning of his/her School and the establishment of goals and plans, and generally for the performance of each and all of his/her duties.

4. QUALIFICATIONS

A candidate for the position of the Dean of School shall possess the following qualifications:

- A holder of a doctoral degree at the rank of at least Associate Professor
- Demonstrable experience in teaching and research/scholarly activity
- Excellent interpersonal and communicative skills.
- Collegiality and effectiveness in working with faculty, administrators and students.
- Commitment to learning, research and community service.

5. WORK LOAD AND TIME SCHEDULE

The Dean of School is expected to maintain the following time schedule:

1 st September (beginning of academic year) – 31 st May	Monday to Friday: 8:00 a.m. – 1:30 p.m. plus three afternoons 3:00 p.m. – 6:30 p.m. (to be approved by the Rector)
1 st June – 31 August (end of academic year)	Monday to Friday: 8:00 a.m. – 1:30 p.m. plus three afternoons 4:00 p.m. – 7:00 p.m. (to be approved by the Rector)

6. TEACHING LOAD

To fulfill his/her duties and responsibilities, the Dean of School shall have a teaching workload of 3 credit hours per semester (Fall and Spring semesters).

7. COMPENSATION

Annual Stipend

The Dean of School shall receive an annual stipend on top of the regular faculty salary, decided by the Council

8. DEPUTY DEAN

The Deputy Dean should hold the same qualification as the Dean of the School. In the Dean's absence or temporary incompetence, the Deputy Dean assumes all the powers, duties and responsibilities of the Dean. The Charter's provisions on qualifications and procedures for the election and appointment of the Dean apply accordingly to the Deputy Dean. The Deputy Dean is elected at the same time the Dean is elected.

CHARTER: ANNEX 13

DEPARTMENTS BYLAWS

ARTICLE I: DEFINITION OF DEPARTMENT MEMBERS

Section 1. Membership

The department consists of all full-time faculty who have been appointed under the Charter and the Internal Regulations of the 'University' and who hold the rank of professor, associate professor, assistant professor, or lecturer, as well as all full-time special teaching personnel who likewise have been appointed under the rules of the 'University' (and who hold the rank of full-time Instructor or Senior Instructor). The student constituency of the Department shall be all students who have declared a major or major preference in an academic program of the Department.

Section 2. Voting Rights

All members eligible to serve on departmental committees have voting rights for all business and elections of the pertinent committees they serve on. Each eligible member shall have one vote in Committee meetings and in Departmental business and elections.

Section 3. Responsibilities

Department members are responsible to the Chairperson of Department for the exercise of their duties. The responsibilities of the academic members of the Department are primarily in the areas of teaching, engaging in scholarly activity and research in their field of expertise, and providing service specifically to the Department and generally to the School/University as well as to the community.

More specifically department members are responsible among others for the following:

- i. Conduct of the educational program of the Department
- ii. Evaluation and implementation of modifications to existing programs
- iii. Design and development of new programs
- iv. Academic support for the student body
- v. Full participation in Departmental affairs
- vi. Action according to the Internal Regulations

ARTICLE II: OFFICERS OF THE DEPARTMENT

Section 1. Chairperson of Department

The Chairperson of Department is the chief academic and administrative officer of the Department, and is responsible for the academic operations, the general welfare and the development of the Department. He/she is the Chair of all Department and Department Council meetings (unless he/she designates a faculty member to preside).

The Chairperson of Department shall be a faculty member at the rank of Assistant Professor, with demonstrable experience in teaching and research/scholarly activity, with appropriate management and communicative skills and with a commitment to learning, research, and community service.

The Chairperson of Department provides leadership to the departmental members and support to the students within the Department's programs/discipline(s), and also represents the Department in School and University affairs. (The description of the duties and responsibilities of the Chairperson of Department can be found in Appendix A).

The Chairperson of Department is an elective post with a two-year term of office. The Chairperson of Department may serve for a maximum of three terms.

Section 2. Program Coordinator

The term of service of a Program Coordinator shall be for two years with the possibility of re-appointment. The selection, appointment and duties of the Program Coordinator (Appendix B) are in accordance with the policies of the 'University'.

The Program Coordinator assists the Chairperson of Department on matters pertaining to the academic program(s) that he/she coordinates.

The duties and responsibilities of the program Coordinator are as follows:

- To manage the process of his/her program evaluation by coordinating the preparation of SAR reports over the three-year rotating SAR cycle;
- To ensure that the faculty teaching on the program is well aware of all aspects pertaining to updating and further development of the program;
- To organize the timing and agenda of the annual meeting of the Program Advisory Board;
- To take into consideration the suggestions of the SAR Report and Advisory Board, student feedback, expert opinion and administration input and initiates action plans for revision, update and further development of the program;

- To promote and monitor internationalization of program through the Erasmus mobility of faculty and students within the program;
- To ensure that the quality of his/her respective educational program(s) is maintained, by primarily reviewing the course outlines and the examination papers;
- To review, revise and update course syllabi as necessary, in co-operation with the pertinent faculty members;
- To ensure that any revisions or program changes enhance academic and professional recognition of the program;
- To identify needs and make appropriate recommendations on course offerings and teaching allocations to the Chairperson of the Department;
- To advise students and obtain their feedback on matters pertaining to the program;
- To carry out other tasks assigned to him/her by the Dean and/or Chairperson of the Department according to needs arising from the implementation of the university's quality assurance program;
- To participate at the School Council, by invitation of the Dean;
- To attend meetings with other coordinators as hold by the Chairperson of the Department and/or Dean of the School;
- To ensure communication of program's profile and competitive advantage to all relevant internal and external stakeholders.

In fulfillment of the above duties and responsibilities the program coordinator will be assisted by faculty members teaching in the program and the Chairperson of the pertinent department.

ARTICLE III: THE COUNCIL OF DEPARTMENT

The Council shall be the primary decision-formulating body of the Department, exercising governance authority over academic programs and policies allowed by the rules of the 'University'.

The Council of Department shall deal with matters as follows:

- Department planning and development;
- Department policy issues;
- Department annual budgets and support/facility requirements;
- Department Faculty development;
- Department Organizational/Structural changes/requirements;

- The nominating and setting of the terms of reference for the formation of task forces outside the domain of existing standing committees to research issues/matters pertinent to the conduct of the Department's business;
- Issues to be discussed at standing committees, such as design/revision of academic/curricular programs;
- Issues/Proposals forwarded by other members of the Department for general discussion;
- The establishment of policies and procedures for hearing student grievances, which are consistent with the policies of the University.

The decisions/recommendations of the Council of Department are subject to approval by the Council of School.

Section 1. Membership

The Council of the Department shall consist of the following:

- all full time faculty members;
- one elected representative of the Special Teaching Personnel who is elected by simple majority from their own number;
- student representatives who are elected from their own number and in number that equals 20% of the other members of the Council of Department. The student representatives are elected by simple majority by the students who are registered in one of the academic programs of the pertinent department and receive their academic advising from academic members of the department. The student members shall not receive papers or be concerned with discussion on appointments, promotions and matters affecting the personal position of faculty members or other teaching or non-teaching personnel of the Department or the admission and academic assessment of individual students. The Chair of the meeting may decide in any case of doubt whether a matter is one to which this paragraph applies and his decision shall be final.

Each elected member of the Council (except the student representatives) shall serve a two-year term and may be re-elected/re-nominated. The student representatives shall serve an one-year term.

Section 2. Council Meetings

The Department Council shall hold a meeting at least once per semester. Ordinarily at least one week's notice shall be given of a forthcoming meeting and an agenda shall be circulated.

Meetings may be requested by the Chairperson of Department or by a majority of Council members. It is expected that meetings shall be arranged so as to accommodate the attendance of all Council members. A quorum shall consist of two thirds of the membership. The Chairperson (or other presiding officer designated by the Chairperson) shall vote on matters only in case his/her vote can affect the result, i.e., the presiding officer shall cast the winning vote in case of a tie.

The Chairperson of Department may invite others (whether within or outside of the College) to attend any scheduled meeting. The exact role of the guest is left to the Chairperson – but the guest shall not have voting power.

Minutes of the proceedings of the meetings shall be kept and circulated to all members. At the next meeting the minutes shall be submitted for approval or amendment. A copy shall also be filed in the Department files.

Decisions reached in Department Council meetings shall be communicated to the Dean for final approval.

ARTICLE IV: DEPARTMENT MEETINGS

The Department shall meet at least once during each semester. Special meetings may be called by the Chairperson of Department or upon request of three (3) voting members of the Department with one week's advance notice.

An agenda and supporting documents for each meeting shall be prepared by the Chairperson of Department and distributed prior to each meeting. The Chairperson shall preside over the meeting or, in his/her absence, the Chairperson shall designate a faculty member to preside.

Meetings of the Department shall be open only to members of the Department unless for particular meetings guests are invited. At the invitation of any member, people from other Schools within the College, students, administrators, staff or invited external experts on issues on the agenda may attend meetings. The Chairperson must be notified in writing of the invitation of guests at least three days prior to the meeting, and approve the invitation.

A quorum shall consist of 50% of the voting members of the department.

A motion, to become effective, shall require a simple majority vote of the (voting) members. (The Chairperson shall vote on matters only in case his/her vote can affect the result, i.e., he or she shall cast the winning vote in case of a tie).

Proposals raised at any meeting shall be referred to the agenda of the next meeting unless a two-thirds majority of those present and voting shall determine that the proposal is of such immediate importance as to suspend the rules or that it is a continuation of a matter already before the body and not a new topic.

A secretary shall be appointed by the Chairperson of the meeting to provide an accurate record of the proceedings of each meeting. This record shall be distributed to the members of the Department after the meeting; and at the next meeting they shall be submitted for approval or amendment. A copy shall also be filed in the Department files.

ARTICLE V: DEPARTMENT COMMITTEES

Ad hoc Departmental committees, as advisory committees, report to the Department (through the Chairperson of the Department). The Chairperson of the Department shall designate membership of committees to appropriate academic members (based on nominations received), whereas the final composition of the Committees is subject to final approval of the Department Council. A quorum of the standing or ad hoc committee consists of two thirds of its members. All decisions reached in standing committees are subject to approval during Department Council meetings.

The Department, from time to time, may establish various standing or ad hoc committees, as well as sub committees, which are deemed necessary, aiming to the smooth operation of the Department.

ARTICLE VII: DEPARTMENT RESEARCH UNITS/GROUPS

The Department may form research groups aimed at creating opportunities for organizing linkages between research interests and at promoting effectiveness of academic performance. In such cases the chairperson appoints coordinators (on an annual basis) for the smooth operation of the group(s).

ARTICLE VIII: PROMULGATION OF THESE BYLAWS

The Chairperson of Department shall make available these Bylaws to all Program Coordinators and department members at the beginning of each academic year and make them available to all other parties upon request.

ARTICLE IX: AMENDMENTS

Amendments to these Bylaws may be requested by the Chairperson or proposed in writing by one third of the members of the Council of Department and shall be voted upon at a meeting. Amendments shall be approved by a two-thirds majority of those present and voting. Amendments must also be approved by the Council of School, by the Senate and by the Council and subject to the Charter and the Law on Private Universities of 2005 (s. 43) before they become effective.

APPENDIX A

CHAIRPERSON OF DEPARTMENT

1. JOB SUMMARY

The Chairperson of Department reports to the Dean of School. He/she is the chief academic and administrative officer of an academic Department, and is responsible for the academic operations, the general welfare and the development of the Department. He/she provides leadership to the faculty and support to the students within the Department's programs/discipline(s), and also represents the Department in School and University affairs.

2. DUTIES AND RESPONSIBILITIES

In more detail, the key areas of duties and responsibilities of the Chairperson of Department are as follows:

a. Curricular/Program Development

- Plans the curricula of the programs in his/her Department. This includes, but is not limited to: (1) Designing and developing, in collaboration with program coordinators and the pertinent faculty members, academic and professional courses / programs / curricula; (2) Reviewing the curricula of the Department and recommending / proposing necessary updates/revisions; (3) Promoting, encouraging and supporting academic excellence in the programs;
- Assists in the preparation, upon approval by the appropriate School and University bodies/officers, of new or revised programs / courses of his/her Department;
- During internal and external QA procedures reviews the programs of his/her Department and implements required changes;
- Prepares the schedule of courses and ensures that a balanced and appropriate offering of courses at all levels and in the proper sequence is made each semester so as to safeguard the uninterrupted progress of each program of study to meet student needs. He/she cooperates with the Dean of School, the Program Coordinators, with other Chairpersons in the School, and the Registrar in making teaching assignments / allocations of faculty to each course;
- Evaluates transfer record, and evaluates and monitors course prerequisites in cooperation with Program Coordinators and pertinent faculty members.

b. Faculty Governance/Organization/Development

- Implements (in cooperation with the Dean of School) the policies, guidelines and standards of the School and the University. He/she ensures that new faculty members are made aware of these policies, and facilitates for their smooth adaptation to the environment;

- Participates in the recruitment and selection of faculty members whose disciplines are essential to the programs of the Department;
- Encourages and facilitates faculty development;
- Conducts the first-level annual evaluation of the Department's faculty and submits recommendations to the Dean of School;
- Recommends to the Dean of School faculty appointments, permanency status, as well as disciplinary actions, according to the University's policies and the School's By-laws;
- Hears informal faculty grievances at the Department level and cooperates in formal grievance procedures.

c. Planning and Development:

- Identifies resource needs (faculty, staff, facilities, other) for his/her Department.
- Assists the Dean of School in designing and implementing integrated long-range plans and programs of the School;
- Develops annual Departmental budgets for allocating funds for instruction, research, and faculty development;

d. Research/Scholarly Activities

- Ensures the quality of teaching and research, while continuing to engage in his/her own teaching/scholarship activities;
- Works closely with faculty to develop proposals for grants, professional leave, etc.;
- Reviews faculty applications for faculty leave for conference participation, etc. and appropriately allocates budgeted funds;
- Seeks to enrich the book, journal and other scholarly collections at the Library to support planned research, program development, and future growth of the Department;

e. Service to the Community

- Develops linkages with society in general, and local and academic community in particular.

f. Student Affairs

- Seeks to create/foster positive student-faculty relationships in the Department. He/she deals with student concerns and complaints and takes appropriate action in accordance with the University's policies/guidelines;
- Supervises academic advising in the Department, and assigns students to faculty academic advisors;
- Counsels students on career planning, continuing education and job placement.

- Provides orientation for all new students entering the programs of the Department;
- Ensures that students' rights are preserved, and is the first contact in the resolution of disputes between faculty and students according to University's policies/rules/regulations.

g. Administrative Duties

The Chairperson's administrative duties include the following:

- Calls and presides over Departmental faculty meetings that take place according to the Department's By-laws;
- Maintains records and prepares reports in accordance with the University's procedures;
- Ensures the observance of timetables, schedules, calendars of activities / events / projects of the Department;
- Represents the Department in its relations with other University academic and administrative units;
- Establishes ad hoc committees/task-forces as necessary;
- Ensures that course outlines comply with course syllabi.

h. Other Duties

- Carries out such additional duties as may be assigned by the Dean of School or as set down by the University's policies, the University's Charter and By-laws, and the School's and Department's Bylaws.

3. TERM OF SERVICE/APPOINTMENT/REPORTING/ACCOUNTABILITY

- The Rector, following relevant elections in the Department, appoints the Chairperson of the Department (See the procedures outlined below at Annex 15).
- The term of service of the Chairperson of Department shall be of two years. The Chairperson of Department may serve for a maximum of three terms.
- The Chairperson is delegated with such authority necessary for the fulfilment of his/her duties and responsibilities. In what he/she does, it is expected that the Chairperson shall consult with the members of his/her Department (program coordinators, faculty, staff) according to the By-laws of the Department.
- The chairperson is responsible/accountable to the Dean of School for the proper functioning of the department and the establishment of goals and plans, and generally for the performance of each and all of his/her duties.

4. QUALIFICATIONS

The successful candidate for the position of the Chairperson of Department shall possess the following qualifications:

- A holder of a doctoral degree at the rank of at least Assistant Professor;
- Appropriate management and communicative skills;
- Collegiality and effectiveness in working with faculty and students;
- Commitment to learning, research and community service.

5. WORK LOAD AND TIME SCHEDULE

The Department Chairperson is expected to maintain the following time schedule:

1 st September (beginning of academic year) – 31 st May	Monday to Friday: 8:00 a.m. – 1:30 p.m. plus two afternoons 3:00 p.m. – 6:30 p.m. (to be approved by the Dean of School)
1 st June – 31 July	Monday to Friday: 8:00 a.m. – 1:30 p.m. plus two afternoons 4:00 p.m. – 7:00 p.m. (to be approved by the Dean of School)
1 st August – 31 August (end of academic year)	Summer Vacation

6. TEACHING LOAD

To fulfil his/her duties and responsibilities, the Departmental Chairperson shall have a teaching workload of 6 credit hours per semester (Fall and Spring semesters).

7. COMPENSATION

Annual Stipend

The Chairperson shall receive an annual stipend on top of the regular faculty salary, decided by the Council.

8. VICE-CHAIRPERSON

The Vice-Chairperson should hold the same qualification as the Chairperson of the Department. In the Chairperson's of Department absence or temporary incompetence, the Vice-Chairperson assumes all the powers, duties and responsibilities of the Chairperson. The Charter's provisions on qualifications and

procedures for the election and appointment of the Chairperson of Department apply accordingly to the Vice-Chairperson. The Vice-Chairperson is elected at the same time the Chairperson is elected.

APPENDIX B

DUTIES AND RESPONSIBILITIES OF THE PROGRAM

COORDINATOR (or CO-COORDINATOR)

I. PROFILE

The Program Coordinator assists the Chairperson of Department on matters pertaining to the academic program(s) that he/she coordinates. The program coordinator has a key role in the program design, performance and development. The coordinators and co-coordinators are appointed by the Rector after suggestions of the Deans of the Schools.

The basic characteristics of the program coordinator profile are summarized as follows:

- The Program Coordinator must hold a doctoral degree;
- He/she shall hold the rank of at least Associate Professor (for coordinators only) and the rank of at least Assistant Professor (for co-coordinators only);
- He/she shall serve a two-year term starting from the 1st of September, with the possibility of re-appointment.

II. DUTIES AND RESPONSIBILITIES

Duties and responsibilities of the program coordinator include the following:

- To manage the process of his/her program evaluation by coordinating the preparation of SAR reports over the three-year rotating SAR cycle;
- To ensure that the faculty teaching on the program is well aware of all aspects pertaining to updating and further development of the program;
- To organize the timing and agenda of the annual meeting of the Program Advisory Board;
- To take into consideration the suggestions of the SAR Report and Advisory Board, student feedback, expert opinion and administration input and initiates action plans for revision, update and further development of the program;

- To promote and monitor internationalization of program through the Erasmus mobility of faculty and students within the program;
- To ensure that the quality of his/her respective educational program(s) is maintained, by primarily reviewing the course outlines and the examination papers;
- To review, revise and update course syllabi as necessary, in co-operation with the pertinent faculty members;
- To ensure that any revisions or program changes enhance academic and professional recognition of the program;
- To identify needs and make appropriate recommendations on course offerings and teaching allocations to the Chairperson of the Department;
- To advise students and obtain their feedback on matters pertaining to the program;
- To carry out other tasks assigned to him/her by the Dean and/or Chairperson of the Department according to needs arising from the implementation of the university's quality assurance program.
- To participate at the School Council, by invitation of the Dean;
- To attend meetings with other coordinators as hold by the Chairperson of the Department and/or Dean of the School;
- To ensure communication of program's profile and competitive advantage to all relevant internal and external stakeholders.

In fulfillment of the above duties and responsibilities the program coordinator will be assisted by faculty members teaching in the program and the Chairperson of the pertinent department.

CHARTER: ANNEX 14

INTERNAL REGULATIONS AND GUIDELINES ON STUDENT REGISTRY

1. STUDENT REGISTRY

- 1.1. The University shall keep a Student Registry according to the Law on Private Universities of 2005.
- 1.2. The Student Registry shall comply fully with the Processing of personal data (protection of individuals) Law 138 (1) 2001 of the Republic of Cyprus.
- 1.3. The maintenance of Student Registry shall conform to international practices and regulations.

2. DEFINITION OF TERMS

The various terms as used in these guidelines and regulations are defined below:

- 2.1. **Access** shall mean inspection or copying of a student record, in whole or in part.
- 2.2. **Authorized University Personnel** shall consist of two groups:
 - 2.2.1. University administrators, faculty members, counsellors and other professionals who are employed by the University or who are providing services to the student under an agreement and who are working directly with the student in an administrative, teaching counselling, and/or diagnostic capacity.
 - 2.2.2. Administrative personnel and clerical personnel, including operators of data processing equipment, and whose duties require them to have access to student records for purposes of processing information for the student record. Such personnel shall have access only to the student record information that is required for them to perform their duties.
- 2.3. **Eligible Student** shall mean any student who is or has been officially registered for any period at the university, and for whom the university maintains education records or personally identifiable information.

- 2.4. **Parent** shall mean a student's father or mother, or guardian, or person or agency legally authorized to act on behalf of the student in place of or in conjunction with the father, mother, or guardian.
- 2.5. **Release** shall mean the oral or written disclosure, in whole or in part, of information in a student record.
- 2.6. **University Committee** shall include a University committee, the University Council, or any other official body of the University.
- 2.7. **The Student Record** shall consist of the transcript, the admission record, and other materials that contain information directly related to the student including all information recording and computer file or any other materials regardless of physical form or characteristics concerning a student that is organized on the basis of the student's name or in a way that such student may be individually identified, and that is kept by the University.
- 2.8. **The Admission Record** shall consist of all the information in the student record, which is not contained in the transcript. This information clearly shall be of importance to the educational process.
- 2.9. **The Transcript** shall contain administrative records that constitute the minimum data necessary to reflect the student's educational progress to operate the educational system and to abide by international standards and/or the Bologna processes.
- 2.10. **Third Party** shall mean any person or private or public agency, authority, or organization other than the eligible student, his/her parent, or authorized University personnel.

3. COLLECTION OF DATA AND CLASSIFICATION OF INFORMATION

- 3.1. All information and data contained in or added to the student record shall be limited to information relevant to the educational needs of the student.
- 3.2. Student Registry shall include the following classifications and information:
- 3.2.1. Application and admission data (temporary record) shall include but not limited to: High school certificate; class rank and test scores; transfer courses and

grades; solicited and unsolicited correspondence; summary of interviews and/or recommendation letters.

- 3.2.2. Transcript and Academic Record data shall include but not limited to: New student test results; cumulative record of courses; grades and other evaluations; proficiency, probation, and other related information; fellowship and assistantship appointment records; irregular attendance reports; honors received; disciplinary records including sanctions, if any.

4. PRIVACY AND SECURITY OF STUDENT RECORDS

- 4.1. The University Registrar or his/her designee shall be responsible for the privacy and security of all student records maintained by the University.
- 4.2. The University Registrar shall insure that student records are kept physically secured, that authorized University personnel are informed of the provisions of these regulations and are educated as to the importance of information privacy and confidentiality; and that any computerized systems employed are electronically secure.

5. ACCESS TO STUDENT RECORDS

- 5.1. **Access of Eligible Students and Parents.** The eligible student or the parent, shall have access to the student record. Upon request for access, the entire student record regardless of the physical location of its parts shall be made available.
- 5.1.1. Upon request, copies of any information contained in the student record shall be furnished to the eligible student or the parent.
- 5.1.2. The eligible student or the parent shall have the right upon request to meet with professionally qualified University personnel and to have any of the contents of the student record interpreted.
- 5.1.3. The eligible student or the parent may have the student record inspected or interpreted by a third party of their choice. Such third party shall present specific written consent of the eligible student or parent, prior to gaining access to the student record.

- 5.2. **Access of Authorized University Personnel.** Authorized University personnel shall have access to the student records of students to whom they are providing services, when such access is required in the performance of their official duties. The consent of the eligible student or parent shall not be necessary.
- 5.3. **Access of Third Parties.** Except for the provisions of these regulations, no third party shall have access to information in or from a student record without the specific, informed written consent of the eligible student or the parent. When granting consent, the eligible student or parent shall have the right to designate which parts of the student record shall be released to the third party. A copy of such consent shall be retained by the eligible student or parent and a duplicate placed in the temporary record. Personally identifiable information from a student record shall only be released to a third party on the condition that he/she will not permit any other third party to have access to such information without the written consent of the eligible student or parent.
- 5.4 **Access of Third Parties without Student's or Parent's Consent**
Personally identifiable records of students may be released without student's or parent's consent in the following cases:
- 5.4.1 Upon receipt of a court order or lawfully issued subpoena the University shall comply, provided that the University makes a reasonable effort to notify the parent or eligible student of the order or subpoena in advance of compliance.
- 5.4.2. Upon receipt of a request from government authorities, ministries such as the Department of Education and Culture, Department of Statistics, the Department of Immigration and Migration, Accrediting bodies, government officials, and their authorized agents in connection with the audit, evaluation or enforcement of European and state education laws, or programs; provided that except when collection of personally identifiable data is specifically authorized by law, any data collected by such officials shall be protected so that parties other than such officials and their authorized agents cannot personally identify such students and their parents; and such personally identifiable data shall be destroyed when no longer needed for the audit, evaluation or enforcement of European and state education laws.
- 5.4.3. The University may disclose information regarding a student to appropriate parties in connection with a health or safety emergency if knowledge of the information is necessary to protect the health or safety of the student or other individuals. This includes, but is not limited to, disclosures to the local police authorities.

6. DESTRUCTION OF STUDENT RECORDS

- 6.1. The Academic Record shall be maintained by the University indefinitely.
- 6.2. The Admission file (temporary record) shall be destroyed not earlier than fifteen years after the student transfers, graduates, or withdraws from the university system. Written notice to the eligible student and his/her parent of the approximate date of destruction of the record and their right to receive the information in whole or in part, shall be made at the time of such transfer, graduation, or withdrawal.

CHARTER: ANNEX 15

INTERNAL REGULATIONS AND GUIDELINES ON ELECTION PROCEDURES

1. ELECTION OF THE RECTOR AND THE VICE-RECTOR(S)

- 1.1. The Rector, following a decision of the Senate, calls all members of the Councils of Departments for a special meeting, at least four weeks before the meeting, in which the Rector and the Vice-Rector(s) are elected. If the Rector is candidate, the most senior (the longest serving) Faculty Member holding the rank of Professor is responsible for taking the initiative and conducting the election procedure. The convocation determines the day and time frame within which candidacies may be submitted, as well as the duration of the special meeting.
- 1.2. The candidates, who should hold the rank of Professor, submit their candidacies at the Rector's Office.
- 1.3. The Rector or the longest serving Faculty Member holding the rank of Professor, after consultation with the Vice-Rector of Academic Affairs, registers and makes public the list of Faculty Members who have the right to vote according to the relevant provisions of the Internal Regulations and Guidelines.
- 1.4. Department Council members who are unable to attend the special election meeting have a right to vote by proxy. Proxies may only validly be appointed in writing at least 5 working days before the day of the election, in the approved form which has to be fully completed and signed by the Faculty member who is indisposed and stamped by the School Administrator. Any Department Council member, eligible and registered to vote, may act as a proxy for a maximum of two persons.
- 1.5. The Rector, one of the Vice-Rectors or the longest serving Faculty Member holding the rank of Professor, takes care of the election of a chair and two members of the Elections' Committee that oversees the elections, counts the votes, reaches decisions on possible objections, and announces the results.
- 1.6. The Rector and the Vice-Rector(s) are elected by secret ballot and by simple majority. In the case of a tie, the Rector and/or the Vice-Rector(s) are/is elected by lot.

2. ELECTION OF THE DEANS AND THE DEPUTY DEANS OF SCHOOLS

2.1. The Rector, following a decision of the Senate, calls all members of the Councils of Departments of each School for a special meeting, at least four weeks before the meeting, in which the Dean and the Deputy Dean are elected. The convocation determines the day and time frame in which candidacies may be submitted as well as the duration of the special meeting.

2.1.1 In the case of a newly established School, an acting Dean may be appointed by the 'University Council'. The commencement and end of service will be decided upon the 'University Council' and in any case it cannot exceed a three-year term.

2.2. The candidates, who should hold the rank of Professor or Associate Professor in the pertinent School, submit their candidacies to the School Administrator.

2.3. The Rector registers and makes public the list of Faculty Members who have the right to vote according to the relevant provisions of the Internal Regulations and Guidelines.

2.4. Members of the Councils of Departments of each School who are unable to attend the special election meeting have a right to vote by proxy. Proxies may only validly be appointed in writing, at least 5 working days before the Election Day, in the approved form which has to be fully completed and signed by the member of the Council of Department who is indisposed and stamped by the School Administrator. Any member of the Council of Department of each School eligible and registered to vote may act as a proxy for a maximum of two persons.

2.5. The Rector takes care of the election of a chair and two members of the Elections' Committee that oversees the elections, counts the votes, reaches decisions on possible objections, and announces the results.

2.6. The Dean and the Deputy Dean are elected by secret ballot and by simple majority. In the case of a tie, the Dean and/or the Deputy Dean is elected by lot.

2.7. If within two months before the expiration of a term, the School is unable to select a Dean and/or Deputy Dean, a three-member Committee, constituting of the Rector, the Vice-Rector of Academic Affairs and the Director of Planning and Development, shall appoint an acting Dean and/or Deputy Dean, for a term not to exceed three years.

3. ELECTION OF THE CHAIRPERSONS AND THE VICE-CHAIRPERSONS OF DEPARTMENTS

3.1. The Dean calls all members of the Council of the Department for a special meeting, at least four weeks before the meeting, in which the Chairperson

and the Vice-Chairperson of the Department are elected by secret ballot. During the meeting, a nominating committee must be established, consisting of two or three full-time members, at the rank of at least Assistant Professor. The incumbent Chairperson (if any) is not eligible to serve on this committee. If the Dean is candidate, the most senior (the longest serving) member of the School at the highest rank is responsible for taking the initiative and conducting the election procedure. The convocation determines the day and time frame in which candidacies may be submitted and the duration of the special meeting.

- 3.2. The Dean or the most senior (the longest serving) member of the School at the highest rank, after consultation with the Vice-Rector of Academic Affairs, registers and makes public the list of Members of the Council of the Department who have the right to vote according to the relevant provisions of the Internal Regulations and Guidelines.
- 3.3. The Committee shall consult with the Dean of School or the most senior (the longest serving) member of the School at the highest rank, if the Dean is candidate, concerning the criteria for the selection of candidates, which should hold the rank of at least Assistant Professor.
- 3.4. Eligible candidates submit their candidacies to the Election Committee, who later submits all candidacies to the Department Council members for their vote.
- 3.5. At a specially convened meeting, the Department Council members shall elect the Chairperson nominee by secret ballot.
- 3.6. Members of the Council of the Department who are unable to attend the special election meeting have a right to vote by proxy. Proxies may only validly be appointed in writing at least 5 working days before the Election Day, in the approved form which has to be dully completed and signed by the member of the Council of Department who is indisposed and stamped by the School Administrator. Any member of the Council of the Department eligible and registered to vote may act as a proxy for a maximum of two persons.
- 3.7. The nominee must receive a majority of the votes cast. In the case of a tie, the Chairperson is elected by lot. The results of the voting shall be forwarded to the Dean of School or to the person who is responsible for conducting the election procedure. The report to the Dean or to the person who is responsible for conducting the election procedure, accompanied by the ballots and signed by the members of the nominating committee shall indicate the member nominee and the votes cast for all eligible candidates.
- 3.8. The Dean of School or the person who is responsible for conducting the election procedure shall forward the departmental election results to the Rector, who has the authority to make the appointment.

- 3.9. If within two months before the expiration of a term, the Department is unable to select a Chairperson and/or Vice-Chairperson, a three-member Committee, constituting of the Rector, the Vice-Rector of Academic Affairs and the Chief Executive Officer/Director, shall appoint an acting Chairperson and/or Vice-Chairperson, for a term not to exceed two years.

4. ELECTION TIME PERIOD – BEGINNING OF TERMS – DURATION OF TERMS

4.1. Election Time Period and Beginning of Terms

Elections to the positions of Rector/Vice-Rector(s), Deans/Deputy Deans and Chairpersons/Vice-Chairpersons of the Departments take place by the end of June and the respective four, three or two year terms begin on September 1st of the year in which the elections took place.

4.2. Transitional Provisions

4.2.1. All new provisions will be put into effect as of September 1st, 2015.

4.2.2. The current term of office for the posts of: Rector, Vice-Rector(s) will have duration, as per stated/defined in the advertisement/announcement of each post.

4.2.3. The number of terms of office for the posts of: Rector, Vice-Rector(s), Dean of School, Deputy Dean of School, Chairperson and Vice-Chairperson will begin to count towards the total number of terms that can be served, from the following announcement of elections on each position.

5. ELECTION OF A FACULTY MEMBER AS MEMBER OF THE COUNCIL

- 5.1. The Rector, following a decision of the Senate, calls all Faculty members for a special meeting, at least four weeks before the meeting, in which a Faculty member is elected as member of the Council.
- 5.2. The candidates submit their candidacies to the Rector at least two weeks before the elections. The Rector takes care of the election of a chair and two members of the Elections' Committee that oversees the elections, counts the votes, reaches decisions on possible objections, and announces the results.
- 5.3. A faculty member is elected as member of the Council by simple majority. In the case of a tie, the faculty member is elected by lot.

6. ELECTION OF MEMBERS OF THE NON-TEACHING (ADMINISTRATIVE) STAFF AS MEMBERS OF THE COUNCIL

- 6.1. The Director of Human Resources calls all non-teaching (administrative) staff members for a special meeting, at least four weeks before the meeting, in which a non-teaching (administrative) staff member is elected as member of the Council.
- 6.2. The candidates submit their candidacies to the Director of Human Resources, at least two weeks before the elections.
- 6.3. The Director of Human Resources takes care of the election of a chair and two members of the Elections' Committee that oversees the elections, counts the votes, reaches decisions on possible objections, and announces the results.
- 6.4. A non-teaching (administrative) staff member is elected as member of the Council by simple majority. In the case of a tie, the non-teaching (administrative) staff member is elected by lot.

7. ELECTION OF FACULTY MEMBERS, OF SPECIAL TEACHING PERSONNEL MEMBERS, AND OF STUDENTS AS MEMBERS OF THE SENATE

- 7.1. The Dean of School calls all School faculty members, all school Special Teaching Personnel members, and all School students in good standing for three separate special meetings, at least four weeks before the meetings, in which the School's two Faculty members and one Special Teaching Personnel member are elected as members of the Senate for a period of two years, and a School's Student is elected as member of the Senate for a period of one year.
- 7.2. The candidates submit their candidacies to the Dean at least two weeks before the elections.
- 7.3. The Dean takes care of the election of a chair and two members of the Elections' Committee that oversees the elections, counts the votes, reaches decisions on possible objections, and announces the results.
- 7.4. The Faculty members, the Special Teaching Personnel member and the Student are elected as members of the Senate by simple majority. In the case of a tie, they are elected by lot.

8. ELECTION OF FACULTY MEMBERS, OF SPECIAL TEACHING PERSONNEL MEMBERS, AND OF STUDENTS AS MEMBERS OF THE SCHOOL COUNCIL AND OF THE DEPARTMENT COUNCIL

- 8.1. Special Teaching Personnel Members and Students are elected as members of the School Council and of the Department Council according to the provisions of the Schools Bylaws (Annex 12) and the Department Bylaws (Annex 13), respectively.

CHARTER: ANNEX 16

DISTANCE EDUCATION UNIT BYLAWS

PREAMBLE

The Distance Education Unit (in this Charter called 'DEU') shall consist of the Rector of the University, the Vice-Rector(s), the Director of the Unit, all full-time Faculty members, external associates and specialists, in their respective fields, with experience in Distance Education, who teach courses in the 'DEU'; as well as University Administrators who have direct involvement in the admissions, registration and other affairs that affect the programs and the conduct of business of the 'DEU'; and those students, who are registered in one of the academic programs of the 'DEU' and receive their academic advising from academic members of the 'DEU'.

The 'DEU' has been established for the purpose of offering access to higher education, provided by the 'University', to a broad spectrum of people who are not allowed/able to attend a conventional (face-to-face) program of study. In this way, the 'DEU' responds to the current and growing needs of society for learning, through alternative education programs and it promotes equal opportunity in education. Moreover, the 'DEU' facilitates supports and promotes research and innovation and strives to promote intellectual collegiality and community within the 'DEU' and the 'University' at large, as well as beyond the academic boundaries of the University.

The following Bylaws, so prepared and approved by the 'DEU', comply fully with and support the Purpose, Mission and Objectives of the 'University', as stated in the Charter.

APPENDIX A

JOB DESCRIPTION FOR THE DIRECTOR OF THE DISTANCE EDUCATION UNIT

The Director of the Distance Education Unit

- a. The Director of the Unit shall be the chief academic and administrative officer of the Unit. He/she shall moderate all regular and special meetings of the Unit.
- b. The Director of the Unit shall be *ex officio* member of all standing committees that concern the distance education programs.

The Director of the Distance Education Unit is the chief academic and administrative officer of the Unit, and is accountable/reports to the Rector. He/she provides leadership in the Unit in formulating educational policy, and is responsible for the management of the Unit's resources and staff management. He/she acts as agent of the Unit in executing Unit's policy, and serves as the medium of communication for all official business of the Unit with other University authorities and bodies, the students and the public. The Director of the Unit has ultimate responsibility for the general welfare and development of the Unit. More specifically, he/she serves as both leader and resource manager in matters concerning recruitment, development and welfare of distance learning instructors, program development and quality assurance, long range planning, Unit's organizational patterns, and policy formulation.

Duties and Responsibilities of the Director of the Distance Education Unit

1. JOB SUMMARY

The Director of Distance Education Unit reports to the Rector. He/she has the overall responsibility for the Distance Learning Programs, and is responsible for the operations and coordination, the general welfare and the development of the Programs.

2. DUTIES AND RESPONSIBILITIES

In more detail, the key areas of duties and responsibilities of the Director of the Distance Education Unit are as follows:

a. Curricular/Program Development

- Plans the curricula of the Distance Learning Programs. This includes, but is not limited to:
 - (1) Oversees the designing and developing of courses in the Distance Learning Programs, in collaboration with the Faculty representatives of each program and the pertinent (face-to-face) program coordinators;
 - (2) Reviewing the curriculum of the Distance Learning Programs and recommending / proposing necessary updates/revisions;
 - (3) Promoting, encouraging and supporting academic excellence in the distance learning programs.
 - (4) Organizing the training of the academic staff on teaching and learning in Distance Education.
- Handles the Quality Assurance process and policies for the Distance Learning Programs.
- Ensures that the schedule of courses is prepared and that a balanced and appropriate offering of courses at all levels and in the proper sequence is made each semester so as to safeguard the uninterrupted progress of the programs to meet student needs. He/she cooperates with the pertinent Faculty representatives of each distance learning program, the (face-to-face) program coordinators and the Registrar in making teaching assignments / allocations of faculty to each course.
- Evaluates/monitors transfer of student records.
- Ensures that the Distance Education Programs' admission and other academic criteria, policies and standards including graduation requirements are observed and met with every student in the Programs.

b. Faculty and Administrative Staff Governance

- Implements (in cooperation with the Rector) the policies, guidelines and standards of the University concerning the distance learning programs. He/she ensures that new academic staff who teach in Distance Learning Programs are made aware of these policies, and facilitates for their

smooth adaptation to the environment.

- Participates in the recruitment and as President of the committees for the selection of instructors whose disciplines are essential to the Distance Learning Programs.
- Provides input in online instructors' evaluation. Conducts instructional and administrative needs analysis that is consistent with and supports the implementation of program development plans.
- Evaluates the performance of the Administrative Staff of the Unit.
- Assesses and ensures the effectiveness of all Unit members in the continuous quality and content improvement and development of the Unit's educational programs that respond to community needs, prepare students for success, and meet the requirements of the accrediting bodies.
- Oversees the preparation of class schedules and the allocation of members' teaching load.
- Serves as liaison with the Director of Human Resources and oversees the development of staff in the Unit.
- Articulates the University policies and procedures to members of the Unit.
- Approves recommendations for leaves of absence of the Administrative members of the Unit.
- Maintains good working relationships with all Unit members (online instructors and administrative staff), as well as with the distance learning students.

c. Planning

- Identifies resource needs (faculty, staff, infrastructure, other) for the Distance Learning Programs in cooperation with the Vice Rector of Academic Affairs.

d. Research/Scholarly Activities

- Ensures that Unit members enjoy academic freedom and exercise academic responsibility.
- Promotes and assesses scholarly activity, professional service, and excellent teaching among the instructors.

- Provides encouragement and support for intra-Unit and inter-Unit research and teaching initiatives.

e. Service to the Community

- Develops linkages with society in general and business community in particular.
- Promotes the Distance Learning Programs among and initiates cooperation agreements pertaining to the Programs with industry and business community.

f. Relations with other Academic Entities

- Encourages collaborative links (in research, joint-programs, etc.) with other Universities, as well as inter-disciplinary links within the University.
- Serves on various councils and committees as set forth in the University Charter, Internal Regulations and By-laws.
- Represents the Unit in its working relationship with other Schools/departments/academic units within the University.
- Represents the Unit in professional matters external to the University setting, i.e., in the relevant to the School University's relations with professional bodies and other external constituencies.
- All the decisions about the Distance Learning Programs will be taken in specific committees with the participation of the Director of the Unit (President) and the Faculty Members related to each distance learning program (related through their specialization). The above-mentioned Faculty members will inform each Departmental Council about these decisions.

g. Student Affairs

- Seeks to create/foster positive student-faculty relationships in the Distance Learning Programs. He/she deals with student concerns and complaints and takes appropriate action in accordance with the University's policies/guidelines.
- Undertakes and supervises academic advising in the Distance Learning Programs, and assigns students to faculty academic advisors.
- Counsels students on their studies planning, continuing education and job placement.
- Provides orientation for all new students entering the Program.

h. Administrative Issues

- Holds regular meetings with the academic and administrative members of the Unit, as well as convenes and presides over regular Unit meetings to review, inform and consult with academic members and staff about Unit and University matters (administrative, academic policy, and strategic development issues pertinent to the Unit), according to the Unit's By-laws.
- Oversees the smooth operation of the Unit's standing and other committees, and establishes ad hoc committees of the Unit as necessary.
- Maintains good working relationships with administrative officers and entities within the University.

i. General Issues

- Accepts/undertakes additional responsibilities/functions/duties as may be assigned by the Rector and the University in general.
- To fulfill the above duties, the Director of the Distance Education Unit shall have a reduced teaching load (two courses per semester).
- In all the above areas it is expected that the Director of the Unit shall consult with the online instructors and, when appropriate, with the (face-to-face) Program Coordinators.
- The Director of the Unit is responsible/accountable/reports to the Rector for the performance of his/her duties and responsibilities.
- All personnel in the Unit are responsible to the Director for the performance of their duties and responsibilities.