



INTERCOLLEGE

INTERNAL REGULATIONS

August 2016

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INTERCOLLEGE MISSION AND OBJECTIVES

The Intercollege mission is to assist students to become educated individuals, to achieve their academic and career goals, and to assume responsible roles in a changing world of international cooperation and interdependence

In pursuit of its mission, Intercollege strives to:

- ▶ offer quality, career-oriented undergraduate programmes, graduate studies in selected fields, and quality professional programmes
- ▶ implement the college motto “excellence in education”, by encouraging students to strive for excellence in every activity
- ▶ remain firmly committed to the economic, social, scientific and cultural development of Cyprus
- ▶ develop further as an international college, where Cypriot and international students, faculty, and staff are valued for their cultural diversity
- ▶ recruit and retain qualified faculty and support their development
- ▶ encourage research, publications and creative activity
- ▶ strengthen facilities, resources, and services to provide a stimulating environment conducive to personal growth, discovery and learning
- ▶ continually review and update programmes to keep pace with developments and standards in western higher education
- ▶ enhance student communication, democratic leadership and critical thinking skills
- ▶ expand opportunities for professional and social interaction within the College

COLLEGE ORGANISATION

2.0 COLLEGE ORGANISATION

The outline structure described below represents the model to which **Intercollege Nicosia** will strive to conform; in cases in which other, more efficient or practicable arrangements prove necessary, the structure may be altered after consultation with the College Council.

The top management structure of the College consists of (a) collective bodies; (b) advisory bodies, such as boards and councils; (c) executives; and (d) committees.

2.1 COLLECTIVE BODIES

2.1.1 BOARD OF GOVERNORS

- Is responsible for the institution under the laws of the Republic of Cyprus.
- It is the top governing body of the College.
- Is appointed by and represents the interests of the shareholders of **EDEX-Educational Excellence Corporation Ltd.**
- Manages the institution through the College Council authorising it to act on its behalf.
- Defines broad institutional policies.
- Secures financial resources to adequately support the institutional goals.
- Reviews and approves major financial decisions and performance.
- Confers all degrees by authorising the Executive Director and the Director of Academic Affairs to sign them.
- Appoints the Executive Director and the Directors of the college.
- Meets at least once a year.

2.1.2 COLLEGE COUNCIL

- Is comprised of the Campus Directors, at least three members appointed by the Board of Governors, three faculty members and three student representatives.
- Advises the College Directors on: the educational programmes and the areas of study; the criteria for admission, advancement and graduation; the internal regulations of the College and any other subject brought to it by the Board of Governors or the College Directors.
- Is chaired by a person appointed by the Board of Governors.
- May form ad hoc or permanent committees to study or coordinate specific topics.

2.1.3 DIRECTORS' COUNCIL

- Consists of all Directors of the College with the participation of senior officers upon approval by the Executive Director.
- It is the top Executive Body of the College.
- Collects information from all sectors of the College and proceeds to corrective actions in accordance to the strategies that are to be implemented.
- Develops the overall strategic plan of the College.
- Meets at regular intervals to ensure the smooth strategic development of the College.
- Approves and decides upon all executive aspects of the College.
- Works collaboratively to develop key-strategic activities designed to meet the needs of the College.
- Oversees that the College complies with all its legal obligations.

- Forms extended Council meetings, when necessary, to include external members for forming the necessary strategy and proceed to risk assessment evaluations.

As the College's fiduciary, the Directors' Council is responsible for the establishment's long-term viability, overseeing and aligning its strategic direction, educational policy, finances and operations in accordance to the mission of the College.

2.2 ADVISORY BODIES

2.2.1 FACULTY COUNCIL

- Is an advisory council and functions as a general academic forum.
- It includes full-time representatives of the faculty, who have been elected by full-time and part-time faculty of the College.
- One representative is elected for every five full-time faculty members of the College.
- Elections are conducted during regular College faculty meetings in April of each year. At their first meeting, the Council elects officers for the ensuing year.
- The council holds two regular meetings annually with the general faculty. The Council meets more often as needed.
- Administrators who have taught or have a right to teach and the Librarian may be members of the Council, with a right to vote. However, they may not hold office.
- Policy recommendations sponsored by the Faculty Council must be sanctioned by a majority vote (51%) of the entire full-time faculty in a general session.
- The Council is chaired by a full-time faculty member.

2.2.2 ALUMNI ASSOCIATION

- Is autonomously run by the graduates and former students of Intercollege on the basis of their articles of association.
- Provides a vehicle for an organised communication with graduates and former students.

2.3 EXECUTIVES

2.3.1 EXECUTIVE DIRECTOR

- Is the chief executive of the College and is in full charge of its activities.
- Is responsible for the operation and development of the College and the implementation of College policies.
- Is accountable to the Board of Governors for administering the policies of the College, subject only to the laws of the Republic, and the College regulations.
- Oversees all external relations and promotes the image and expansion of the College.
- Approves all external promotional communications including pamphlets, brochures, the advertising and/or PR programme, student recruitment and the athletic programme of the College.
- Liaises with foreign universities and other organisations.
- Prepares and submits a Plan of Action for the next year as well as an annual Report.
- Oversees and implements the College Operating and Capital Budget.
- Selects, hires and evaluates faculty and staff for the College, and decides on cases related to termination of employment, according to College policy and standards.
- Chairs the Appeals and Administrative Committees.

- Participates in any committee deemed necessary.
- Signs the degrees.
- Is appointed by the Board of Governors.

To assist him/her carry out his/her duties and implement his/her objectives, the following offices/departments are established:

ADMINISTRATIVE OFFICES/DEPARTMENTS

- (a) Academic Affairs
- (b) Administration
- (c) Finance
- (d) Admissions
- (e) Training and Development Centre
- (f) Student Affairs
- (g) European Office
- (h) Registration Office
- (i) Marketing
- (j) Human Resources
- (k) Quality Assurance Office
- (l) Information Technology (IT) Office
- (m) Library

2.3.2 DIRECTOR OF ACADEMIC AFFAIRS

- Is in charge of the academic policies of the College.
- Is in charge of the Academic Affairs Office.
- Coordinates College efforts towards achieving academic goals.
- Contributes to College strategic planning and curriculum development.
- Oversees the work of Programme Coordinators and ensures that the delivery of programmes is in accordance with College policy and the provisions of the Law of the Republic of Cyprus.
- Oversees and participates in the processes of faculty selection and appraisal.
- Proposes and implements faculty and student academic regulations.
- Approves textbooks and course syllabi recommended by Programme Coordinators.
- Monitors the quality of instruction.
- Sets the graduation requirements.
- Considers exemptions to academic rules and Regulations.
- Oversees the academic aspects of relations with other institutions of Further and Higher Education.
- Chairs the Academic Committee.
- Chairs the Internal Quality Assurance Committee.
- Maintains records and prepares reports related to the academic activities and processes of the College.
- Undertakes projects that are assigned to him/her by the Executive Director.
- Is appointed by and reports to the Executive Director.

2.3.3 DIRECTOR OF ADMINISTRATION

- Implements the College's Administrative Policies.¹
- Ensures that the physical facilities and the technical infrastructure of the College are fully operational, properly maintained and secured, according to the provisions of the relevant laws of the Republic of Cyprus.
- Develops, maintains and implements College administrative regulations, policies and procedure.
- Establishes, maintains and initiates procedures, programmes and methodologies to enhance the administrative effectiveness of the College and its compliance with the relevant laws of the Republic of Cyprus.
- Ensures that all College faculty and staff are fully aware of and adhere to College regulations, policies and procedures.
- Oversees, collaboratively with the Executive Director, the hiring of personnel, maintaining personnel records, monitoring and ensuring that personnel policies are up-to-date.
- Develops programmes and strategies to enhance the motivation, development and retention of the human resources of the Institution.
- Ensures that employees receive appropriate training and maintain the skills and knowledge necessary to carry out their duties effectively.
- Oversees performance evaluations and staff development.
- Maintains records and generates reports on the administrative activities of the College.
- Furnishes reports, budgets and statistics to facilitate the strategic policies of the organisation.
- Chairs the Disciplinary committee.
- Undertakes projects assigned to him/her, by the Executive Director.
- Is appointed by and reports to the Executive Director.

2.3.4 DIRECTOR OF FINANCE

- Is in charge of the Finance Office of the College.
- Implements approved accounting and financial policies and the financial aid programme.
- Sets accounting standards and manages internal audits.
- Prepares periodic reports.
- Prepares a College operating and capital budget.
- Liaises with the Chief Financial Officer of EDEX.
- Undertakes projects and may be in charge of projects assigned to him/her by the Executive Director.
- Is appointed by and reports to the Executive Director.

2.3.5 DIRECTOR OF ADMISSIONS

- Develops and implements the enrolment and admission process of the College.
- Works with the Executive Director and other key officers of the College to meet annual enrolment targets.
- Tracks progress and undertakes activities that support the achievement of these targets.
- Prepares promotional material and designs promotional strategies for the academic programmes of the College.

¹ The term "administrative policies" refers to policies pertaining to the administrative activities of the College. They include human resource policies, health and safety, administrative procedures, etc.

- Participates in appropriate recruitment and enrolment activities such as College exhibitions, fairs, presentations, training sessions, orientation programmes, career days and other on- and off-College advertisement activities.
- Works collaboratively with the Executive Director as well as with other key officers of the organisation in the development of the fee structure, scholarships and other related policies of the College.
- Leads, directs and mentors all staff related to the admission and enrolment process.
- Liaises with and oversees the work of overseas agents.
- Ensures that overseas students are supplied with the visas required by the Law of the Republic of Cyprus.
- Furnishes reports, budgets and statistics on student enrolment, progression and retention.
- Undertakes projects assigned to him/her by the Executive Director.
- Is appointed by and reports to the Executive Director.

2.3.6 DIRECTOR OF THE TRAINING AND DEVELOPMENT CENTRE

- Is responsible for managing the Training & Development Centre of the college.
- Is responsible for drafting and executing the centre's strategy and managing its day to day activities.
- Establishes contacts with the industry and supports the College administration by providing business excellence services and advises.
- Identifies business opportunities and updates the spectrum of services provided by the centre.
- Monitors the implementation of all consultancy services provided to the centre's customers.
- Identifies the training and development needs within the college and develops/suggests suitable programmes, and/or courses to meet these needs and requirements.
- Identifies the training and development needs of the market and develops/suggests suitable programmes, and/or courses to meet these needs and requirements.
- Identifies suitable marketing methods to promote the training and development programme of the college.
- Identifies, selects and manages external consultants/trainers/associates for participation in tenders and/or training and development programmes of the college.
- Trains, leads and motivates an effective Training and Development team to prepare and execute appropriate programmes and/or tenders.
- Liaises with local organisations and authorities to conduct suitable tenders and training programmes, based on the current requirements of the market.
- Liaises with external organisations and overseas institutions to conduct vocational programmes based on the training schedule of the college.
- Is responsible for the development and execution of all vocational programmes conducted within the college.
- Evaluates the training and development programmes, the consultancy services and amends relevant procedures if necessary.
- Prepares and manages the budget of the Training and Development centre.
- Furnishes reports, budgets and statistics to facilitate the strategic policies of the college.
- Is appointed by and reports to the Executive Director.

2.3.7 DIRECTOR OF STUDENT AFFAIRS

- Supervises all student services including student counselling, accommodation, job placement and sports.

- Maintains relations with and supervises the activities of the Student Union, student societies and the Alumni Association.
- Designs and, once approved, implements an annual student activities plan.
- Designs and, once approved, implements the student orientation programme and a tutorial programme for weak students.
- Organises interviews with prospective employers, a job fair and other activities.
- Performs any other duties assigned to him/her by the Executive Director.
- Is appointed by and reports to the Executive Director.

2.3.8 HEAD OF EUROPEAN OFFICE

- Identifies the needs for European project development within the organisation and develops suitable partnerships to participate in suitable transnational European projects (the current ERASMUS+ programme and its successor).
- Identifies and selects suitable partners/associates for participation in such transnational European projects.
- Manages the execution, valorisation and dissemination of such European projects.
- Participates in meetings and consortiums conducted within the framework of such European projects.
- Leads, trains and motivates an effective European Projects team to prepare and execute appropriate European projects.
- Furnishes reports, budgets and statistics to facilitate the project development and execution.
- Is appointed by and reports to the Executive Director.

2.3.9 REGISTRAR

- Is in charge of all student records.
- Implements academic policies.
- Handles student registration and grades.
- Evaluates student records in terms of transferability options.
- Develops and implements a standard admissions process.
- Develops and implements a standard registration process.
- Issues grade reports and transcripts.
- Oversees student cumulative grade point average (CPA) compliance in terms of probation and ineligibility.
- Maintains student records.
- Prepares the College timetable and the examinations schedule.
- Reports to the Director of Academic Affairs.

2.3.10 ACADEMIC AFFAIRS OFFICER

- Provides consulting in relation to student requests and abiding to admission
- Provides general administration of the Academic Affairs Office.
- Assists in the administrative development of the curriculum.
- Provides Faculty support in relation to documentation needed.
- Assists in Registration/Accreditation processes.
- Oversees student requests in relation to proper handling of records.
- Oversees the implementation of the student evaluation process.
- Administers and maintains faculty rating procedures.

- Provides Statistical reports in relation to current student status to the Ministry of Education and/or the Cyprus Agency of Quality Assurance and Accreditation in Higher Education (DI.P.A.E.).
- Oversees the smooth implementation of the faculty manual.
- Assists in the preparation of all documentation that relates to the Ministry of Education and/or DIPAE.
- May be assigned additional duties depending on the development of the College's policies.
- Reports to the Director of Academic Affairs.

2.3.11 STUDENT AFFAIRS OFFICER

- Offers pastoral support and/or counselling to the students when needed.
- Offers assistance with student accommodation.
- Helps maintain an effective student work placement programme.
- Encourages and/or promotes student sport involvement.
- Helps supervise the activities of the Student Union, student societies and the Alumni Association.
- Follows and executes the annual student activities plan.
- Helps implement the student orientation programme and a tutorial programme for weak students.
- Informs students of available services and offers preparatory support for job interviews and résumé writing.
- Liaises with students, faculty staff, training centres and governmental authorities.
- Prepares a placement manual and contacts businesses for job openings.
- Reports to the Director of Student Affairs.

2.3.12 FINANCE OFFICER

- Assists with the implementation of the operating and capital budget of the College.
- Implements approved accounting and financial policies.
- Ensures all financial data (i.e. all income and expenditure transactions) is properly recorded and entered into a centralised system.
- Issues invoices for all accounts due and receipts for all payments received.
- Prepares balance sheets.
- Prepares monthly financial statements.
- Maintain financial files and records.
- Reports to the Directors of Finance.

2.3.13 ADMISSIONS OFFICER

- Participates in the organization of the admissions and registration process of the College.
- Administers the enrolment and admission process of the College.
- Participates in appropriate recruitment and enrolment activities such as College exhibitions, fairs, presentations, training sessions, orientation programmes, career days and other on- and off-College advertisement activities.
- Ensures that overseas students are supplied with the visas required by the Law of the Republic of Cyprus.
- Arranges student interviews and/or portfolio meetings when necessary.
- Provides information related to the various programmes of study offered by the College.

- Liaises with national high schools and overseas agents with the aim of attracting new students.
- Reports to the Director of Admissions.

2.3.14 HUMAN RESOURCES (HR) OFFICER

- Assists College Directors to understand and implement company policies and procedures.
- Advises on employment law.
- Develops with College Directors HR planning strategies which consider immediate and long-term staff requirements.
- Coordinates employee recruitment and selection process.
- Oversees inductions for new faculty and staff.
- Maintains employee records.
- Monitors staff performance and attendance activities.
- Plans and/or provides staff training and development to employees to help develop their skills and capabilities.
- Arranges employee services such as welfare support.
- Deals with complaints and grievances.
- Oversees employee social facilities.
- Promotes equality.
- Writes and/or prepares staff handbooks.
- Reports to the Director of Administration.

2.3.15 ADMINISTRATION OFFICER

- Organises and supervises the maintenance of an effective administration and filing system.
- Maintains the Internal Regulations Handbooks and staff manuals.
- Is responsible for developing, monitoring and controlling absenteeism/leave.
- Co-ordinates and supervises secretarial staff where necessary for the successful completion of tasks.
- Assists with facilities, premises and office management.
- Manages the issuing and cancellation of security passes to staff and other personnel.
- Manages and orders printing material and other office consumables.
- Promotes health & safety at work.
- Reports to the Director of Administration.

2.3.16 MARKETING OFFICER

- Implements the marketing strategy of the College.
- Works with the Executive Director and other key officers of the College to meet marketing strategic targets.
- Tracks progress and undertakes activities that support the achievement of these targets.
- Prepares promotional material and designs promotional strategies for the academic and vocational activities of the College.
- Oversees the coordination and execution of marketing and recruitment policies
- Serves as the primary liaison between the College and the Marketing Office of EDEX
- Participates in appropriate recruitment and enrolment activities such as College exhibitions, fairs, presentations, training sessions, orientation programmes, career days and other on- and off-College advertisement activities.

- Monitors and updates the college web site and promotes the social media marketing strategy.
- Leads, directs and mentors all staff related to the marketing process.
- Furnishes reports, budgets and statistics on marketing issues.
- Is appointed by and reports to the Executive Director.

2.3.17 QUALITY ASSURANCE OFFICER / INTERNAL AUDITOR

- Implements and monitors quality assurance standards.
- Follows sampling procedures and directions for recording and reporting quality data.
- Documents internal audits and other quality assurance activities.
- Investigates student complaints and non-conformance issues.
- Collects and compiles statistical quality data.
- Analyses data to identify areas for improvement in the quality system.
- Monitors corrective and preventive actions.
- Prepares reports to provide the outcomes of quality activities to the IQAC.
- Support on-site audits conducted by external auditors.
- Evaluate audit findings and implement appropriate corrective actions.
- Monitors risk assessment activities.
- Ensures ongoing compliance with quality standards of the College.
- Reports to the Chair of the IQAC.

2.3.18 INFORMATION TECHNOLOGY (IT) OFFICER

- Oversees the utilization of the College computer facilities.
- Ensures the safety/maintenance of computer facilities.
- Proposes expansion/replacement of computer facilities.
- Proposes relevant programs for student/faculty use.
- Recommends software programs and other applications for the College.
- Reports to the Director of Administration.

2.3.19 LIBRARIAN

- Develops and implements a standard classification method.
- Develops and implements loan and other policies.
- Assists in increasing library holdings.
- Assists in the development and implementation of a computerised system.
- Arranges for interlibrary loans.
- Recommends data bank services.
- Coordinates audio-visual aids.
- Reports to the Director of Administration.

2.3.20 PROGRAMME COORDINATOR

Each programme is required to have one coordinator. A programme coordinator must be a full-time faculty member and possess the minimum qualifications to teach in that program. He should preferably not be an administrator and will report to the Director of Academic Affairs. The duties of Programme Coordinators include the following:

- Prepares the programme budget requests.
- Prepares the timetable of the courses offered in the programme.
- Is involved with academic administration work.
- Makes recommendations to the Director of Academic Affairs for faculty needs in the programme.
- Participates in the screening of applications and interviews of faculty applicants.
- Provides academic advice to students and provides help to the academic advisors when necessary.
- Deals with day-to-day student enquiries and problems regarding their program.
- Co-ordinates the preparation of the timetable of the programme in consultation with the Director of Academic Affairs.
- Prepares documents for the Ministry of Education in consultation with the Director of Academic Affairs (registration, accreditation and other documents).
- Monitors syllabi, use of recommended books, course syllabi and outlines and examinations and teaching staff arrangements of the program.
- Considers requests by faculty members for the appointment of teaching assistants.
- Coordinates the acquisition of educational material by the College.
- Monitors uniformity of programme standards and provides quality assurance control.
- Provides leadership in the development of research, faculty development and industry collaboration within the scope of his/her programme of study.
- Organises meetings for planning, coordination and review purposes.
- Assists in the orientation process of new faculty and provides guidance during probation period.
- Submits a list of students expected to graduate.
- Reports to the Director of Academic Affairs.

In cases where applicants do not possess the required qualifications, experience and skills, one of the highest ranked faculties will be appointed as the acting Programme Coordinator.

2.4 COMMITTEES

2.4.1 INTERNAL QUALITY ASSURANCE COMMITTEE (IQAC)

The role and purpose of the IQAC is to monitor all procedures (academic and administrative), ensure transparency, where deemed necessary revise and introduce new procedures in order to enhance transparency and quality. The IQAC reserves the right to audit all sectors of the College, form subcommittees and invite external auditors when necessary. The IQAC is appointed every two (2) years by the Executive Director on the recommendation of the Director's Council.

The Quality Assurance Committee consists of the following, at a minimum:

- Director of Academic Affairs or other appoints representative
- At least three (3) faculty members
- At least one (1) Quality Assurance Officer
- One (1) Administrative representative
- One (1) student elected representative

2.4.2 ACADEMIC AFFAIRS COMMITTEE

The Academic Affairs Committee deals with all matters concerning the academic aspects regarding the operation of the College including:

- Academic standards, and the criteria for admissions, advancement and graduation (as per article 29(3a) of the Law 67(I)/96 of the Republic of Cyprus.)
- Considers the introduction and modification of academic programmes.
- Considers the structure and content of academic programmes.
- Specifies course requirements and instructional guidelines.
- Considers all academic policies and regulations.
- Monitors academic standards.
- Considers academic cooperation with other institutions.

The Academic Affairs Committee is chaired by the Director of Academic Affairs and consists of the following:

- The College Programme Coordinators
- The Librarian
- One elected faculty representative
- One elected student representative

2.4.3 APPEALS COMMITTEE

The Appeals Committee hears and decides on grievances of faculty or staff members and students against decisions taken by the College and affecting them and/or disciplinary proceedings or measures taken against faculty, staff or students

The Appeals Committee is chaired by the Executive Director and consists of the following:

- One Programme Coordinator
- The Director of Academic Affairs
- The Director of Administration
- One faculty representative (other than the one belonging to the Disciplinary Committee)
- One student representative (other than the one belonging to the Disciplinary Committee)
- One external faculty representative

2.4.4 GRIEVANCE COMMITTEE

The Grievance committee consists of the following:

- Director of Administration (Chair)
- Director of Academic Affairs or representative
- Director of Student Affairs or representative
- One (1) faculty member
- One (1) student elected representative

2.4.5 DISCIPLINARY COMMITTEES

Deal with all matters related to discipline within the College (as per article 29(3γ) of the Law 67(I)/96 of the Republic of Cyprus) and examines cases of breach of regulations by students, faculty and staff.

Disciplinary Committees are chaired by the Director of Administration.

The Disciplinary Committee overseeing student-related matters consists of:

- The Director of Academic Affairs
- The Director of Student Affairs or the officer in charge of the Student Affairs Office

- The Programme Coordinator whom the case regards
- One (1) elected faculty representative
- One (1) student representative (President or nominee)
- One (1) Faculty Union representative

Disciplinary Committee overseeing faculty-related matters consists of:

- The Director of Academic Affairs
- The Director of Student Affairs or the officer in charge of the Student Affairs Office
- The Programme Coordinator whom the case regards
- One (1) elected faculty representative
- One (1) Internal Auditor
- One (1) Faculty Union representative

Disciplinary Committee overseeing staff-related matters consists of:

- The Director of Academic Affairs
- One Internal Auditor
- One (1) Staff Union representative
- One (1) Administrative Officer or appointed representative

The presence of five (5) members of the Committee constitutes a quorum if the student representative is present. If not, another meeting is convened half an hour later where the presence of a student representative is not required to form a quorum.

2.4.6 ADMINISTRATIVE COMMITTEE

The Administrative Committee deals with all aspects related to the smooth functioning of the College (as per article 29(3β) of the Law 67(I)/96 of the Republic of Cyprus).

The Administrative Committee is chaired by the Executive Director and consists of the following:

- The Director of Administration
- The Director of Finance or representative
- One faculty representative
- One student representative

2.4.7 PROGRAMME REVIEW COMMITTEES (PRC)

Program Review Committees are formed once per semester and consists of the following:

- Program Coordinator (Chair)
- Academic Affairs Office Representative
- Internal Quality Assurance Auditor (IQAA) or other assigned representative
- Faculty members
- Student representatives (1 or 2 from each year)
- Clerk
- Additional Academic Affairs Officer may participate

The aim of the Program Review Committee is to provide transparency in terms of academic quality and tackle issues that reflect the smooth delivery of the modules and the programs (either newly developed or ongoing) in general. The student representatives are chosen by their peers in order to inform the PRC of any issues and provide feedback. All meetings are minuted, the action points are noted and sent by the IQAA for feedback to the Program Coordinator for completion prior to the

commencement of the next semester. Official minutes are stamped and kept by the IQAA and disseminated to all participating members. The Program Coordinator is liable to monitor the completion of all actions.

2.4.8 PROGRAMME EVALUATION COMMITTEES (PECS)

Program Evaluation Committees are formed once per semester after the completion of the final examinations and are chaired by the Program Coordinator and all faculty members (full-time (FT) & part-time (PT)).

Scope of the PEC:

- Evaluates the extent to which the program's aims and objectives are being achieved using instruments and procedures that the Committee considers appropriate.
- Reviews student assessment practices.
- Reviews teaching methods.
- Studies evaluations of faculty and courses by students.
- Studies data on student enrolment, performance and withdrawal.
- Studies the adequacy of human and physical resources, for the delivery of the program and makes recommendations
- Reviews staff development issues in relation to the content and teaching of the courses.
- Prepares the Annual Monitoring and Evaluation Report (AMER).
- Meets at least twice during the academic year after the final examinations of each semester.

2.4.9 ACADEMIC RANKING AND PROMOTION COMMITTEE (ARPC)

- (a) The ARPC will be chaired by the Director of Academic Affairs or, if s/he is absent or unable to chair by his representative, who is appointed by the Executive Director. The Chair is as non-voting member.
- (b) Apart from the Chair, the ARPC will be composed of at least three academics that must hold at minimum the rank of Assistant Professor. These academics may be faculty members of Intercollege or of a recognised University. The precise number of the members of the ARPC in each case is decided by the Executive Director.
- (c) In all cases, the ARPC must consist of faculty who hold ranks at least equal to the rank they will consider for placement or promotion.

2.4.10 OTHER COMMITTEES

Ad Hoc Committees may be formed and summoned to examine specific matters according to necessity.

2.5 PERSONNEL (Administrative, Secretarial and other auxiliary staff)*

- Senior Officer A'
- Senior Officer
- Officer A'
- Officer

*The qualifications and number of personnel allocated to each Office/ Department depends on the range of responsibilities and needs of the Office/Department.

- Technical Support Officer
- Computer Training and Support Officer
- Computer Systems Administrator
- Assistant Officer
- Accounts Assistant
- Head Receptionist
- Receptionist
- Executive Secretary/Personal Assistant
- Senior Secretary
- Secretary A'
- Secretary
- Messenger
- Lab Assistant
- Maintenance Assistant
- Cleaner

Upon their appointment, new employees are provided with a Job Description which outlines their specific duties. The Job Descriptions of persons holding these posts are based on these Descriptions but not exclusively, as they take into consideration the specificity of the holder's qualifications and experience and the organisational needs of the College.

COLLEGE POLICIES

3.0 COLLEGE POLICIES

3.1 ADMISSION POLICY

ADMISSION POLICY STATEMENT

Intercollege adheres to a policy of non-discrimination in admitting students without reference to race, colour, religion, gender, handicap or national origin. Intercollege students come mainly from Cyprus but also from many parts of the world, blending a diverse range of academic backgrounds, experiences, special interests, talents and cultural heritage.

Admission to the College is granted under different categories depending on the student's qualifications and educational objectives. The College admissions policy relies on the student's past record including, high school grades. However, proficiency in English is required for all degree programmes taught in English and students will be required to take an English Placement Test. For certain programmes, which are taught in Greek, students, may be required to take a Greek Placement Test.

3.1.1 Undergraduate Admission Requirements

The general admission requirement is for applicants to possess a Secondary (High) School Leaving Certificate (i.e. 12 years of education or 11 depending on the country of origin, e.g. Russia) OR equivalent qualifications. Some programmes have additional requirements in which case they are specified separately under the relevant programme details. At the undergraduate level, admission categories are as follows:

- **Regular Academic Admission/First Year**
Regular admission to academic programmes requires a recognised Secondary School Leaving Certificate with a grade of 7.5 out of 10 or 15 out of 20 or equivalent qualifications. This status may be contingent upon demonstrating proficiency in English: GCSE or IGCSE 'O' level in English with a minimum grade of 'C', Computer Based TOEFL 173 – 212, IELTS of 6.5 or above, or the Intercollege English Placement Test. Advanced standing will be allowed on the basis of additional qualifications (i.e. GCE "A" Level).
- Regular Admission to vocational programmes requires only a Secondary School leaving Certificate or equivalent qualifications. Special entry requirements may apply for specific programmes.
- **Regular Academic Admission/Transfer Student**
Applicants may join the College on Regular Academic/Transfer Student Admission by submitting a credit evaluation application form to the Academic Affairs Office, together with all supporting documents (i.e. official Transcripts, course descriptions, college catalogues, etc.) Students can gain advanced standing by:
 - Transferring credits earned at other accredited colleges/universities (only courses with a passing grade will be considered for transfer);
 - Transferring credits on the basis of examinations of recognised examination bodies such as GCE/GCSE 'A' Level exams, College Level Examination Level (CLEP) exams, International Baccalaureate (I.B.), etc.

The official credit evaluation report may be completed prior to the transfer, provided that the student submits all necessary documentation. Transfer students are required to

complete at least 30 credits for the Bachelor Degree and 15 credits for the Diploma of Intercollege.

- Special Academic Admission

This category of admission may be offered to students who possess a Secondary School Leaving Certificate but do not have the stipulated grades or other requirements for regular admission. Such students may be eligible for special admission if they have relevant practical/personal experience, or other record of achievements, or show evidence of ability to benefit from college education.

Special admission students may take regular credits but load limits will apply until the time they establish their eligibility for regular enrolment. Special admissions are offered to applicants who demonstrably face significant learning challenges and special needs, including dyslexia.

- College Preparatory Programme Admission

Applicants are admitted under this status if they need English language or other non-credit instruction to meet the established standards of admission. Such applicants may take courses, which constitute an integral part of a registered programme for a period of up to three months duration. Upon completion, such students will receive a Certificate of Attendance.

- Transient Student Admission/ Exchange Student

Applicants who are pursuing a degree programme at another accredited institution may enrol at Intercollege under this admission status. A letter indicating that the applicant is in good academic and social standing at his or her institution is required. An application form must be completed but normal admission requirements are waived for transient/exchange students.

- Non-Degree Admission

A student may be permitted to enrol in **Selected Courses** on a non-degree basis. Normal admission requirements are waived for non-degree students but regular class attendance is expected and course pre-requisites must be met.

- Graduate Admission

The minimum requirement for admission into a graduate degree programme is a Bachelor's Degree or equivalent. Applicants will be required to submit, besides their degree, a transcript with the grades of all courses taken at the first-degree level and two reference letters. Special requirements exist in different programmes.

- Transfer of Credits: Graduate Programmes

Transfer credits are credits earned at other accredited colleges and universities, which are transferable to the College. All courses are evaluated individually, based on the College standards and the student's grades.

The general philosophy governing transfer credits is that a student's knowledge, no matter how it was gained, can be considered as long as it is relevant and can be documented. Thus, credits may be transferred to the student's record from a variety of sources. Where the credits duplicate, credits will transfer from only one source.

Transfer credits may correspond to specific College courses or may apply as credits in specific categories (computer, mathematics, humanities or social science electives). In all cases, they

appear on the student's transcript with the suffix "TR"; these grades are not considered when calculating the student's CPA.

Notes:

1. College Preparatory Work

If students need English language or other non-credit instruction, they may take such courses at the College. International students may choose to take English language or other non-credit instruction at affiliated institutions to the College, outside Cyprus.

2. Transfer of Credits

Students may transfer credits from other colleges and universities but official Transcripts with mark sheets and course descriptions or syllabi are required. Such credits are indicated with a TR suffix.

The general philosophy governing transfer credits is that a student's knowledge, no matter how it was gained, can be considered as long as it is relevant and can be documented. Thus, credits may be transferred to the student's record from a variety of sources. Where the credits duplicate, credits will transfer from only one source.

3. Transient Students

Students pursuing a degree programme at another college or university may enrol at Intercollege under Regular or Special academic admission, as specified above.

Intercollege students are entitled to Inter-Campus Registration at any Intercollege Campus. A special form, available from the Academic Affairs Office, must be completed and signed by the student and the various offices/departments of the College (i.e. Finance, Library, Academic Affairs etc.) in order for such a registration to be authorised. International students wishing to transfer to another Intercollege Campus must also go through the processes specified by the authorities of the Republic of Cyprus (more information from the Academic Affairs Office).

3.1.2 ADMISSION PROCEDURES

How to Apply

Application forms and information regarding admission policies may be obtained by contacting the Office of Admissions at any of the three campuses and/or the Intercollege Website (www.intercollege.ac.cy). In addition, some education counsellors officially authorised to represent Intercollege outside Cyprus have a supply of application forms. Students are advised to meet with the College representatives in their country if available or the College Admissions Officer in order to obtain the information required.

Local / EU Applicants

All Local and EU applicants should submit the following to the Office of Admissions:

1. Application Form

A completed Application Form, plus the Application Fee (a one-off non-refundable payment)

2. Photographs

Two (2) recent, professionally taken, high resolution photographs

3. Academic Records

Official or certified/attested copies (plus official or certified/attested English translations, where necessary) of:

a. For Undergraduate Programmes:

High School Leaving Certificate and Grade Report / Mark Sheet, or equivalent qualification

b. For Transient Students:

Certificates and Transcripts / Grade Reports / Mark Sheets; as well as Course Descriptions and/or syllabi

c. For Transfer Students:

See section 3.1.1 on “Undergraduate Admission Requirements”.

4. Evidence of English Language Proficiency

Official or certified/attested results of English language examinations such as IELTS, TOEFL, GCE “O” Level, GCSE, IELTS or Cambridge Exams (if taken)

5. Other Qualifications

Any other official or certified certificates or examination results

6. Passport Copy (EU students only)

The passport must be valid for more than two (2) years.

The Office of Admissions will issue a Certificate of Admission showing the dates for student registration and commencement of classes. In order to confirm their admission in and registration at the College, Local and EU students should pay a non-refundable tuition deposit which is determined from time to time by the College’s Finance Office. This amount will be credited towards the first semester’s tuition and fees. Please note that EU citizens may travel freely to Cyprus but are required to submit an application for Issue of Residence Permit to the Migration Department within three (3) months of their date of entry into the Republic of Cyprus. The Office of Admissions will assist with this procedure.

International (Non-EU) Applicants

As the Migration Regulations and fees change from time to time, it is strongly advisable that applicants contact the Office of Admissions for more information about the documents they need to submit.

International students who are not citizens of EU member states require a visa to study in Cyprus. The College will forward applications to the Migration Authorities for approval and advise applicants about the process.

Applicants from countries where there is a Cyprus Embassy / High Commission / Consulate may need to attend a visa interview before coming to Cyprus.

If there is no Cyprus Representation in the applicant’s country of residence, the visa will be issued from Cyprus. All International (i.e. non-EU) applicants should submit to the Office of Admissions the following:

1. Application Form

A completed Application Form, plus the Application Fee (a one-off non-refundable payment)

2. Visa Fee

Visa processing fee (a one-off non-refundable payment)

3. Photographs

Four (4) recent, professionally taken, high resolution photographs

4. Academic Records

Official or certified/attested copies (plus official or certified/attested English translations, where necessary) of:

a. For Undergraduate Programmes:

Secondary (High) School Leaving Certificate and Grade Report / Mark Sheet, or equivalent qualification

b. For Transient Students:

Certificates and Transcripts / Grade Reports / Mark Sheets; as well as Course Descriptions or syllabi

c. For Transfer Students:

See section 3.1.1 on “Undergraduate Admission Requirements”.

5. Evidence of English Language Proficiency

Official certified/attested results of TOEFL, GCE “O” Level, GCSE, IELTS or Cambridge Exams (if taken).

6. Other Qualifications

Any other official or certified certificates or examination results as well as all other documents required by the Immigration Authorities of the Republic of Cyprus.

Candidates whose visas will be issued from Cyprus should submit all the above documents to the Office of Admissions with their applications. This applies only for applicants with no Cyprus representation in their country of residence.

Visa Procedures

The office of Admissions will issue a Certificate of Admission showing the dates for student registration and commencement of classes.

The student should then pay the tuition deposit. The outstanding balance on the first semester’s fees must be paid upon registration.

When to Apply

The college calendar is arranged so that students may start their programme of study three (3) times a year: fall, spring or summer. An English preparatory programme commences in September. The Office of Admissions practices a rolling admissions policy and applications are closed when no space is available. The Summer Session I (i.e. June) is only for continuing international/local students, new local students and local transient students. New international/local students may join Summer Session II (i.e. July) for English Language courses only. Candidates are required to submit an application at least one (1) month prior to the expected date of enrolment. International students should apply much earlier, at least two (2) months earlier as a period of 4-6 weeks is required for visa

application and confirmation. Graduate applicants are advised to apply three (3) months before enrolment. Specific dates regarding the application deadlines are announced every year as per the Academic Calendar.

3.2 FINANCIAL POLICIES

3.2.1 Tuition and Fees

Intercollege is a private institution that is fully tuition supported.

Intercollege has two tuition rates:

- 1) The fixed tuition rate which covers full-time tuition for two semesters (fall and spring). This applies mainly to the Office Administration, Aesthetics and Culinary Arts programmes.
- 2) The tuition rate per credit or teaching hour which applies to all other programmes whether full-time or part-time.

In addition, there are a number of other fees such as application, registration, technology, medical and accident insurance, graduation, transcript, lab, evaluation, make-up tests and student activities fee. All such fees are properly published and made known to students. Full details are described in the Intercollege prospectus and other specially produced leaflets.

3.2.2 Tuition and Fees & Methods of Payment

Tuition and other fees are approved by the Ministry of Education and Culture and are calculated and charged at the beginning of each semester. **Local students** may be permitted to pay their tuition and fees in instalments. Students wishing to pay on an instalment basis must sign a contract of payment. According to the immigration regulations of Cyprus, **international students** are required to be full-time and pay each semester's tuition and fees in advance. Students with outstanding financial obligations to the College will not receive grades, transcripts or other documents until their accounts are settled. A late payment charge of 2% per month will be imposed for all overdue instalments.

Note: Further to a decision made by the Ministerial Committee, all prepaid tuition fees of international students will be refunded in the event that for any reason their arrival in the Republic of Cyprus is no longer possible. This decision can be revoked by a further decision made by the Ministerial Committee.

Withdrawal Refund

Students cannot drop or withdraw from a course(s) by merely stopping attendance. A student wishing to withdraw from any course(s) has to fill in a "Withdrawal Form" and submit it both to the Academic Affairs Office and the Finance Office. The date of withdrawal will be considered to be the date on which such a form is received.

Apart from tuition, all other categories of fees are not refundable. Tuition reduction (refund) will be based on the following refund schedule:

Time of Withdrawal (Fall and Spring Semesters)	Tuition Reduction	Tuition Charged
Before classes start*	100%	0%
During the first week of classes	80%	20%
During the second week of classes	70%	30%
During the third week of classes	50%	50%
During the fourth week of classes	25%	75%
After the fourth week of classes	0%	100%
(Summer Session)		
Before classes start*	100%	0%
During the first 3 days of classes	80%	20%
During the second 3 days of classes	50%	50%
After the seventh day of classes	0%	100%

No refund of tuition will be made for whatever reason, for students who have been expelled, dismissed or suspended for disciplinary reasons.

3.2.3 Financial Aid

Intercollege offers financial aid to full-time students, in the form of merit scholarships, need-based assistance, athletics scholarships, and on-campus work-study programmes. All types of financial aid available are explained below:

- **Academic Merit Scholarships**

- a) **Based on Previous Performance**

Students in their first year at Intercollege may be eligible for financial assistance in accordance with the grades of their High School Leaving Certificate. (More information about this type of scholarship can be obtained from the Office of Admissions).

- b) **Based on Academic Performance at Intercollege**

Two (2) regular semesters after the student first registers and every semester thereafter, scholarships will vary according to the student's performance at the College, as follows:

Cumulative GPA	Scholarship
4.00	50%
3.75 - 3.99	20%
3.50 - 3.74	10%

In order to be eligible for this type of scholarship, students must have:

*Full time status; completed a minimum of 30 credits at the College; and be registered in the previous semester

- **Athletics Scholarships**

Athletics scholarships are offered to students who participate in the sports teams of the College. Such scholarships range from 5% to 50% reduction on tuition (the exact amount is determined by the coach of the athletics teams and is based on the participant's performance and other criteria). Students interested in this type of scholarship must complete the "Application for Athletics Scholarship Form" and submit it to the Finance Office.

- **Need-Based Assistance**

Need-based assistance is given in the form of a grant, to local students only, regardless of academic performance, as follows:

- a) Students who come from large families (4 children or more) are eligible for a 15% grant.
- b) Families, who have, during the same semester, more than one child as registered full-time students at the College, are eligible for a 15% grant for every additional child.
- c) Students who face substantial financial problems. In such cases the amount of grant will depend upon the student's demonstrated need for assistance. Students interested in this type of grant must complete the "Application for Scholarship Form" and submit it to the Finance / Admissions Office. This type of grant may be valid for one semester or for one academic year or for the whole duration of the student's programme.

- **On Campus Work-Study Programme**

A limited number of part-time on-campus jobs are available to students who have demonstrated exceptional potential in extra-curricular activities and academic performance. Students are compensated in the form of tuition reduction.

Available jobs are announced at the beginning of every semester and are posted on the main board of the College

Notes:

1. *Scholarships are not applicable for the graduate programmes, professional programmes, other fees and summer tuition.*
2. *Students who are eligible for more than one type of Financial Aid will be awarded the scholarship or grant constituting the highest amount (i.e. reductions will not be combined).*

3.2.4 Graduate Admission

Applicants for a graduate programme must possess a relevant Bachelor Degree or equivalent, from an accredited university/college and/or meet the entry requirements of the programme they are applying for.

3.3 ACADEMIC POLICIES

All students are advised to read carefully the Academic Policies and familiarise themselves with the rules, procedures and policies of Intercollege. Clarifications and further information can be obtained

from the Academic Affairs Office. Additional policies may be implemented based on the Quality Assurance manual and the recommendations of the Internal Quality Assurance Committee, in order to improve transparency and enhance academic quality.

3.3.1 ACADEMIC AFFAIRS OFFICE

The Academic Affairs Office is committed to maintaining a comprehensive and effective student guidance and advising system, in order to provide the best possible support to students. The purpose of such a system is to help students to:

- Acquaint themselves with their programmes of study and courses.
- Become aware of their rights and responsibilities and acquaint themselves with the various rules, regulations and policies of the College.
- Adapt quickly to the educational environment of the institution.
- Achieve their educational goals and objectives.
- Support their academic and professional development.

In order to achieve its aims, the Academic Affairs Office is committed to providing and maintaining:

- Clear, user-friendly and accurate information regarding all academic issues which concern students.
- Qualified and well-trained staff for student guidance and advising.
- Student orientation, help sessions and “surgery hours”.
- A student-oriented environment and culture, where students are respected and treated as mature and responsible individuals.

3.3.2 ACADEMIC AWARDS

Intercollege offers academic awards at the certificate, diploma and degree levels as follows:

Certificate

The Certificate is awarded only in very few programmes and represents one year's work and a minimum of 30 credits / 60 ECTS. No minimum cumulative grade point average (CPA) is required. However, the student must complete all programme requirements.

Diploma

The Diploma is awarded in some areas after completion of the credits required by the specific programme. For some programmes, practical training is required. Students successfully completing a two-year programme of study will be awarded the following:

CPA 1.50 – 2.99	Diploma
CPA 3.00 – 3.49	Diploma (with Merit)
CPA 3.50 – 4.00	Diploma (with Distinction)

There is no minimum cumulative grade point average (CPA) requirement for Diplomas in any of the vocational programmes. The student must complete all program requirements.

A minimum cumulative grade point average (CPA) of 1.5 is required for any student wishing to transfer/continue to a Bachelor Degree.

Higher Diploma

A Higher Diploma is awarded in some areas after completion of at least 90 credits / 180 ECTS. A minimum cumulative grade point average (CPA) of 1.7 is required. The student must complete all programme requirements.

Students successfully completing a 3-year programme of study will be awarded the following:

CPA 1.70 – 2.99	Higher Diploma
CPA 3.00 – 3.49	Higher Diploma (with Merit)
CPA 3.50 – 4.00	Higher Diploma (with Distinction)

Bachelor Degree (of Arts or Science)

This is the same as a Baccalaureate degree at the BA or BS level awarded in both the UK and USA. It is awarded in several areas after completion of at least 120 credits / 240 ECTS. A minimum cumulative grade point average (CPA) of 2.0 is required. The student must complete all program requirements.

Second Degree Requirements

Students seeking a second diploma/degree must complete the requirements of the second diploma/degree with a minimum of 30 additional credits / 60 ECTS for the Diploma and a minimum of 60 additional credits / 120 ECTS for the Bachelor degree subsequent to completion of the first diploma/degree.

3.3.3 ACADEMIC HONORS

In recognition of academic excellence, Intercollege prepares a Graduation Honours List.

Graduation Honours

Academic honours are awarded upon completion of a Bachelor Degree at Graduation as follows:

Summa Cum Laude	is awarded to any student who has a cumulative grade point average (CPA) of 3.7 or higher
Cum Laude	is awarded to any student who has a cumulative grade point average (CPA) of 3.4 or higher but less than 3.7
Best Student	the student with the highest cumulative grade point average (CPA) of the graduating class in each programme each year

3.3.4 NON-CREDIT AWARDS

Intercollege gives two types of non-credit awards:

Certificate of Attendance

This certificate is awarded to any individual who has participated in any short programme organised and run by Intercollege on a non-credit basis. The Certificate of Attendance implies no evaluation of the person's performance.

Certificate of Completion

This certificate is awarded to any student who has completed a number of selected subjects on credit or non-credit basis. The individual subjects and the grades are listed on the certificate.

3.3.5 CURRICULUM AND ACADEMIC PATH

The curriculum of professional programmes refers to the subjects, which a student will be examined in.

Academic paths under the revised educational framework will reflect a fixed path, demonstrating partial integration of business, math, computer, foreign language, and science and humanities electives.

3.3.6 CREDIT

Credit is a measure of the amount of academic work. It has nothing to do with grades. A credit hour usually represents one hour of lecture per week for the whole semester (usually fourteen (14) weeks for a normal semester). For lab or practical courses one credit may represent more than one hour of monitored student work.

- **Attempted credits** are credits for which the student registers.
- **Earned credits** are completed credits, which apply towards a degree.

Intercollege adopts the **European Credit Transfer and Accumulation System (ECTS)** credit framework which is a learner-centred system for credit accumulation and transfer based on the transparency of learning outcomes and learning processes. It aims to facilitate planning, delivery, evaluation, recognition and validation of qualifications and units of learning as well as student mobility. ECTS is widely used in formal higher education and can be applied to other lifelong learning activities.

Transfer Credit

Transfer credit is credit earned at other accredited colleges and universities, which are transferable to Intercollege. All courses are evaluated individually, based on the College's standard and the student's grades.

The general philosophy governing transfer credits is that a student's knowledge, no matter how it was gained, can be considered as long as it is relevant and can be documented. Thus, credits may be transferred to the student's record from a variety of sources. Where the credits duplicate, credits will transfer from only one source.

Transfer credits may correspond to specific Intercollege courses or may apply as credits in specific categories (computer, math, humanities or social science electives). In all cases, they appear on the student's transcript with the suffix "TR" but no grades are counted in the student's cumulative grade point average (CPA).

Regardless of the credits transferred, students must complete a minimum of 30 Intercollege credits / 60 ECTS for the Diploma and 60 Intercollege credits / 120 ECTS for the Bachelor degree. Evaluation of transferred credits may vary based on the individual cases and depending on the completed academic courses, presented to the Academic Affairs Office.

Credit Earned at Other Colleges and Universities

Credits earned at other accredited colleges and universities or in accredited programmes are transferable to Intercollege. A transcript is required. Course descriptions, syllabi and textbooks used may be required to determine the subject covered. Courses are normally evaluated individually. In some cases, validation may be required in the form of oral or written examination, transfer credits may be provisional, and students may be placed on probation. The Registrar carries out this evaluation in consultation with the Programme Coordinators and the Director of Academic Affairs.

Intercollege will also accept formal evaluations by the World Education Service or other authorised evaluation services for work completed at colleges and universities around the world. Also, Intercollege may sign articulation agreements for the mutual transfer of credits with other colleges and universities.

Credit from National Testing and Professional Examining Bodies

Intercollege accepts credits from the following national testing programmes:

- American College Testing – Proficiency Examination Programme (PEP)
- College Board – Advanced Placement (AP) Programme
- Educational Testing Service – College Level Examination Programme (CLEP)
- General Certificate of Secondary Education (GCE) – Advanced (“A”) Level, Ordinary (“O”) Level and the International General Certificate of Secondary Education (IGCSE).

Credit may also be earned from the examinations of the London Chamber of Commerce & Industry (LCCI), the Alliance Francaise, the Goethe Institute, the Royal Society of Music, the Cyprus Chamber of Commerce and Industry and other professional bodies such as the Association of Chartered Certified Accountants (ACCA), the Association of Accounting Technicians (AAT), the Chartered Institute of Bankers (CIB), the Cyprus Institute of Marketing (CIM), the Cambridge College of Managers (CAM), the Association of Business Executives (ABE). This list is not exhaustive and other similar examinations may be accepted for transfer.

A currently enrolled Intercollege student with a cumulative grade point average (CPA) of 2.0 or higher may petition to enrol in a course at another accredited college or university and have the credits transferred to Intercollege. The petition must be submitted prior to enrolment at the other college or university.

Credit from Correspondence and Distance Learning

Students are permitted to transfer credits from correspondence, distance learning or Web-based learning at accredited colleges and universities. Programme Coordinators in consultation with the Director of Academic Affairs decide on the credits awarded for specific courses.

Credit by Examination

Credit by examination grades are given based on the numerical mark of the exam paper, according to the college marking scheme. The grade appears on the student’s transcript and the hours are included in the earned hours.

Credit for Prior Learning

It is possible to earn credit from life or work experience, business or industrial training programmes and other achievements. A portfolio must be submitted documenting the learning done outside of formal college courses. Credit is given for the learning or achievements that have come from experience, not the actual experience. Students must demonstrate a balance between theory and practice. Credits from self-acquired competencies through portfolio assessment are limited to 10% of the total number of credits of the requirements of the qualification sought.

Placement/Proficiency Examinations

Examinations are administered to determine proficiency or establish placement in English, Typewriting, Mathematics, Foreign Language and other subjects when appropriate.

1. English Placement Examination

All students registered under programmes that are taught in English are required to take the English Placement Examination. This examination is composed of multiple-choice sections on English structure, vocabulary and reading comprehension. An essay may also be administered.

2. Mathematics Proficiency Examination

Any student who has not demonstrated minimum proficiency through prior high school or college work or external exam scores may be required to take the Mathematics Proficiency Examination prior to enrolling in college-level mathematics or statistics courses. Students who have either not taken or failed this test will be assigned to most basic math courses such as College Algebra (MATH-160).

3. Foreign Language Proficiency Examination

Proficiency examinations are available in foreign languages and are administered as needed. These examinations are used to earn credits in a foreign language or to determine placement at the appropriate level.

3.3.7 STUDENT CLASSIFICATION

Regularly admitted students are classified in one of the following categories

For the Diploma (60 credits / 120 ECTS):

First year	0-32 credits / 0-60 ECTS
Second year	33 - 64 credits / 6-120 ECTS

For the Higher Diploma (90 credits / 180 ECTS):

First year	0-32 credits / 60 ECTS
Second year	33-64 credits / 61-120 ECTS
Third Year	65-96 credits / 121-180 ECTS

For the Bachelor degree (120 credits / 240 ECTS):

First year	0-32 credits / 60 ECTS
Second year	33-64 credits / 61-120 ECTS
Third year	65-96 credits / 121-180 ECTS
Fourth year	97 credits and above / 181 ECTS and above

There are additional admission categories in the college's academic programmes for students who have not been admitted as regular degree students, such as "**audit students**" (i.e. students registering for a course or courses but not expecting to receive grades or credits); and "**selected courses students**" who do not register for a specific program but choose courses from various programmes, etc.

With the exception of "audit students", for all other categories the usual admission criteria apply.

3.3.8 STUDENT STATUS

Students are classified according to the number of semester hours in which they are enrolled per semester. A student is considered a **full-time** student if enrolled for at least 12 hours (30 ECTS) during a regular semester or 6 hours (12 ECTS) during the summer session. Enrolment for fewer hours is considered **part-time**. Immigration rules require all international students to be full-time students.

3.3.9 SEMESTER LOAD

Normal Semester Load

A normal semester load for full-time day students registered for the first time is 15 credits / 30 ECTS.

For returning full-time students and selected new students, depending on their secondary school performance and result in the English Placement Test, the semester load may be up to and including 18 credits / 36 ECTS. Also, students who are repeating at least one course, which they had previously passed but they retake to raise their grade, will be allowed to take up to and including 6 courses even if they exceed 18 credits / 36 ECTS.

Academic Language Skills (BENG-121, BENG-122, and BENG-123) may take up to 6-12 credits / 12-24 ECTS respectively. Students who are on Special Academic Admission must achieve the first semester a cumulative grade point average (CPA) of 1.5, with the exception of students on vocational programmes. During the summer session students are allowed to register for 6-9 credits / 12-18 ECTS.

Overload

Any student who would like to take over 18 credit hours / 30 ECTS must petition for permission to do so. Such permission may be granted if:

- The student's cumulative GPA (CPA) is 3.0 and above; and/or
- The student needs a few extra credits during his last semester in order to graduate.

When permission is given to take over 18 hours an Overload Charge is levied for all hours over 18. In addition, if a student is enrolled in a non-credit English programme, the class hours will be considered as credit hours for Overload Charge purposes.

3.3.10 ACADEMIC RECORD

Grading System

Academic progress is evaluated on the 4.0 scale from A to F as follows:

Number Grade	Letter Grade	Quality Points
93 - 100	A	4.0
90 - 92	A-	3.7
87 - 89	B+	3.3
83 - 86	B	3.0
80 - 82	B-	2.7
77 - 79	C+	2.3
73 - 76	C	2.0
70 - 72	C-	1.7
67 - 69	D+	1.3
63 - 66	D	1.0
60 - 62	D-	0.7
0 - 59	F	0.0
P (Pass)		0.0
AU (Audit)		0.0
DE (Deferred)		0.0
I (Incomplete)		0.0

- The grade of "P" (Pass) (awarded for credit by examination, for practical courses that are not examined by a written final exam and for practicum work) is not used in computing a student's grade point average (GPA) or cumulative grade point average (CPA), but the credits earned are included in the earned hours.
- Incomplete work (grade "I") must be made up in one (1) month after the end of the semester or else the faculty member will record zero marks in that particular exam or area of work.
- A "W" is given for a course from which the student withdrew (WS) or was administratively withdrawn (WA).
- "Ws" & "Fs" will be shown on final reports but only "Fs" will appear on official transcripts.
- A grade may be deferred (DE) when the lecturer concerned has certain doubts regarding the student's work or if the work to be completed will be submitted after a period of one (1) month.

Grade Point Average (GPA) and Cumulative Grade Point Average (CPA)

A student's Grade Point Average (GPA) shows the average performance for the semester; it is determined by multiplying the number of credits of each course by the quality points earned for it, and dividing by the total number of semester credits.

Example of student enrolled in 16 hours / 32 ECTS:

Course (credits)	Letter Grade	Credits x Quality Points				Total Quality Points
DES-110 (3 credits)	B	3	x	3.0	=	9.0
ENGL-101 (3 credits)	C+	3	x	2.3	=	6.9
BADM-140 (3 credits)	A-	3	x	3.7	=	11.1
MATH-191 (4 credits)	B+	4	x	3.3	=	13.2
SOC-101 (3 credits)	C	3	x	2.0	=	6.0

Total Credits = 16						46.2

Equation: Total number of quality points (46.2) divided by total number of credits (16) equals the grade point average (GPA). (Example: $46.2/16 = 2.888$). The student's Cumulative Grade Point Average (CPA) is computed in the same way and includes all courses taken in all the semesters.

The complete record of a student's progress is issued at the Registrar's Office in the form of a transcript.

Academic Record

The entire record of a student's academic progress showing all courses taken, all grades received, all transfer work accepted and in general all credits awarded is available at the Registrar's Office. A transcript of this record can be obtained by the student (unofficial copy) or sent to other colleges or universities (official copy) at a charge.

3.3.11 PASS-OR-FAIL COURSES

Students may select to have some of the General Education courses taken on a pass-or-fail basis. In this case, the only grades shown are "P" or "F" respectively. The grade of "P" is not computed in the student's GPA or CPA but the grade of "F" is.

No major or required courses can be taken on a pass or fail basis. Students may indicate their choice of pass-or-fail before the end of the current semester by completing a special form and getting the required approval. Once made the election for pass-or-fail is irrevocable.

3.3.12 AUDIT COURSES

If a student wishes to attend a class regularly but does not wish to receive a grade or credit, the student may choose to audit the course. For this to occur, the student must do the following:

Once an audit student registers for a course, the audited course can be converted to a normal course during the add-and-drop period provided the student is qualified for normal registration; thereafter, no other change may be made.

Audit students will be charged the same tuition and other fees as those charged for a normal course.

Audit courses will be recorded on the student academic record with an "AU". An "AU" is not used in computing a student's grade point average (GPA), and the credit hours are not included in the earned hours.

3.3.13 INTELLECTUAL INTEGRITY

Intellectual integrity is one of the ideals for which Intercollege stands. Students are expected to adhere to high standards of intellectual integrity and honesty.

Cheating and plagiarism are contrary to the ideals of Intercollege. **Cheating** is defined as dishonesty of any kind in connection with assignments and examinations. It applies to both giving and receiving unauthorised help. **Plagiarism** is defined as presenting the work of someone else as one's own. Cheating and plagiarism will be treated as a disciplinary offence in addition to failure in that particular assignment or examination.

3.3.14 STUDENT STANDING

The level for good academic standing, probation and ineligibility depends on the student's progression in his studies as follows:

Higher Diploma:

Number of Quality Hours (1)	Good Academic Standing (2)	Probation (3)	Ineligibility (4)
24-44 credits / 48-88 ECTS	1.3 and over	1.00-1.29	less than 1.0
45-74 credits / 90-148 ECTS	1.5 and over	1.30-1.49	less than 1.3
75-104 credits / 150-208 ECTS	1.7 and over	1.50-1.69	less than 1.5

Bachelor Degree:

Number of Quality Hours (1)	Good Academic Standing (2)	Probation (3)	Ineligibility (4)
24-44 credits / 48-88 ECTS	1.3 and over	1.00-1.29	less than 1.0
45-74 credits / 90-148 ECTS	1.7 and over	1.30-1.69	less than 1.3
75-104 credits / 150-208 ECTS	1.85 and over	1.70-1.84	less than 1.7
105-134 credits / 210-270 ECTS	2.0 and over	1.85-1.99	less than 1.85

Good Standing

A student is considered to be in good academic standing if s/he satisfies the criteria of columns (1) and (2) above.

Academic Probation

At the end of each academic year, students with a cumulative point grade average (CPA) below what is required for good academic standing will be placed on academic probation as shown in column (3) above.

Students may also be placed on academic probation because of excessive course withdrawals ("W" grades).

All students placed on academic probation will receive a letter informing them of their status and will be encouraged to increase their CPA. There will also be a warning that should the student's cumulative point grade average (CPA) drop below the low end of each scale he/she may be ineligible to re-register.

Academic Ineligibility

Students with a CPA below the lower cut-off points as shown in column (4) become ineligible to continue their studies. In cases of extenuating circumstances, students may be allowed a one-semester extension but only after consultation with the Director of Academic Affairs or the Executive Director and a definite study plan and performance objectives have been agreed upon. If students fail to meet these objectives, they will be dismissed from the College without further notice. Students may also be dismissed because of continued course withdrawals.

Academic Readmission and Forgiveness

Dismissed students who wish to return to the College, after an absence of at least one semester, may petition the Director of Academic Affairs or the Executive Director for readmission based upon evidence that the student is willing and able to do improved quality work. Readmission is granted only once. Also, students who change major and perform satisfactorily during the next one or two semesters may have some previous unsatisfactory work disregarded.

3.3.15 REGISTRATION PROCEDURE

Academic Advising

Academic advising plays an important part in a student's registration and academic performance at Intercollege.

Each student receives planning and academic advice from the Academic Advisor and Programme Coordinator. The Academic Officer/Advisor assists students in pre-registration and registration and counsels them with regard to the student's schedule and degree requirements. The Programme Coordinator is the senior faculty member in each programme and can counsel students in their major area of specialisation.

Pre-Registration

New as well as returning students go through pre-registration with an officer/advisor that, together with the student, consults the catalogue, the schedule of classes and a particular curriculum pattern sheet and pre-registers the students for the following semester. Placement and proficiency examinations are usually administered prior to freshman pre-registration. A student may declare a major at this time or defer this decision until sometime later.

Registration

Registration is a standard procedure every semester. During registration, the pre-registration of a student is finalised in view of the grades obtained and financial obligations are settled.

All students must be properly registered for their courses at the designated registration period. Late registration is permitted under exceptional conditions but students registering late cannot be assured of space in the courses they are interested in taking. It is also possible that some courses may be cancelled as a result of low enrolment even prior to the end of late registration.

When each student registers, a personal timetable is issued with information on the times of classes and the rooms in which they are to be held. Students are not permitted to register for courses, which

are taught at the same time. Timetable changes are likely to occur during the first two weeks of classes. Such changes are publicised on the College's intranet site.

Students may not be able to register if they have been expelled, dismissed or suspended from the College or if their names are on the **Registration Stop-list**. Students will be stop-listed if they owe money to the College or books to the library or for any other matter. Stop-listed students will have to obtain a **Clearance slip** to be allowed to register.

Students should attend classes for the courses and sections they are registered for. If these need to be changed, this should take place with the approval of the Director of Academic Affairs during the add-and-drop period only. Attending a course with a different section number is not permitted and does not give the student any right to register. The College reserves the right to demand payment by legal means from any student who has been attending classes without being registered.

In no case will a student be registered or have grades recorded for a course he has been attending without having duly registered in the proper way and at the proper time. The only exception is courses for which credit by examination is permitted.

Cancellation of Classes

Classes will be cancelled only under extreme conditions after approval by the Executive Director and will be formally announced early enough for either other arrangements or timely notification of students. Faculty members should not cancel classes because students tell them so, or because attendance is seriously reduced for any reason. Cancelled classes must be made up at a time suitable for all students, before the final examination period begins.

Add-and-Drop

The add-and-drop period is a period of two (2) weeks during a regular semester or one (1) week during the summer session in which a student may, in consultation with the academic officer/advisor, add and/or drop certain courses. Dropping a required course may delay a student's graduation. Both the status and the tuition fees may change as a result of the add-and-drop changes.

Change of Major

Students wishing to change their major must inform the Academic Affairs Office of their request in writing no later than the end of the add-and-drop period. The credits that will be transferred from one major to another will be decided by the Registrar and/or the Director of Academic Affairs.

3.3.16 SPECIAL COURSE ENROLMENTS

Repeat Enrolment

Students may repeat a course if they wish to improve their grade. Repeat courses are recorded on the student's transcript with the suffix "R". When a course is repeated, only the highest grade is recorded on the student's transcript.

Independent Study

In very unusual cases, a student may be allowed to complete a regular course on an Independent Study basis. To be taken on an Independent Study basis, a course must not be normally taught during the semester.

Independent Study must cover the normal syllabus of the course and must include at least eight one-hour sessions with the lecturer, a mid-term and or final examination.

Permission to undertake an Independent Study may be granted by the Executive Director after the student submits an application with the recommendation of the faculty, Programme Coordinator and Director of Academic Affairs. Independent Study is chargeable in the same way as all other courses.

The Independent Study must be completed within four (4) months from the time the student registers for it.

Practicum

Enrolment for practicum work is done either during the semester in periods specially specified without affecting the regular course work, during the summer vacation, or after their studies are completed. In this case, a letter is required from the employer specifying the period and hours employed the type of work performed and an evaluation of the quality of work. Practicum is also supervised and assessed by programme faculty members. Depending on the major, practicum work is designated with a "P"/"F" or a letter grade.

3.3.17 ATTENDANCE AND WITHDRAWAL POLICIES

Attendance Policy

Intercollege believes that faculty members make a significant contribution to the development of students and, as a result, a student who is not consistent in class attendance is missing a major part of the educational experience.

Students are therefore expected to maintain regular class attendance. Being late to class may be recorded as absence. Absence is also recorded for laboratory or practical sessions as well as for other required work such as trips.

Absences in excess of those stated (usually 20%) or failing to take the final examination without a valid and timely excuse will result in either failure or administrative withdrawal and a grade of "F" or "W" respectively will be given. Unusual absences (e.g. for medical reasons) may be excused if the student contacts the lecturer before or during the period of absence. International students are further required by law to attend classes regularly.

Withdrawal from a Course

A student may choose to withdraw from a course by properly completing a special form available from the Academic Affairs Office by the last day of classes. Telling your lecturer that you are withdrawing or simply not showing up to class is not proper withdrawal.

A student may also be administratively withdrawn from a course because of excessive absences. In case of individual merit or extenuating circumstances students who have been administratively withdrawn because of excessive absences, may appeal for permission to be reinstated.

Withdrawal from a course, whether done by the student or the administration, does not reduce the tuition fees payable.

Withdrawal from the College

Withdrawal from the College requires a written notification (filling in a "withdrawal form" obtainable from the Academic Affairs Office) by the student to the Academic Affairs Office, conference with the Academic or Personal Advisor and clearance from the Office of Finance. Students cannot withdraw from the College by merely not attending class. If the withdrawal from the College is for a justifiable reason, a partial refund may be possible during the first four (4) weeks of classes (refer to the College's **Financial Policy**). Justifiable reason is deemed to be death, serious illness or military induction.

3.3.18 EXAMINATIONS POLICY

The primary purpose of examinations is to check the student's progress. Students may be given unannounced quizzes to enforce good study habits. However, all major examinations are announced in advance.

All final examination scripts are retained by the College for two (2) years. Mid-term papers quizzes and term papers are kept by the lecturer for two years.

Final grades for all courses are not official until approved and posted on the student notice board. Such grades can be changed only in case of error. However, students have the right to see their examination scripts within one month of the date the examination results were officially announced.

Grade Petitions

Students wishing to dispute their semester grades have up to ten (10) working days after the announcement of results to petition for a review of their paper based on the grounds indicated in the Appeals Procedure of the College.

Improving a Course Grade

A student may improve his grade in a course only by taking the course again. In exceptional cases, such as when a student is graduating, and the course needed is not offered, students may appeal to the Director of Academic Affairs for permission to retake a test or do additional work in order to improve his grade.

Make-up Examinations/Tests

For all announced examinations missed, the faculty teaching the course may or may not give a make-up test. If a make-up test is given, the student must pay a make-up examination fee. When no make-up test is given, the student's grade will be based on the remaining tests.

No student may miss a final examination. Failure to take the final examination without permission or official withdrawal will receive zero in that exam. In case of unavoidable absence, the student must call prior to the test, report the reason for the absence, and give a telephone number where they can be reached. The faculty member and the Administration may ask for verifiable evidence and reserve the right to accept or reject any reason as a valid excuse. A doctor's certificate is not necessarily a

valid excuse. In the case of a valid excuse a grade of "I" is given and the student has one month to remove it by taking a make-up examination, otherwise zero marks will be recorded in that exam.

Second Examination

Intercollege provides the student the ability to be re-examined in a course that he/she has failed. The second examination period takes place during the first two weeks of September. Students eligible to apply for the second examination need to complete the relevant form in order to have their request processed. The credit earned by the second examination appears on the student's transcript and the hours are included in the earned hours. The final numeric mark of the initial "F" will have a 40% weight on the new final numeric mark after the second exam. The numeric mark of the second exam will thus have a weight of 60%. The second examination reflects a final examination that will determine the student's overall final grade, based on the above percentages.

Examination Regulations

During examinations, students are **NOT** allowed to:

- Talk to other students or allow others to talk to them.
- Look at the papers of other students or allow other students to look at their paper.
- Bring with them anything other than pens, pencils and eraser (or a calculator if it is required).
- Enter the room after half an hour or leave the room before half an hour elapses.
- Leave the room for any reason and return without permission.
- Remove from the room any questions, answer sheets or papers unless permission is given.
- Exchange calculators, dictionaries, watches, cigarette packs, etc. with other students.
- Copy or keep multiple-choice questions and answer sheets.
- Smoke, drink, eat or make noise.
- Use mobile phones.

For term papers and other individual or group work students should avoid plagiarism by using footnotes and quotations to give credit to all sources of information. They should also keep all working notes as proof of their work.

3.3.19 STUDENT PETITIONS

Intercollege students have the privilege of submitting petitions requesting special permission for exemptions from regulations and policies. These petitions will be considered by the Executive Director and the Director of Academic Affairs in consultation with the appropriate Programme Coordinators. All student petitions are considered on an individual basis with attention being given to the student's academic record and the reason for the request. Student Petition forms are available at the Office of Academic Affairs.

3.3.20 STUDENT RECORDS

According to College policy non-registered inactive students' files are kept for five (5) years, after which only Intercollege transcripts and degrees are available.

Confidentiality of Student Records

Students have the right to review, inspect, and challenge the accuracy of information kept in a cumulative file by the institution, unless the student waives this right. It also insures that records

cannot be released in other than emergency situations without the written consent of the student, except in the following situations:

1. To appropriate school officials and faculty, under the supervision of the Registrar or Senior Registration Officer.
2. To potential employers or colleges and universities which the student intends to transfer, upon condition that the student is notified of the transfer, receive a copy of the record if desired, and have an opportunity for a hearing to challenge the content of the record.
3. Student Records: To authorised representatives of the legitimate government agencies in Cyprus.
4. To a student's financial sponsor.
5. Where the information is classified as directory information. The following categories of information have been designated by the College as directory information: student's name, address, telephone listing, major programme of study, dates of attendance, degrees and awards received, the most recent educational institution attended by the student, enrolment status (full or part-time), place and date of birth, date of admission, date of graduation, whether or not currently enrolled, classification (freshman, etc.) and whether the student has participated in officially recognised activities and sports sponsored by the College.

Additional policies may be implemented based on the Quality Assurance manual and the recommendations of the Internal Quality Assurance Committee.

3.4 GENERAL POLICIES

Definitions of Disciplinary Offences

- Violent, disorderly, threatening or offensive behaviour or language whilst on College premises or engaged in University activity off campus.
- Serious acts of fraud, deceit, deception or dishonesty in relation to the College or its staff or in connection with holding any office in the University or in relation to being a student of the College.
- Serious disruption of, or improper interference with, the academic, administrative, sporting, social or other activities of the College.
- Any action likely to cause injury or impair safety to oneself or others on College premises.
- The purchasing, ordering or selling goods or services on behalf of the College without prior authority.
- All improper behaviour which brings the College into disrepute.
- Failure to comply with a previously imposed penalty under these or other relevant regulations.
- Cases of academic plagiarism and cheating related to examinations or written work.
- Replication of degrees, diplomas, certificates and in general any College degree or of falsifying student records.
- Theft of College funds or purposeful damage to College property.
- Provocation of disturbance or engaging in improper behaviour in such a way as to inflict damage to buildings, laboratories and other property of the College.
- Offences under Criminal Law when these are immediately related to the College.

- Violations of security provisions of electronic equipment of the College and/or causing malfunction of such equipment.
- Sexual harassment.
- Violations of **Internal Regulations** and the College **Code of Conduct**.
- Violations of **Student General Rules** defined in section 5.3 above.

This list is for illustrative purposes only and is not a comprehensive statement of disciplinary offences.

Each disciplinary case will be taken in context and consideration will be given to the gravity of the alleged offence. The regulations will be applied in a rational manner.

3.4.1 GRIEVANCE PROCEDURE

The procedures are subject to changes and modifications based on the recommendations of the Internal Quality Assurance Committee and/or as this may be derived from the monitoring process.

3.4.1.1 ANTI-HARASSMENT AND BULLYING POLICY

Anti-Harassment and Bullying Policy Statement

It is the policy of Intercollege to maintain a non-discriminatory working environment which is free from harassment and bullying. Individuals should always be treated with respect and dignity at work. Intercollege recognizes that harassment and bullying interfere with an individual's work performance and create a hostile working environment. It is the college's aim to protect the health, confidence and morale of its employees, and harassment or bullying of individuals is unacceptable and will not be tolerated.

3.4.1.1.1 Identifying Harassment

Harassment cannot be simply defined, but the essential characteristic is that it is unwanted by the recipient. Harassment is unwanted conduct whether verbal, nonverbal or physical, of a sexual nature, or other conduct based on sex, race (including colour, nationality, national or ethnic origin), religion (or similar philosophical belief), sexual orientation, marital or registered civil partnership status, gender reassignment, HIV positive status, disability or age (the "Prohibited Grounds"), which has the purpose or effect of:

- Violating the dignity of individuals at work or
- Creating a hostile, degrading, humiliating or offensive working environment.

Everyone reacts differently and what may not be offensive to one person may be offensive to another. The person's intentions are immaterial; it is the effect on the recipient which counts.

3.4.1.1.2 Forms of harassment include, for example:

- Persistent requests for social activities (after it has been made clear that such requests are unwelcome) or other persistent unwelcome attention of a personal nature.
- Offensive and suggestive remarks.
- Intimate questions.
- Foul or obscene language.
- Inappropriate jokes, banter, teasing, innuendos, nicknames, ridicule or insults.

- Inappropriate comments about dress, appearance, physique, or abilities.
- Displaying or sending suggestive or offensive pictures, posters, objects or written materials, screensavers, graffiti, emails, SMS or instant messages.
- Whistling and suggestive or offensive gestures.
- Deliberate ignoring or isolation of an employee.
- Inappropriate contact.
- Threats, assault or coercing sexual acts.

Harassment and bullying may not only occur between individuals at work, but also at office social events and outside working hours. Intercollege may take appropriate disciplinary action (up to and including dismissal without notice or pay in lieu of notice) against any employee found responsible for bullying or harassment outside the workplace.

A breach of this policy will also occur where an employee's refusal to submit, or submission to, harassment on Prohibited Grounds or bullying influences a decision which affects that employee's access to continued employment, benefits of facilities; opportunities for promotion or vocational training; or any other decision affecting their employment; or an employee is victimized or retaliated against on the basis that he/she has complained in good faith of harassment on Prohibited Grounds or bullying.

3.4.1.1.3 Identifying Bullying

Bullying in the workplace can manifest itself obviously in the form of aggressive or harassing behaviour or can take the subtler form of misuse of power or position. This type of behaviour includes persistently criticizing, condemning and humiliating an individual. Such behaviour can undermine a person's ability to the extent that they lose self-confidence and their performance deteriorates. Those in supervisory and management positions should be aware of this form of harassment. It is not appropriate in a working environment and is strictly prohibited.

Note: *However, complaints that have been justified in the course of business by a manager about the quality or quantity of an employee's work which are dealt with in an appropriate and professional manner do not constitute harassment or bullying and are outside the scope of this policy. Therefore, the policy should not and will not prevent a manager from managing and appraising employees in the normal course of business.*

3.4.1.1.4 POLICY ON SEXUAL HARASSMENT

Intercollege is a place where administrators, faculty, staff and students should work and learn in an environment which is free from intimidating, offensive and hostile behaviour. The College is responsible to provide each member of the campus community with the opportunity to develop intellectually, professionally, personally and socially in a fair and humane environment. Sexual harassment is in direct conflict with such an environment.

All administrators, faculty, staff and students have the right to work in an environment free from sexual harassment. Sexual harassment will therefore not be tolerated.

Each member of the campus community (whether an administrator, faculty, staff member or student) has a responsibility to prevent and eliminate sexual harassment.

Sexual harassment is defined as:

- (a) Unwanted sexual advances
- (b) Unwelcome requests for sexual favours

- (c) Sexually motivated physical conduct or
- (d) Other verbal or physical conduct or communication of a sexual nature where:
 - i. Submission to such conduct is made a term or condition, either explicitly or implicitly, of obtaining or retaining employment, educational opportunities and other benefits provided by the College.
 - ii. Submission to or rejection of such conduct by an individual is used as the basis for employment or academic decisions affecting that individual.
 - iii. Such conduct has the purpose or effect of unreasonably interfering with an individual's academic or work performance, or of creating an intimidating, hostile or offensive educational or working environment.

All persons who allege sexual harassment must submit a Sexual Harassment Complaint Form to the Executive Director. All complaints will be investigated and appropriate action will be taken accordingly.

3.4.1.1.5 Responsibility of Implementation

Everyone within Intercollege has a positive responsibility to comply with this policy and ensure its terms are put into effect. Managers at every level within Intercollege are directly responsible for ensuring that all those within their area comply with this policy.

3.4.1.2 Complaints Procedure

Employees and / or students who believe they are victims of harassment or bullying are strongly encouraged to make it clear to the individual that they find their conduct or behaviour unwelcome or offensive.

If this is inappropriate, or is unsuccessful, or the matter is considered sufficiently serious, the employee may either pursue the matter informally, or may make a formal complaint under the Intercollege Grievance Procedure. In such circumstances, employees should adopt one of these routes - and do so promptly.

3.4.1.2.1 Useful Definitions

The **grievance** occurs when a person is dissatisfied with any aspect of the College's services and activities, including both academic and non-academic matters, such as:

- the enrolment, induction/orientation process;
- the quality of education;
- academic issues, including student progress, evaluation, curriculum and awards in any VET course;
- access to personal records and/or handling of personal information;
- particular way of treatment towards someone

This grievance procedure illustrates the actions to be taken by students, or persons seeking to enrol in a VET course of study with the College, to submit a grievance of an academic or non-academic nature.

Matters for which grievances can be submitted

These include cases which are related to decisions and actions involving administrative or academic services, including: financial matters, application procedures, fines and payments, exclusion from

events and facilities, interactions with Intercollege staff and breaches of privacy of personal information (e.g. student fees, student loan, etc.)

Terms to be used:

- **Complaint:** a formal complaint takes place if a grievance cannot be resolved informally (for example, the affected parties discussing the matter), and is written down for official processing.
- **Complainant:** the person who wishes and/or submits the complaint.
- **Respondent:** the person to whom the grievance is filed.
- **Appeal:** if a person is NOT satisfied with a decision made by the College, he/she has 20 working days from the date stated within the written notification in which to lodge an appeal to have the case reviewed. This involves decisions in relation to complaints outcomes and evaluation appeals, as well as notifications of unsatisfactory continuous course assessment, unsatisfactory attendance, misbehaviour, refusals of transfer applications, and/or pending cancellation of enrolment.

During all stages of this procedure the College will take all steps to ensure that:

- The complainant and the respondent will not be victimized or discriminated against.
- The complainant has an opportunity to formally present his/her case and each party to the grievance may be accompanied and assisted by a support person at any relevant meetings.
- A full explanation in writing for decisions and actions taken as part of the process will be provided if so requested by the complainant or the respondent.
- Where the internal or external grievance handling or appeal process results in a decision that supports the complainant, the College will immediately implement any decision and/or corrective and preventative action required and advise the complainant of the outcome.
- There is no cost to the complainant for utilizing this grievance and appeals process.

3.4.1.2.2 Grievance Committee

The Grievance committee consists of the following:

- Director of Administration (Chair)
- Director of Academic Affairs or representative
- Director of Student Affairs or representative
- One (1) faculty member
- One (1) student elected representative

The committee must be renewed every two (2) years. Any relevant documents should be kept by the committee members for a minimum period of five years after the resolution. These members should not be in any case related to the individuals involved in the complaint to avoid any biased result and/or decision. If a committee member is related to a case, he/she must be replaced by another individual.

3.4.1.3 Who can apply for a grievance

3.4.1.3.1 Student(s)

Students (either individually or as a group) can utilize the grievance procedure on the following grounds:

- Ground 1: Physical and/or learning disabilities e.g. the student may claim that no remedies or further rights according to his/her case of physical and/or learning disability, were appropriately provided either during his/her continuous course assessment or final exam despite his/her submission of the documents proving his/her impairment.
- Ground 2: Gender identity, sexual orientation (e.g. the student may claim being gender - discriminated or sexually abused by a peer, faculty or administrative member).
- Ground 3: Religion / national and ethnic origin / colour (e.g. the student may claim being religiously or nationally-discriminated by a peer, faculty or administrative member).
- Ground 4: Political / personal beliefs (e.g. the student may believe that his/her political or personal beliefs were substantially insulted).

3.4.1.3.2 Administrative / Faculty member(s)

Administrative / Faculty member (either individually or as a group), part time or full time, can utilize the grievance procedure on the following grounds:

- Ground 1: promotion / appointment / reappointment
- Ground 2: specific duties / salaries / perquisites / working conditions
- Ground 3: physical disabilities
- Ground 4: gender/sexual orientation
- Ground 5: religion /national origin
- Ground 6: political / personal beliefs

3.4.1.4 Stages of Grievance

Following the grievance could be settled either formally or informally as explained in the sections below.

3.4.1.4.1 Stage 1 – Informal Grievance Procedure

Where an individual finds it too difficult or embarrassing to approach the person harassing or bullying, or where such an approach has been unsuccessful, he/she should discuss the matter on an informal basis.

In the case of student

Normally the student grievant should discuss the matter directly with the faculty member teaching him/her. Both parties should make considerable efforts to resolve the issue in an informally. If no resolution is reached within three (3) working days, either party may request consultation and mediation by the program coordinator to help resolve potential grievances.

The coordinator of the program should:

- A. Counsel the student as to the steps involved in pursuing a grievance, giving particular emphasis on informal resolution, and
- B. Gives the student a copy of the grievance procedure section of the College's academic regulations and immediately notifies the faculty member involved.

If the process of consultation is not resolved and the informal resolution fails and provided that the case counts as substantially important, the case is forwarded to the Grievance Preliminary Screening Committee (see section 4.4.1.4.2) for stage 2 of the procedure.

In the case of faculty/administrative member

The **Grievance** could initially be settled with the complainant's supervisor e.g. the Program Coordinator. If the matter is not resolved and counts as a substantially important case, only then will be forwarded to the Grievance Committee (see section 4.4.1.2.2). At this stage it is essential to note that the informal procedure does not count as a formal complaint. Its objective is solely to stop the unwanted harassment or unacceptable behaviour, by arranging for a third party to speak to the alleged "harasser" or person bullying.

If possible the informal procedure will operate on a confidential basis. However, it may be that the nature of the harassment or bullying is so serious that the college deems it necessary to take further action. **In such case a formal grievance procedure must be followed, therefore stage 1 (see section 4.4.1.4.1 above) would be discarded.**

Therefore, as in the case of the student grievance, the Coordinator of the program or the Academic Affairs Officer should:

- A. Counsel the faculty/administrative member as to the steps involved in pursuing a grievance, giving particular emphasis on informal resolution.
- B. Gives the faculty/administrative member a copy of the grievance procedure section of the College's academic regulations and immediately notifies the faculty member involved.

If the process of consultation is not resolved and the informal resolution fails, provided that the case counts as substantially important, is forwarded to the GPSC (see section 4.4.1.4.2) for stage 2 of the procedure.

3.4.1.4.2 Stage 2 – Grievance Preliminary Screening Committee (GPSC)

If there is no resolution after the informal procedure, then the Grievance Preliminary Screening Committee takes action. The aforementioned committee is comprised by the following members:

- Office of Administration
- Office of Academic Affairs
- Faculty member

Both individuals/groups are informed prior to the hearing in written form by which they get acknowledged with the time, the date and place of the hearing. In case that GPSC fails to reach a resolution, the grievance is moving to Stage 3 - the Formal Grievance Procedure.

3.4.1.4.3 Stage 3 – Formal Grievance Procedure

If the unwelcome conduct continues following the GPSC, or if the individual concludes it is not appropriate to resolve the problem informally, the matter should be raised through the formal Grievance Procedure. The Formal Grievance Committee is comprised by the GPSC with the addition of a member from the Student Affairs Office and a student representative. The meeting is chaired by the Office of Administration.

3.4.1.4.3.1 Documents

The formal grievance procedure includes four documents; therefore, formalizing the procedure. The documents are listed below:

- Formal grievance document (Mandatory document)
- Permission of the Witnesses to Conceal their Identity
- Grievance Resolution Document

The **Formal Grievance Document** is the main document that needs to be filled in order to initiate the procedure. This form includes a permission of the employee or student to reveal details of the complaint. This is submitted simultaneously to the Grievance Committee and the faculty/administrative member affected within three (3) working days. The Grievance Committee is comprised by the members of GPSC with the addition, as indicated above, of a member from the Student Affairs Office and a student representative. None of the members should relate to the grievance whatsoever. The complaint should be submitted in written form indicating apart from the complaint itself, any supporting documents that should be attached, full detail regarding the nature of the complaint, as well as the dates on which attempts that GPSC place. Both the GPSC and the formal grievance procedure take place in close doors. Confidentiality should be kept at all times, and upon the fulfilment of the procedure all the paperwork related should be filed by the Academic Affairs Officer.

The **Permission of the Witnesses to conceal their Identity** is required in order to reveal the identity of witnesses which is important to solve the dispute.

In serious/adverse circumstances the college may need to suspend employees such as the person filing the complaint or the persons under investigation until the dispute is solved. Additionally, the college will need to take whatever action is necessary, including disciplinary action.

Both the grievant and the respondent may be assisted throughout the procedure by an advisor, all of whom should be informed about the meeting date, time and location of the hearing.

The following sections (4.4.1.4.3.2 and 4.4.1.4.3.3) present the steps of grievance procedures with the accompanying documents.

3.4.1.4.3.2 Grievance of Student

Step 1:

After the informal grievance procedure the student decides that he/she is not satisfied with the resolution. Hence he/she decides to follow a formal grievance procedure.

The student requests a grievance form from the program coordinator or the Academic Affairs Office. After the form is filled it is returned to the program coordinator or the Academic Affairs Office.

Step 2:

The Program Coordinator or the Academic Affairs Officer decides that the matter is of significant importance and needs to be forwarded to the grievance committee. This procedure must be completed within three (3) working days.

Step 3:

The grievance committee has ten (10) working days available to examine the matter and proceed to a hearing. All parties must be informed in writing of the time and place of the hearing. Any additional documents needed should be copied to all individuals involved.

Any witnesses needed, will be invited to the hearing, and if required the **Permission of the Witnesses to conceal their Identity Form** should be utilised.

If any individual involved does not attend the hearing the committee has the right to dismiss the case, or proceed to decisions in their absence.

Step 4:

Immediately after the hearing the grievance committee reviews in detail the complaint and all supporting documentation and decides the remedy sought. The **Grievance Resolution Document** should be filled and sent to all parties involved.

Step 5 (If applicable):

The person that has submitted the grievance has the right to **only one appeal**. In that case he/she should appeals process.

3.4.1.4.3.3 Grievance of faculty/administrative member

The aforementioned grievance can be utilized only when concerning issues on the application of the College policy, practice, or procedure. This includes disciplinary action, involuntary termination, allegations of discrimination on the basis of sex, race, gender identity, sexual orientation, religion, colour, national or ethnic origin, disability, or age.

Once again, the Grievance Committee administers the Faculty/administrative member Grievance procedure. All time frames as mentioned above in section 4.4.1.4.3.1 under the Formal Grievance Document must be adhered to unless the Grievance Committee grants an extension or exemption. If on any occasion the grievant fails to respond within the specified time frames given including any extensions, then the grievance may be dismissed. If the respondent fails to reply with the time frames as given to the grievant, then he/she may be subject to disciplinary action.

Both the grievant and the respondent may be assisted throughout the procedure by an advisor, all of whom should be informed about the meeting date, time and location of the hearing.

Step 1:

After the informal grievance procedure the faculty/administrative member decides that he/she is not satisfied with the resolution. Hence he/she decides to follow a formal grievance procedure.

The faculty/administrative member requests a grievance form either from the Program coordinator or the Academic Affairs Officer provided that none of whom are in any case related to the grievance as such. After the form is filled it is returned to the same persons. The form should be stamped and be hand delivered. The grievant who cannot hand in the grievance for any reason himself/herself should give a written authorization to the person he/she wants to hand in the grievance form.

Step 2:

The Program coordinator or the Academic Affairs Officer decides that the matter is of significant importance and needs to be forwarded to the Grievance Committee.

The Grievance hearing should be scheduled within ten (10) working days after the GPSC had taken place and no resolution was reached. This could take place during the grievant's normally scheduled working hours. The grievant shall attend the hearing without loss of pay, and has the right to choose to submit a written statement in lieu of attending the grievance hearing. The grievant has also the right to present documents, witness statements and other evidence that support his/her grievance, as well as bring an advisor with him/her at the hearing.

The Grievance Committee should provide the grievant with a written decision within fifteen (15) working days from the date the grievance was received and simultaneously inform all individuals involved in the grievance procedure.

If the employee is not satisfied with the decision or the Grievance Committee fails to respond within ten (10) working days, then the grievant has the right to **only one Appeal**.

3.4.1.4.3.4 Dismissal or suspension of faculty/administrative member

The apparent step is a special procedure rendered to faculty/administrative member(s) who have been dismissed or suspended with loss of payment.

Step 1:

After a faculty or administrative member has been dismissed or suspended he/she has the right to follow a grievance procedure.

The faculty/administrative member requests a grievance form either from the Program coordinator or the Academic Affairs Officer provided that none of whom are in any case related to the grievance as such. After the form is filled it is returned to the same persons. The form should be stamped and be hand-delivered within a period of ten (10) working days from the official date of dismissal. The grievant who cannot hand in the grievance for any reason himself/herself should give a written authorization to the person he/she wants to hand in the grievance form. In this special procedure the Executive Director joins the grievance Committee.

Step 2:

The Formal Grievance Committee sets up a hearing procedure within ten (10) working days from the date the grievance was submitted. The form should state the details of the grievance, with reference to dates, times and places, names of any witness/es to the incident(s) (where applicable) resulting from his/her dismissal or suspension. After the College has had an opportunity to consider the grievance, and the information provided within it, the faculty/administrative member will be provided with a written response within a period of ten (10) working days. This will conclude the process under the special procedure.

If at any point within a reasonable timescale, the faculty or administrative member is not satisfied with the resolution given to him/her by the panel specially composed for this case, then the grievant has the right of one appeal (See **Appeals Procedure** in section 3.4.2)

3.4.1.5 Disciplinary Action

Where an investigation shows that there are sufficient grounds for a complaint of harassment or bullying against one or more individuals, Intercollege may instigate a formal disciplinary procedure in relation to such individuals. (Intercollege disciplinary procedure can be found in the **Dismissal & Disciplinary and Grievance Procedures Policy**)

Disciplinary action may be taken against any employee against whom a complaint is upheld or whose actions contravene this policy. Employees should be aware that harassment or bullying in breach of this policy can amount to gross misconduct and grounds for summary dismissal. In more serious cases, harassment and bullying may constitute a criminal offence.

3.4.1.6 Organization's Responsibilities

3.4.1.6.1 What Will We Do?

The person referred to above that you contact will investigate the concern that you have raised with them. In appropriate cases, the person you contact may appoint others (including the police or an external regulator) to investigate your concern. The exact nature of the investigation will depend on the nature of the problem that you have raised, but in each case, the College will do the following:

- Take a detailed note of your concern and, if possible, talk to you if more details are needed.
- Respect your confidentiality as far as possible. If you do raise a concern, the person that you contact will discuss the steps they will take to keep your identity confidential with you in more detail. However, in order to ensure that we can fully investigate your concern, it may not be possible to guarantee absolute confidentiality. For example, it may be necessary to involve the police or other external bodies such as external regulators. In addition, it is possible that an investigation could result in court proceedings.
- Give you feedback as to the conclusion of the investigation and, where possible, tell you what action, if any, has been taken by the College.
- Ensure that any employee who raises a genuine belief that malpractice is occurring does not suffer any disadvantage as a result.
- As part of any investigation, all employees and others working for the College should be aware that monitoring of movements within the building, email and other telephone and IT systems may be implemented.

3.4.1.6.2 Protecting your Position

As part of the College's commitment to tackling malpractice and encouraging employees to speak out, it should be recognized that anyone who either:

- Victimizes or harasses other employees or others working for the College as a result of that person genuinely raising a concern under this Policy.
- Deters or attempts to deter employees or others from genuinely raising concerns under this Policy.
- May be subject to disciplinary action.

In accordance with this Policy, the College will view this sort of victimization very seriously and, therefore any disciplinary action taken may result in dismissal. Similar action will be taken against others working for the College who are not subject to the Disciplinary Procedure, including the termination of their relationship with the College.

3.4.2 Appeals Procedure

The procedures are subject to changes and modifications based on the recommendations of the Internal Quality Assurance Committee and/or as this may be derived from the monitoring process.

Definition

Applicants should be aware that the College is committed to carrying out its academic activities in an honest, open and ethical manner. Nevertheless, we understand that there are occasions in which extenuating circumstances, that is circumstances beyond a student's control, adversely affect a student's performance. The appeal process is available to reconsider the suitability of sanctions or penalties imposed upon a student in light of information brought forward by the student concerning such extenuating circumstances. An appeal procedure can take place only once for the grounds that is presented upon.

The Appeals procedure will:

- Give the applicant full opportunity to raise matters of proper concern without fear of disadvantage and in the knowledge that privacy and confidentiality will be respected.
- Ensure that its procedures are fair and decisions are appropriate and have regard to the internal regulations.
- Ensure that appeals are dealt with in a timely manner, using simple and transparent procedures.
- Ensure that where an appeal is upheld, appropriate remedial action is implemented.

Every student or faculty member reserve the right to proceed to an appeal based on the following grounds to dispute against:

- academic decision
- exclusion or expulsion
- disciplinary action/decision
- decisions relating to ranking

The applicant's appeal set out the specific grounds under which an appeal may be submitted. The fact that the applicant believes that they deserve a different outcome cannot constitute a ground for appeal.

3.4.2.1 Informal Procedure

- Where the applicant feels that there is a reason to question an assessment or decision he/she should approach the faculty member or appropriate individual(s) involved to discuss the issue in the first instance.
- If the matter remains unresolved, the applicant may request a personal interview with the Program Coordinator or the Director that is directly related with the decision.
- If, after any action taken by the Program Coordinator or Director, the applicant remains dissatisfied, he/she should proceed with the formal procedure.

- In exceptional cases a student may consider filing a **Grade Petition Form (Ref QA-33.03.01F)**, for consideration by the Academic Affairs Office in regard to requests that do not fall under the Appeals Procedure.

3.4.2.2 Formal Procedure

The applicant should apply using the relevant form(s) as indicated below stating clearly the grounds of the appeal. The Appeals Application Form should be filed up to ten (10) working days after the applicant is notified of the decision, with all supporting documentation. Late submissions will not be accepted. You must appeal on your behalf and is your responsibility to obtain all the required evidence. The College will not contact any third parties on your behalf nor will we complete the application for you. All medical certificates must be from a qualified Doctor either in English or Greek. The College reserves the right to verify if all submitted evidence is genuine. You will be notified if your appeal contains valid grounds. In case there are no valid grounds you will be notified in writing that your application is not accepted or offered a period of five (5) working days to submit new evidence. Each appeal is reviewed individually and a decision will be based on the merits and the documentation provided.

3.4.2.3 Academic Appeals

There are three grounds under which an academic appeal can be initiated:

- Ground A: There were circumstances (medical or other) that materially affected your performance, for which supporting evidence exists and these were not known to the examiner(s) at the time the decision was taken and it was not reasonably practicable for you to make them known to your examiner before the decision.
- Ground B: Alleged irregular procedure or improper conduct during the examination(s).
- Ground C: Evidence of prejudice or lack of due diligence in the examination on the part of any of the examiners.
- Ground D: Rejection of the serious adverse circumstances application.

Appeals which simply challenge the academic judgment of the examiner(s) will not be considered. You may not appeal if your results are not as good as you had hoped so or worse than you believe you deserve.

Note to students: If your attendance at classes is poor or you fail to submit set coursework or attend exams, your Program Coordinator will follow the procedures defined in the academic regulations governing student discipline to determine if you are neglecting your academic responsibilities. Neglect of academic obligations is treated seriously by the College and in severe cases may result in course termination.

The applicant should fill the **Appeals Application Form (Ref QA-33.03.02F)**.

3.4.2.4 Appeals against exclusion or expulsion

Exclusion refers to a limited period of suspension from the College and expulsion refers to a period ranging from 6 months to one year.

There are two grounds of appeal:

- Ground A: Substantial information directly relevant to the decision to exclude the student which for good reason was not available to the College's authorities.
- Ground B: Alleged irregular procedure or improper conduct of the procedure for withdrawal.

The appeal must be accompanied by an official letter with all related documentation attached.

The applicant should fill the **Appeals Application Form (Ref QA-33.03.02F)**.

3.4.2.5 Appeals against disciplinary actions/decisions

The applicant may appeal against a penalty imposed by the Disciplinary Committee on one or more of the following grounds in writing:

- Ground A: There is evidence of failure to follow the procedures set out in the internal regulations which provides eligible doubt on the reliability of the decision.
- Ground B: Fresh evidence can be presented, which could not reasonably have been made available before the decision was made.
- Ground C: That the decision was unreasonable or irrational given the evidence which was available at the time.

The applicant should fill the **Appeals Application Form (Ref QA-33.03.02F)**.

3.4.2.6 Appeals against ranking decisions

In the event that the applicant does not agree with a decision, he/she can appeal to the Executive Director within a period of ten (10) working days from the day the decision is announced. Appeal cases are forwarded to the Academic Ranking and Promotion Committee (ARPC) by the Executive Director (who may alter the composition of the ARPC if there is such a request by the applicant). The appeal must be accompanied by an official letter with all related documentation attached.

The applicant should fill the **Appeals Application Form (Ref QA-33.03.02F)**.

3.4.2.7 Appeals against grievance decisions

In the event that the applicant does not agree with the decision of the Grievance Committee, he/she can proceed to an appeal within a period of ten (10) working days from the day the decision is announced. The appeal must be accompanied by an official letter with all related documentation attached. The Appeals Committee reserves the right to extract all documentation that was presented to the Grievance Committee, for reference.

3.4.2.8 Submission of an Appeal

Appeals must be written and submitted by hand to the Academic Affairs Office for processing. Applicants must ensure that in submitting an appeal, they have completed and attached the relevant appeal form(s) and will be deemed to have read and understood all accompanying guidance. Appeal forms and relevant guidance are available from the Academic Affairs Office.

3.4.2.9 Consideration of an Appeal - Preliminary Screening

When an appeal is received, it is screened by the Appeals Preliminary Screening Committee (APSC) to establish whether or not the documentation has been submitted correctly, and whether the appeal is eligible for consideration under these regulations. If the APSC decides that the appeal passes this preliminary screening, then the appeal is submitted to the Appeals Committee. There are cases that a preliminary hearing may take place in order to provide further clarifications in regard to the appeal case.

The APSC is composed of three (3) members (one member of the Academic Affairs Office, one member of the Administration and one faculty member) and its purpose is to clarify the validity of the grounds on which the appeal addresses and if it's sufficiently supported and can be further processed.

During the preliminary screening process the following will be reviewed and concluded:

- Determine that all supporting documentation and evidence is valid and fully supports the grounds that the appeal aims.
- If the students have been required to withdraw from the College on academic grounds.
- If the students have been refused admittance to an examination on the grounds that they have not complied with the requirements for the examination.
- The appeal had failed to meet the technical conditions for appeals.
- That there is not good reason for the late submission of evidence relating to illness, misfortune or other relevant circumstance, or that the evidence is not of sufficient substance to constitute a case for review.
- If the applicant's representation presents new evidence and will determine if there is good reason why this evidence was not made available before.

3.4.2.10 Applicant's Responsibility

It is the applicant's responsibility to have read and be familiar with the content of any relevant College's policies, procedures, regulations, codes of practice, program handbooks, all sections relating to marking, assessment and moderation of work. Ignorance of the content of this information cannot constitute a ground for appeal.

3.4.2.11 Appeals Committee's decisions

The Executive Director (Chair of the Appeals Committee) determines the date for the hearing of the appeal referred to the Appeals Committee. The date is then made known in writing to the student at least five (5) working days in advance.

The Appeals Committee may allow the applicant to present new additional testimonies or evidence or additional comments and remarks. The names of the new witnesses must be made known to the Appeals Committee prior to the commencement of the meeting. The Appeals Committee takes the final decision on the appeal and communicates its decision to all members involved.

In considering cases referred on the aforementioned grounds, the Appeals Committee will be able to determine one of the following outcomes:

- Confirm the original decision.
- Confirm that an offence has occurred, but reserves the right to adjust the penalty.
- Decide that an offence has not occurred, and remove the original penalty.
- Decide that the original decision was unjust and proceed to correction.
- Impose a more severe penalty.

Where there are grounds to consider that documentary evidence submitted in support of an appeal has been falsified, the Chair of the Appeals Committee will disregard such evidence and the appeal will thereafter be considered on the basis of the remaining evidence. The submission of falsified evidence will be referred for consideration to the Executive Director. The referral will include a recommendation as to whether the matter should be regarded as a 'minor' or 'major' offence.

The applicant is allowed to submit an explanatory appeal to the Appeals Committee (AC) within ten (10) working days of the notification; unless otherwise specified. Late submission of an appeal letter to the AC will not be considered.

3.4.2.12 Appeal to an independent advisor

In case the applicant feels that the College appeal's process has been conducted incorrectly or that the outcome is unreasonable in relation to the evidence then he/she has the right to raise the matter for external and independent review.

3.4.2.13 Good Practice Pointers

Staff members dealing with appeals are reminded that in managing these they should ensure that:

- The applicant is given the opportunity to see information gathered from other sources included in the consideration of his/her appeal.
- An applicant is kept informed of the progress of his/her appeal and the reasons for any delay.
- An applicant is informed of the reasons for the rejection of his/her appeal.

3.4.2.14 Upon Completion

When an appeal has been considered and concluded by the Appeals Committee within ten (10) working days, the applicant will be issued with a completion, of internal procedures letter. Copy of the letter will be kept in his/her personal folder.

3.4.3 INFORMATION TECHNOLOGY (IT) USE

3.4.3.1 General Rules Governing IT Use

The following rules govern all use of College IT Office and network facilities, whether accessed by College property or otherwise.

- (a) Use its subject at all times to such monitoring as may be necessary for the proper management of the network, or as may be specifically authorised in accordance with rules

laid down from time to time by the IT Office for the purpose of investigation of allegations of activity in breach of the law, or of the College's regulations.

- (b) Persons may only make use of College facilities with proper authorisation. **Proper authorisation** in this context means prior authorisation by the appropriate officer, who shall be the Computer Supervisor or his/her nominated deputy, in the case of services under the supervision of IT Office, or the nominated College or departmental officer in the case of services provided by a College. Any authorisation is subject to compliance with these rules, and with the College's statutes, decrees, and regulations, and will be considered to be terminated by any breach or attempted breach of these rules.
- (c) Authorisation will be specific to an individual. Any password, authorisation code, etc. given to a user will be for his or her use only, and must be kept secure and not disclosed to or used by any other person.
- (d) Users are not permitted to use College IT Office or network facilities for any of the following:
- Any unlawful activity.
 - The creation, transmission, storage, downloading or display of any offensive, obscene, indecent, or menacing images, data or other material, or any data capable of being resolved into such images or material.
 - The creation or transmission of material which is designed or likely to cause annoyance, inconvenience or needless anxiety, or to harass another person
 - The creation or transmission of defamatory material about any individual or organization.
 - The sending of any email that does not correctly identify the sender of that email or attempts to disguise the identity of the computer from which it was sent.
 - The sending of any message appearing to originate from another person, or otherwise attempting to impersonate another person.
 - The transmission, without proper authorisation, of email to a large number of recipients, unless those recipients have indicated an interest in receiving such email, or the sending or forwarding of email which is intended to encourage the propagation of copies of itself.
 - The creation, access or transmission of material in such a way as to infringe a copyright, moral right, trade mark or other intellectual property right.
 - Private profit, except to the extent authorised under the user's conditions of employment or other agreement with the College or a college; or commercial purposes without specific authorization.
 - Gaining or attempting to gain unauthorised access to any facility or service within or outside the College, or making any attempt to disrupt or impair such a service.
 - The deliberate or reckless undertaking of activities such as may result in the following:
 - The waste of staff effort or network resources, including time on any system accessible via the College's network.
 - The corruption or disruption of other users' data.
 - The violation of the privacy of other users.
 - The disruption of the work of other users.
 - The introduction or transmission of a virus into the network.
- (e) Activities not directly connected with employment, study or research in the College (excluding reasonable and limited use for social and recreational purposes where not in breach of these rules or otherwise forbidden) without proper authorisation.

- Software and computer-readable datasets made available on College network may only be used subject to the relevant licensing conditions.
- Users shall treat as confidential any information which may become available to them through the use of such facilities and which is not on the face of it intended for unrestricted dissemination; such information shall not be copied, modified, disseminated, or used either in whole or in part without the permission of the person or body entitled to give it.
 - No user may use IT Office facilities to hold or process data relating to a IT Office living individual save in accordance with the provisions of current data protection legislation (which in most cases will require the prior consent of the individual or individuals whose data is to be processed). Any person wishing to use facilities for such processing is required to inform the IT Officer in advance and to comply with any guidance given concerning the manner in which the processing may be carried out.
- Any person responsible for the administration of any college computer or network system, or otherwise having access to data on such a system, shall comply with the provisions of the "Statement of IT Office Security and Privacy Policy", as published by the IT Office from time to time.
- Users shall at all times endeavour to comply with guidance issued from time to time by IT Office to assist with the management and efficient use of the network.
- Connection of computers (whether College or privately owned) to the College network is subject to the following additional regulations:
 - Computers connected to the College network may only use network identifiers, which follow the College's naming convention, and are registered with the IT Office. In particular all such names must be within the College domains: intercollege.unic.ac.cy. Any exception to this must be authorised by the proper College authority, and may be subject to payment of a license fee.
 - The administrators of computers connected to the College network are responsible for ensuring their security against unauthorised access, participation in "denial of service" attacks, etc. The College may temporarily bar access to any computer or sub-network that appears to pose a danger to the security or integrity of any system or network, either within or outside the College, or which, through a security breach, may bring disrepute to the College.
 - Providers of any service must take all reasonable steps to ensure that service does not cause an excessive amount of traffic on the College's internal network or its external network links. The College may bar access at any time to computers which appear to cause unreasonable consumption of network resources.
 - Hosting web pages on computers connected to the College network is permitted subject to the knowledge and consent of the relevant department responsible for the local resources, but providers of these web pages must endeavour to comply with guidelines published by the IT Office

or other relevant authorities. It is not permitted to offer commercial services through web pages supported through the College network, or to provide "home-page" facilities for any commercial organisation, except with the permission of the Executive Director.

- No computer connected to the College network may be used to give any person who is not a member or employee of the College access to any network services outside the department or Campus where that computer is situated. Certain exceptions may be made, for example members of other universities, official visitors to a department or Campus, or for those paying a license fee. Areas of doubt should be discussed with the Head of IT Office.
- In the event that a user is thought to be in breach of one or more of these rules or of College statutes, decrees, or regulations he or she shall be reported to the appropriate officer who may recommend to the appropriate College authority that proceedings be instituted under College disciplinary procedures. Access to facilities may be withdrawn pending a determination, or may be made subject to such conditions, as the appropriate officer shall think proper in the circumstances.

3.4.3.2 Rules for the Computer Use:

- a) College IT Office and network facilities are provided for use in accordance with the following policy set by the College Council.
- b) The College provides computer facilities and access to its computer networks only for purposes directly connected with the work of the College and with the normal academic activities of their members. Individuals have no right to use College facilities for any other purpose.
- c) The College reserves the right to exercise control over all activities employing its computer facilities, including examining the content of users' data, such as e-mail, where that is necessary:
 - For the proper regulation of the College's facilities; and
 - In connection to properly authorised investigations concerning breaches or alleged breaches of provisions in the College's statutes and regulations, and the rules on computer use published by the IT Office from time to time; or
 - To meet legal requirements.
 - Such action will only be undertaken in accordance with guidelines laid down and published from time to time by the IT Office.

3.4.3.3 Guidelines for Examining Users Data

- a) All staff of an IT facility who are given privileged access to information available through that facility must respect the privacy and security of any information not intended for public dissemination, that becomes known to them by any means, deliberate or accidental.
- b) System Administrators (i.e. those responsible for the management, operation or maintenance of computer systems) have the right to access users' files and examine network traffic, but only if necessary in pursuit of their role as System Administrators. They must endeavour to avoid explicitly examining the contents of users' files without proper authorisation.

- c) If it is necessary for a System Administrator to inspect the contents of a user's files, the following procedure must be followed. Normally, the user's permission should be sought. Should such access be necessary without seeking the user's permission, it should, wherever possible, be approved by an appropriate authority prior to inspection. If it has not been possible to obtain prior permission, any access should be reported to the user or to an appropriate authority as soon as possible.
- d) For the purposes of these guidelines **appropriate authority** is defined as follows:
- In the case of any College-owned system, whether central or departmental: if the files belong to a student, the Faculty Member, Head of IT Office, Director of Office or Executive Director.
 - In the case of a departmental system, either those named in point **a)** above or in all circumstances, the Director of Office or his/her delegated representative.

QUALITY ASSURANCE

POLICIES AND PROCEDURES

4.0 Quality Assurance Policies and Procedures

Policy statement

Intercollege strives to ensure the delivery of continued academic programme quality and excellence that is based on sound exploitation of scientific data and human elements that is formulated into necessary criteria to establish a functional and well documented quality assurance system and procedures with a view to enable continuous improvement through self-evaluation and action planning.

The statement of the College Quality Assurance policy is supported by a clear set of well established procedures which are appropriately described below.

Additional policies may be implemented based on the **Quality Assurance Manual** and the recommendations of the Internal Quality Assurance Committee (IQAC).

4.1 Audit Procedures and Policies

An audit is a systematic, independent and documented process for obtaining evidence and/or data to help determine whether the Quality Management System (QMS):

- a) Conforms to the College's standards, policies and objectives
- b) Conforms with regulatory requirements
- c) Is effectively implemented and maintained

The audit program shall be planned taking into consideration the status and importance of the processes and areas of the College to be audited, as well as the results of previous audits. The audit criteria, scope, frequency and methods shall be defined by the Internal Quality Assurance Committee (IQAC). The selection of the auditors and conduct of audits shall ensure objectivity and impartiality of the audit process. Auditors shall not audit their own work.

The objective of the Lead Internal Auditor (LIA) is to plan the audit so that the audit is conducted effectively. The LIA is responsible for planning the audit and may seek specialized assistance from appointed IQAC team members in fulfilling this responsibility. IQAC members may take on the role of Internal Auditors (IA) to assist the LIA with audit planning and execution but should comply with the relevant requirements set out in this standard when doing so.

The LIA should properly plan the audit. Planning the audit includes establishing the overall audit strategy and developing a plan, which may also include risk assessment procedures. Planning is not a discrete phase of an audit but, rather, a continual and iterative process that might begin shortly after (or in connection with) the completion of the previous audit and continues until the completion of the current audit. The LIA may contact the previous auditor(s) and verify any pending unresolved issues or receive specialized information.

The primary focus of internal auditing is to ensure the quality of performance by the various operations running within the College and the overall adequacy and effectiveness of the College's system and internal controls. An effective quality system needs to be able to anticipate, identify and eliminate potential problems promptly and avert them from repeating themselves.

4.2 Non-conformance Policy – Corrective and Preventive Procedures

Non-conformance occurs when a deviation from the standard is observed by one's own documentation or by that of a third party. Such deviations may occur when an individual, a service, a process or a system does not fulfil what is required by a specification, a requirement, a standard, or an expectation as defined by the **Internal Regulations** of the College, relevant regulatory bodies, or the students themselves.

For the purposes of the College's quality policy, all non-conformities (whether minor, major or critical) will be treated the same. Non-conformities are important as they can be an indicator of how successful and effective the quality system is in terms of standard compliance. In brief the more conformances observed, the less compliant the organization is and vice-versa.

Non-conformities can be identified either through an audit procedure (whether internal or external; formal or informal) or complaints. These are documented and reported through an audit report.

The correct procedure requires that the extent of the problem is assessed and its effects contained. The responsible individual decides on what immediate action ('**corrective actions**') will be taken to correct the problem ('damage control') and whether further **preventive action** is necessary to ensure this does not occur again in the future.

In order to identify conditions which have or may have a detrimental effect on quality, adequate monitoring and controls must be in place. Preventive actions focus on identifying negative trends and addressing them before they become a problem.

4.3 Internal Quality Assurance Committee (IQAC)

The Quality Assurance Committee consists of the following:

- Director of Academic Affairs (Chair) or appointed representative
- At least three (3) faculty members
- At least one(1) Quality Assurance Officer
- One (1) Administrative representative
- One (1) student elected representative

The role and purpose of the IQAC is to monitor all procedures (academic and administrative), ensure transparency, revise where deemed necessary and introduce new procedures in order to enhance transparency and quality. The IQAC reserves the right to audit all sectors of the College, form subcommittees and invite external auditors.

The Internal Quality Assurance Committee (IQAC) is appointed every two (2) years by the Executive Director on the recommendation of the Directors Council within the framework and provisions of the relevant legislation governing the Cyprus Agency of Quality Assurance and Accreditation in Higher Education (DI.P.A.E.). The established Director or Senior Officer of the Academic Affairs Office is appointed Chair of the Committee. The Executive Director reserves the right to change the structure of the IQAC to ensure its continuous upgrading.

The IQAC is the only official qualified College body that reserves the right to carry out continuous inspections (audits) and create mechanisms with a view of ensuring and continuously upgrading the quality and transparency within the College.

The IQAC coordinates the preparation and submission of special self-assessment reports submitted to DI.P.A.E for external audit purposes, as well as general assessment reports concerning the College including quality indicators.

The IQAC reserves the right to monitor all sectors of the College, to carry out continuous checks to confirm that the regulations are being followed and to enhance the transparency of the College procedures. The IQAC meetings take place at regular intervals. The decisions made during the meetings are binding and concern the continuous enhancement of quality with respect to the services offered by the College. All decisions are taken with the view of directing all College processes towards quality betterment.

When deemed necessary the President of the IQAC may designate subcommittees to handle the necessary procedures and reach the appropriate conclusions regarding the functionality and compliance of the different sections of the College.

The IQAC has an appointed Lead Internal Auditor (LIA) who coordinates a team of two (2) or three (3) Internal Auditors (IAs). The Lead Internal Auditor is responsible for organizing and maintaining an annual audit plan. The IQAC expects to be duly informed of the various audit results and the calculated rates of compliance and/or non-compliance.

All programmes of study are monitored through completion of annual reports and organised biannual meetings during which members of the IQAC are present.

4.4 Submission of a New Programme

Each new programme will need to undergo a feasibility study in order to ensure its viability. Once the study is completed the relevant Programme Coordinator will be expected to fill in a **Feasibility Study Report** to be submitted to the Academic Affairs Office.

The report should cover the following:

- The specifics of the programme
- The scope and syllabi of the programme
- Budget considerations
- Consultations obtained
- Market Mapping and potential industry collaboration

An *Ad Hoc* Committee will review the report and make suggestions for improvements where needed. The report will then be submitted to the Executive Director for final approval.

The study will be incorporated into the relevant accreditation application submitted to DI.P.A.E.

4.5 Programme Review Committees (PRC)

Program Review Committees are formed once per semester and consists of the following:

- Program Coordinator(Chair)
- Academic Affairs Office Representative
- Internal Quality Assurance Auditor (IQAA) or other assigned representative
- Faculty members
- Student representatives (1 or 2 from each year)
- Clerk
- Additional Academic Affairs Officer may participate

The aim of the Program Review Committee is to provide transparency in terms of academic quality and tackle issues that reflect the smooth delivery of the modules and the programs (either newly developed or ongoing) in general. The student representatives are chosen by their peers in order to inform the PRC of any issues and provide feedback. All meetings are minuted, the action points are noted and sent by the IQAA for feedback to the Program Coordinator for completion prior to the commencement of the next semester. Official minutes are stamped and kept by the IQAA and disseminated to all participating members. The Program Coordinator is liable to monitor the completion of all actions.

4.6 Programme Evaluation Committees (PECs)

Program Evaluation Committees are formed once per semester after the completion of the final examinations and are chaired by the Program Coordinator and all faculty members, both full-time (FT) and part-time (PT).

Scope of the PEC:

- Evaluates the extent to which the program's aims and objectives are being achieved using instruments and procedures that the Committee considers appropriate.
- Reviews student assessment practices.
- Reviews teaching methods.
- Studies evaluations of faculty and courses by students.
- Studies data on student enrolment, performance and withdrawal.
- Studies the adequacy of human and physical resources, for the delivery of the program and makes recommendations
- Reviews staff development issues in relation to the content and teaching of the courses.
- Prepares the Annual Monitoring and Evaluation Report (AMER).
- Meets at least twice during the academic year after the final examinations of each semester.

4.7 Annual Monitoring and Evaluation Report (AMER)

The Annual Monitoring and Evaluation Report (AMER) is a comprehensive report that each Programme Coordinator needs to complete at the completion of each academic year. Newly running programs will need to complete their first annual report one academic year after the commencement of their program. The report incorporates statistical information in regard to the student intake and attrition rate. It explores the faculty evaluation perspective in terms of peer reviews and student evaluations. The report aims to set the strengths, weakness and good practices of each programme in real terms and provide a perspective as to the future of the program. The AMER incorporates the identified needs/issues that are noted via the PRCs and sets the timeframe for their resolution and provides an action plan for the next academic year. The AMERs are submitted by each Programme Coordinator by the end of the Fall Semester and are ratified for action by the IQAC.

4.8 Marking Criteria

Each faculty member sets the marking criteria for his/her course in reflection to the learning outcome of the course(s). The criteria are audited by the Programme Coordinator for scrutiny. In case the Programme Coordinator or another faculty member is unable to scrutinize the marking criteria for any specialized course, then the assistance of an external faculty member is requested. All courses carry a marking criteria scheme based on the demands of the learning outcomes. The

Programme Coordinator is liable for ensuring that each of his/her faculty members have the correct marking criteria in place.

Additional information can be obtained from the **Marking Criteria & Grading Policy** as incorporated in the **Quality Assurance Manual**.

4.9 Moderation Marking

Moderation marking is a procedure that seeks to enhance transparency in providing the correct marking throughout the examination scripts. A faculty member chooses randomly up to 5 examination papers and audits the final marking based on the marking criteria. In case the marking provided by the moderator differs over 10% from the original marking, then the Programme Coordinator acts as the arbitrator (third marker) and audits the marked scripts in order to identify any miscalculations or errors in marking. In case the third marker (Programme Coordinator) concludes that the marking needs re-adjustment he/she monitors that the correct action is taken for all examination scripts. The third marker reserves the right to adjust the marking scale for all scripts by $\pm 10\%$, without further action by the faculty members.

4.10 Student Handbooks

Each Program Coordinator prepares a student handbook based on the College's approved guidelines. The handbook is submitted to the IQAC by the second week of September for auditing. In case the handbooks lack any of its components, a report is sent to the Programme Coordinator with the requested actions in order to send a revised version to the IQAC within five (5) working days. The final approved copy is stamped by the IQAC and sent to the Programme Coordinator for student dissemination.

4.11 Faculty Induction handbook

The Faculty Induction Handbook is a short guide for all new faculty members (both FT and PT) that aims to provide a general scope of the various College regulations in regard to examination, deadlines, PRCs, reporting, intranet training, peer reviews, general faculty obligations and internal training options. The Faculty Induction Handbook is audited each year by the IQAC in order to be maintained in an updated format. The final approved copy is stamped by the IQAC and sent to the Program Coordinator for dissemination.

4.12 Continuous Professional Academic Development (CPAD)

A faculty internal training takes place at the beginning of the academic year and aims to apply the fundamental concepts and skills underpinning learning, teaching and assessments in relevant contexts. Furthermore, it demonstrates effective approaches to learning, teaching and assessment in physical and virtual environments as appropriate. Provides critical insights into quality assurance and enhancement issues influencing learning, teaching and assessment and critically appraise and apply reflective practice concepts and scholarly principles for continuing professional academic developments.

4.13 Examination Regulations

The Examination Regulations seek to provide the security in terms of the delivery of the final examinations within the premises controlled by the College. Invigilators will need to complete a detail report in terms of the delivery of the examination in terms of unfortunate or other incidents.

Additional information can be obtained from the **Instructions for Conducting Examinations Manual** as incorporated in the **Quality Assurance Manual**.

4.14 Second Examination

Intercollege provides the student the ability to be re-examined in a course that he/she has failed. The second examination period takes place during the first two (2) weeks of September. Students eligible to apply for the second examination need to complete the relevant form from the Academic Affairs Office in order to have their request processed. The credit earned by the second examination appears on the student's transcript and the hours are included in the earned hours. The second examination reflects a final examination that will determine the student's overall final grade, based on the percentage allocation indicated in the academic regulations.

4.15 Peer Review

Each new faculty member (whether FT or PT) is being reviewed by at least two (2) other faculty members of higher ranking or experienced faculty. Each faculty member being reviewed is visited by the Peer Review Team, in real in-class teaching for at least one period of 50 minutes. During the end of the period the member evaluate the faculty performance and engage in a small discussion in terms of identified weaknesses or strengths. In case good practices are identified, then those are noted on the Peer Evaluation Form. The Programme Coordinator is responsible for ensuring that all faculty members are peer reviewed. New full time faculty members will undergo announced or unannounced visits for a period of two (2) years. The Programme Coordinator will need to audit the procedure and submit to the Academic Affairs Office the Peer Review Evaluation forms for filing.

4.16 Faculty Ranking

Each full time faculty member reserves the right to be ranked, after two (2) years of continued service to the College. The Faculty Ranking Committee is composed by three (3) in-house and two (2) external faculty members; outranking the candidate. The applications for ranking take place every January and the ranking procedure is completed between March and April. The faculty member will assume his/her new rank by the commencement of the next academic year.

4.17 Faculty Self-Assessment

Each full time faculty member will need to complete the self-assessment report indicating activities that portray the strengths of the programme he/she teaches and indicate a self-reflection of his/her activities in terms of the goals of the programme within the perspective of the College's strategy. The report is submitted to the Academic Affairs Office by the end of July. The Academic Affairs Office sends the reports to designated faculty members (either in-house or external) that are directly or indirectly related to the field of expertise to the evaluated faculty. These members form the Faculty Appraisal Committee (FAC). A general meeting takes place where all the evaluations are discussed and a report for each evaluated faculty is drafted and signed by all participants. The report is disseminated to the faculty member(s) and a copy is kept by the Academic Affairs Office. The procedure takes place every two (2) years.

4.18 Placement Logbooks

All Programme Coordinators that have incorporated internships need to have the placement logbooks conform to the general guidelines of the College and satisfy the specific needs of their

programme. The faculty members of each programme are responsible to visit the students assigned to them every two (2) weeks, sign the placement logbooks and acknowledge any issues with the students work placement activities. The placement logbooks are audited by the IQAC and a stamped copy is sent to the Programme Coordinator for dissemination.

4.19 Lab Regulations

All labs within the College's premises conform to the Health and Safety Regulations, in order to maintain student and staff safety. All faculty members should ensure that all procedures adhere to the health and safety regulations at all times. The IQAC reserves the right to visit the labs or send a designated specialized representative for inspection, in order to ensure that the labs are aligned with the safety principles.

4.20 Advisory Committees

The Advisory Committee is composed of at least four (4) members from the industry, the Programme Coordinator and faculty members of the programme. The aim of the Advisory Committee is to enhance the link between the industry and academia, by providing an insight as to the contemporary needs of the market. This enables the Programmes to acquire a competitive edge for their graduates and further assist in the internship process. The Advisory Committee members are introduced to the programme's syllabus and reserve the right to suggest/propose additions to the existing syllabi.

4.21 Monitoring

The IQAC provides sufficient mechanisms in monitoring and preserving all compliance to regulations and policies set for the College. Monitoring extends to all faculty development issues and encompasses continued upgrading of all regulations. The monitoring process provides the IQAC with prompt feedback in order to provide corrections, enhancements or establish additional set of policies where needed.

4.22 Grievance

The **Grievance Policy** applies to all employees (regardless of their length of service or type of employment contract) and students of the College. The purpose of the Grievance Policy is to resolve issues in the workplace in the most effective manner and at the lowest level possible. It provides a framework within which to deal with complaints, and allows for complaints to be resolved informally where possible, or through a formal grievance procedure where necessary.

See section 3.4.1 on **Grievance Procedure**.

4.23 Appeals

The **Appeal Regulations** apply to appeals against: academic decisions, exclusion, suspension and decisions of the Disciplinary Committee. The appeal regulations set out the specific grounds under which an appeal may be submitted. The College reserves to consider each request on the grounds of its merit and the grounds that enclose the appeal.

See section 3.4.2 on **Appeals Procedure**.

4.24 Grievance

The **Grievance Policy** applies to all employees (regardless of their length of service or type of employment contract) and students of the College. The purpose of the Grievance Policy is to resolve issues in the workplace in the most effective manner and at the lowest level possible. It provides a framework within which to deal with complaints, and allows for complaints to be resolved informally where possible, or through a formal grievance procedure where necessary.

See section 3.4.1 on **Grievance Procedure**.

4.25 Serious Adverse Circumstances

Serious adverse circumstances apply to exceptional personal circumstances, outside the students' control, that have prevented him/her from demonstrating the necessary skills, knowledge or competencies. The procedure followed is treated strictly confidentially and is never disclosed to unauthorized third parties. The College reserves to consider each request on the grounds of its merit.

See section 5.11 on **Serious Adverse Circumstances Procedure**.

STUDENT RULES AND REGULATIONS

5.0 STUDENT RULES AND REGULATIONS

5.1 STUDENT ELECTIONS

The elections of students to College bodies take place during a specially convened meeting organised by the Student Union as per the Student Union Constitution. Elected members will represent the students in the various committees of the College.

5.2 STUDENTS' RIGHTS AND RESPONSIBILITIES

RIGHTS

Intercollege students have the right to:

- Suggest courses to be offered.
- Have representation on appropriate College committees, including: the Academic Committee, the College Council, the Disciplinary Committee, the Administration Committee, and the Appeals Committee.
- Evaluate College lecturers and administration.
- Express opinion in class concerning the subject matter and in keeping with the College's statement on academic freedom.
- Expect commitment from the Intercollege staff.
- Submit petitions requesting: review of grades, review of courses, exemptions from academic regulations and review of decisions concerning disciplinary matters.
- Expect commitment from the Student Union Executives.
- Have the right of free speech and assembly, provided they are consistent with college regulations.
- Have all regulations concerning students to be communicated to them in appropriate publications.

RESPONSIBILITIES

Intercollege students have the responsibility to:

- Fully understand their academic paths and comply with path requirements.
- Know College rules and regulations and comply with all
- Know regulations concerning academic, disciplinary and immigration matters.
- Be familiar with the College Calendar.
- Know the role of the College administration.
- Meet with academic spirit amongst fellow students.
- Fully complete all their obligations to the College (i.e. financial, return books to library, etc.). Students with outstanding obligations will not be entitled to receive grades, transcripts or other documents from the College.

5.3 GENERAL RULES

1. Student organisations must be duly registered as a club with the Office of Student Affairs. In order to do so, the club must apply in writing to the Office of Student Affairs and include a copy of its constitution and list of officers. The club cannot start operating before receiving approval in writing by the College Student Affairs Officer.

2. No student may be barred from membership to any Intercollege club due to his or her sex, creed, national origin, or religion.
3. No student may use violence, coercion, threats or intimidation or engage in other similar acts.
4. No student may take any action, on or off campus, which may interrupt classes directly or indirectly or otherwise interfere with the normal functioning of the college. The College respects, however, the rights of students to assemble on campus once all available means of mediation to resolve problems with the campus administration have been responsibly taken and that subsequent actions comply with College policies, which are in keeping with Cyprus law. Intercollege policy concerning student assembly is as follows:
 - (a) Three (3) weeks before the scheduled assembly: Student organisers are required to submit their request for permission to assemble to the Executive Director via the President of the Student Union. The request must be in writing and must clearly describe the reasons for the assembly.
 - (b) Two (3) weeks before the scheduled assembly: The Executive Director is required to meet with the student organisers and him Student Union President in mediation. If appropriate, the College representative of the Faculty Council and/or other representatives may be invited by both parties to the meeting.
 - (c) One (1) week before the scheduled assembly: The Executive Director will respond, in writing, to the student organisers via the President of the Student Union. If necessary, a second meeting will be held between the parties involved and action will be taken.
 - (d) In the event that mediation fails and no other course of action is agreed to by the parties, a permit to assemble will be issued by the Executive Director for the specified time period.
5. Meetings or gatherings may be organised by the students or held within the college only if authorised as a public function or in accordance with college regulations concerning the Student Union, societies and clubs.
6. No student may use his status as student or as member in any college union, society or club to advance the purposes of any political party or off-campus interest groups by means of publications, posters, leaflets, notices or other means, or by participation in any demonstration or gathering of any kind. No student may distribute on campus any publication without written permission of the Executive Director.
7. In keeping with the College's international orientation, notices posted on the College official notice boards must be in English and carry the official college stamp or initials of the authorising college official. For notices in a language other than English a translation in English must be provided so that all students may read.
8. Gambling, the possession or use of narcotics, fireworks and weapons are forbidden on the campus or in any college building.
9. Any wilful destruction or mutilation of buildings, furniture, books or other property of the college or of other students is forbidden.

10. Any student who has been determined by a physician to have a communicable disease must report it immediately to the Student Affairs Office, or Senior Student Affairs Officer.
11. Student-organised trips are permitted but, if they interfere with classes or any other college activity, the prior approval of the Executive Director is required.
12. No solicitation of funds by or from students for any cause, however worthy, is permitted without the written approval of the Executive Director.
13. No smoking, eating or drinking is allowed in the college except in designated areas. Smoking is also illegal.
14. Parking of vehicles is allowed only in designated areas.

The College reserves the right to call students failing to comply with College rules and regulations before the Disciplinary Committee. If necessary, charges may be pressed through the courts of the Republic of Cyprus.

5.4 REGULATIONS FOR STUDENTS LIVING ON CAMPUS

A separate set of regulations governing the Residence Hall applies to all students who live in the hostel.

5.5 REGULATIONS FOR STUDENTS LIVING OFF CAMPUS

Intercollege expects its students who live off campus to conduct themselves as responsible mature adults. Students living off campus are cautioned to contract to buy or rent no more than they can certainly pay for. Non-payment of debts, primarily rents, may result in legal action for any debts, including eviction from the property or deportation of non-Cypriots from Cyprus.

Students living off campus are responsible to maintain clean and orderly quarters and refrain from causing annoyance to the neighbours. They are also advised to keep regular hours for study and sleep.

5.6 REGULATIONS FOR THE STUDENT UNION

The College encourages the organisation of students into a Student Union, which is an autonomous body wholly responsible for its actions. The Student Union is, however, bound by its constitution and the ideals of freedom of expression, non-discrimination, tolerance for others and the democratic process. All announcements, publications, activities and actions of the Student Union must be clearly noted as "Organised by the Student Union". The President of the Student Union is expected to be present at all meetings of the councils and committees as required by law.

5.7 REGULATIONS FOR THE OTHER STUDENT ORGANISATIONS

Membership

Regular membership in student organisations shall be open only to students who are officially enrolled at the College for at least 6 hours. No student shall be excluded because of sex, race, nationality, religion or political sympathies. In all other respects, membership is governed by the articles or rules of the organisations.

Language

The official language of student organisations is English or the language of the academic department.

Voting

To be an officer in a student organisation, a student must be registered for at least 12 credit hours and must not be on academic or disciplinary probation. A current list of officers must be on file with the Administration.

Public Statements

Any public statement must bear the name of the organisation, which issues this statement. If a statement is issued by an individual, this individual should be held responsible for it. All posted notices must bear the signature of the Faculty Advisor. If the faculty advisor does not approve of any action or statement, the matter should be referred to the Administration.

Annual Report

All student organisations must file an annual report of their activities and a financial statement with the Administration no later than the last Friday in May.

Trips

All trips sponsored by student organisations or academic departments must be cleared with the Administration. All students who participate in trips waive the college of any responsibility in case of accidents.

Public Functions

The approval of the Administration must be secured before anyone outside the College is invited to give an address or take part in a programme.

5.8 HEALTH SERVICES

- International students must enrol to an Illness and Accident Insurance policy.
- Enrolment for Cypriot students is optional. Information regarding the Illness and
- Accident Insurance programme is available at the Finance Office.
- In case of emergency, the General Hospital may be contacted.

5.9 EXCUSES FOR SICKNESS

When a student falls ill, he or she should notify the Director of Student Affairs immediately and consult the Intercollege physician or their family physician and should follow all instructions strictly. All outside doctor's excuses should state the nature and duration of the illness and presented on the first day after the student returns to the College. The College reserves the right to ask for validation or not accept a doctor's certificate.

5.10 BREACH OF REGULATIONS

Breaches of College regulations will be dealt with by the Executive Director, who may refer the case to the Disciplinary Committee, if he considers the matter serious enough.

5.10.1 Disciplinary Matters Regarding Students

The appropriate body for dealing with student disciplinary matters is the Disciplinary committee of the college. Cheating and Plagiarism is initially examined by the lecturer and/or Programme coordinator.

Definitions of Cheating and Plagiarism

Plagiarism means to take and use another person's work, whether such work is made up of code, formulas, ideas, language, research, strategies, writing or other form(s), and to pass it off as one's own by failing to give appropriate acknowledgement in order to gain unfair advantage.

Cheating means seeking to obtain an unfair advantage in an examination or in other written or practical work required to be submitted or completed by a student for assessment. Cheating refers to any kind of dishonesty in connection to assignments or examinations; it applies to both giving and receiving unauthorized help.

Cheating may also take the form of similar work submitted by students who may have worked together. It is essential that the Lecturer provides students with clear instructions as to whether they have been permitted to work on the assignment jointly or individually and what the outcome of possible cheating will be for the students involved.

5.10.1.1 Referring of the Disciplinary Offences (except Cheating and Plagiarism)

A disciplinary offence can be referred to the appropriate body only after a written charge has been forwarded to the Official or collective body of the College listed below:

- a) Programme Coordinator
- b) Director of Academic Affairs
- c) Director of Administration
- d) Executive Director

The official or body of the College to whom the written charge has been submitted to or the person who has confirmed the offence is to decide as to how serious the offence is and thereby refer it to where appropriate for examination.

5.10.1.2 Procedure for Disciplinary Action on Cheating and Plagiarism

(a) Level One (Lecturer)

i. **Step One:**

Upon determining that a disciplinary infraction (plagiarism or cheating) has taken place the lecturer has an immediate responsibility to inform the student.

ii. **Step Two:**

The lecturer must then arrange a meeting with the student to discuss the infraction. Based on the result of this joint conversation and depending on the gravity of the offence, the lecturer can decide on one of two ways to proceed:

- A. To impose a penalty of up to 100% of mark deduction for the specific assessment
- B. To refer the disciplinary offence to the Programme Coordinator

iii. **Step Three:**

Once a disciplinary measure has been agreed upon, both the lecturer and the student must sign the Cheating and Plagiarism form. This form ensures that the student is clear on the disciplinary measures that will follow. Copies of the form are sent to the student's Programme Coordinator and the Director of Academic Affairs.

Additionally the form is also sent to the College Registrar and placed in the student's permanent record.

(b) Level Two (Programme Coordinator)

i. **Step One:**

Level Two covers cases where the student and lecturer do not come to an agreement on disciplinary measures to be taken, or where the lecturer has previously deemed the offence to be of a gravity to be directly referred to the Programme Coordinator (see Level One, Step Two).

In both such situations the case moves under the authority of the Programme Coordinator.

ii. **Step Two:**

In such a case, it is the responsibility of the Programme Coordinator to inform the student in writing of the offence s/he is accused of no later than five (5) working days after the lecturer has notified the Programme Coordinator

iii. **Step Three:**

The student then has ten (10) working days to submit a response to the accusation.

The Programme Coordinator is required to meet the student no later than five (5) working days after it has received the student's response to the accusation.

If the student does not submit a response the programme Coordinator must inform the student, within five (5) working days from the end of the ten day period, of the outcome of the accusation. In addition the student has the right to defend him/herself in person before the Programme Coordinator

In a case where the student admits to the infraction or where the Programme Coordinator concludes that an infraction did indeed take place, the Programme Coordinator, in close collaboration with the Director of Academic Affairs and The Executive Director, have the right to impose a penalty on the student. The penalty is always imposed by the Executive Director and is referred to in section 5.10.1.4.

To ensure that the student is made completely aware of this decision, it is recommended that the student not only receive the outcome in writing but also, meet in person with the Programme Coordinator, in the presence of the Director of Academic Affairs and The executive Director, to discuss the decision. This will additionally ensure that the student is made aware of the process for an explanatory appeal and the deadlines involved.

In all above cases the Programme Coordinator communicates the minutes of the proceedings to Director of Academic Affairs and the Executive Director.

Process for Appeal:

The student is allowed to submit an explanatory appeal to the Appeals Committee (AC) within ten (10) working days of the notification from the Director of Academic Affairs (defined as the date of the letter). Late submission of an appeal letter to the AC will not be considered.

iv. Step Four:

If the Programme Coordinator the Director of Academic Affairs and the Executive Director perceive that a case referred to it constitutes a more serious offence the case is forwarded to the Disciplinary Committee. In such a case the Director of Academic Affairs is required to inform the student of this decision in writing within five (5) working days of its meeting.

(c) Level Three (Disciplinary Committee)**i. Step One:**

In a case where the infraction has been forwarded to the Disciplinary Committee (DC) the DC invites the student to a hearing to be held once all evidence has been collected.

The conditions for such a hearing are as follows:

- The student is informed in writing that the DC is to hear his/her case. (Herewith in to be referred to as the Letter of Notification)
- The Letter of Notification must relay clearly to the student the case against them, the date and time of the hearing and the DC members who will constitute the committee.
- The accused has the right to request the replacement of a member or members of the DC in a written letter to the Executive Director, providing any reasons for the request.
- The Executive Director takes a decision on the request, and the decision is final.
- Upon receiving The Letter of Notification the student has the right to submit an explanatory statement to the DC.
- This statement must be received within ten (10) working days of the date of the Letter of Notification.
- Late submissions of the student's statement to the DC will not be considered.
- Once the DC has received a student's statement it must then convene within ten (10) working days.
- If a student does not submit a statement, the DC will convene twenty (20) days from the date of the Letter of Notification.

ii. Step Two (The Hearing):

During his/her defence before the DC, the student has the right to be accompanied by his/her Advisor, or by another student who may speak on his/her behalf.

S/he also has the right to call in witnesses to defend him/her. These witnesses must be made known to the Chair of the DC prior to the commencement of the hearing.

The Committee is required to inform the student of its final decision within five (5) working days after the hearing. The decision is also made known to the Programme Coordinator, The Director of Finance (when applicable) and the College Registrar so that the student's file is brought up to date.

This concludes any appeal process for the student and the decision of the DC is final.

The DC communicates the minutes to the Executive Director.

5.10.1.3 Procedure for examining Disciplinary Offences (except Cheating and Plagiarism)

- The accused is informed in writing of the offence she/he is accused of by and has the right to defend him/herself before the Programme Coordinator, the Director of Academic Affairs, the Director of Administration and the Executive Director.
- In case the accused admits his/her guilt, or the guilt is proven after the procedure, the Executive Director can then impose the penalty.
- The Director of Administration informs the student of its decision within five (5) working days in writing. The student is allowed to submit an explanatory appeal to the Appeals Committee within ten (10) working days starting from the day s/he has been informed. The decision is also made known to the Programme Coordinator, The Director of Finance (when applicable) and the College Registrar so that the student's file is brought up to date.
- The accused does not admit his/her guilt then s/he is informed in writing of the offence s/he is accused of and has the right to defend him/herself before the DC. The accusation is made known to the Programme Coordinator, the Director of Academic Affairs, the Director of Administration, the Executive Director, and to the student's Advisor, who can then advise him/her on the necessary actions to be taken.
- After all evidence is collected, the DC invites the accused to defend him/herself within a reasonable period of time, however, not earlier than ten (10) working days or later than twenty (20) working days. The members of the DC and the place and time of the meeting are mentioned explicitly in the invitation.
- The accused has the right to request the replacement of a member or members of the Committee in a written letter to the Executive Director, providing reasons for the request. The Executive Director takes a decision on the request, and the decision is final.
- During his/her defence before the DC, the accused has the right to be accompanied by his/her Advisor, or by another student who may speak on his/her behalf. She/he also has the right to call in witnesses to defend him/her the names of which must be made known to the Chair of the DC prior to the commencement of the hearing.
- The Committee makes known in writing the decisions it has taken to the accused student within seven (7) working days. The decision is also made known to the Programme Coordinator, The Director of Finance (when applicable) and the College Registrar so that the student's file is brought up to date.
- The accused student has the right to appeal the decision of the DC to the Appeals Committee. The appeal must be submitted in writing to the Chair of the Appeals Committee within ten (10) working days from the day of the announcement of the decision to the student.
- The DC communicates the minutes to the Executive Director.

5.10.1.4 Penalties Imposed for Disciplinary Offences

These are as follows:

- Oral reprimand
- Written reprimand
- Grade penalties for offences related to examinations and written work
- Withdrawal of privileges the nature of which does not affect the students' education
- Obligation to offer unpaid services within the College
- Impose fees for the whole or part of the damage inflicted on buildings, premises or equipment of the College
- Suspension for a specific period with automatic re-admission.
- Dismissal from the College for a specific period after which the permission of the Executive Council in consultation with the Executive Director may be obtained for readmission.
- Expulsion from the College
- Any combination of the above

5.10.1.5 Appeals against the Decisions of Disciplinary Bodies

Such appeals are examined by the Appeals Committee which takes the final decision and is communicated to all parties involved.

- The Executive Director determines the date for the hearing of the appeal referred to the Appeals Committee. The date is then made known in writing to the student at least five (5) working days in advance.
- The minutes of the DC meeting are communicated to the student as well as any other additional comments or remarks the DC wishes to submit to the Appeals Committee.
- The Appeals Committee may allow the accused student or the DC to present new additional testimonies. The names of the new witnesses must be made known to the Appeals Committee prior to the commencement of the meeting.
- The whole hearing procedure before the Appeals Committee is equivalent to the one before the DC
- The Appeals Committee takes the final decision on the appeal and communicates its decision to all members involved.

5.10.1.6 Miscellaneous

It is the obligation of the students to be familiar with the Internal Regulations and other official announcements that concern them. The College reserves the right to take punitive action against students regardless of whether judicial action is taken or not taken against the student.

5.11 Serious Adverse Circumstances Procedure

The procedure is subject to changes and modifications based on the recommendations of the Internal Quality Assurance Committee and/or as this may be derived from the monitoring process.

Definition

Serious adverse circumstances are defined as exceptional personal circumstances, outside your control, that have prevented you from demonstrating the skills, knowledge or competencies required to meet the learning outcomes associated with an assessment that contributes to the qualification

for which you are studying notwithstanding your best efforts, in consultation with your faculty, to mitigate those circumstances. The procedure followed is treated strictly confidentially and is never disclosed to unauthorized third parties.

Considering serious adverse circumstances

If your serious adverse circumstances impacted upon your examinations (either mid-term or final examinations) within the examination period, you should carefully complete the form Ref QA-33.03.04F and submit it for consideration to the Academic Affairs Office and your Program Coordinator. For the purposes of this procedure, the examination period is defined by the official academic calendar of the College. If you experience serious adverse circumstances prior or during the examination period you must inform the College as soon as possible and normally within the first 24 hours of your last examination. If you are unable to do so, and wish to submit a late application, you must provide strong explanations for the delay for consideration. You may also apply for withdrawal from a course or program of study due to circumstances beyond your control or change of work placement for applicable reasons that are indicated below.

The Program Coordinator in collaboration with the Academic Affairs Office will review your request and ensure that a fair assessment is made of your performance.

The form should be completed and signed by you. The College will not accept forms that are completed on your behalf by a third party and only in extraordinary and exceptional circumstances, will the College accept forms submitted on your behalf by an appropriate close family member due to medical reasons or legal representative. The form should be returned to the Academic Affairs Office via the Program Coordinator by the appropriate deadline.

This procedure describes the steps to be followed when a student is submitting serious adverse circumstances for consideration. Applications with the approved supporting documentation will be forwarded to the Program Coordinator and the Academic Affairs Office. The Program Coordinator reserves the right to reject the application.

Allowable Adverse Circumstances

Students who submit an application for serious adverse circumstances must be able to demonstrate that one or more of the allowable adverse circumstances below may adversely impact their performance:

- Medical reasons
- Non-medical reasons: death or serious injury of a close family member, severe disruption to domestic arrangements, impact of crime or accident, impact of natural disaster, unavoidable commitment.

Adverse Circumstances do not include:

- Misreading the Course Outline or the examination timetable
- Work commitments
- Travel plans
- Ignorance of assumed knowledge requirements for a course

Requests for an Extension of time to submit an Assessment Item (excluding In-class and Formal Examinations)

- Students who experience adverse circumstances affecting their ability to submit an assessment item by the due date may request an extension of time for submission of an assessment item.
- Students must submit their adverse circumstances application (accompanied by all supporting documentation) up to 24hours after the due date of the assessment item.
- Students may also be required to submit additional clarifications as part of their application form.
- The following submission of the application including all appropriate supporting documentation should be made to the faculty member delivering the course. The faculty member reserves the right to reject the application, in less than three calendar (3) days, or submit it to the Program Coordinator for further consideration. The final consideration will need to be announced to the student within three (3) working days of the receipt of the application by the Program Coordinator. The notification of the conclusion can be made via email.

Requests for a Rescheduled In-Class Examination following adverse circumstances that have affected the attendance at an in-class exam

- Students who experience adverse circumstances that may have affected their ability to attend the examination may request the rescheduling of an in-class examination.
- Students must submit their application (accompanied by all supporting documentation) at least up to 24hours after the scheduled time of the in-class examination.
- Students may also be required to complete additional forms as part of their adverse circumstances application.
- The following submission of the application including all appropriate supporting documentation should be made to the faculty member delivering the course. The faculty member reserves the right to reject the application, or submit it immediately to the Program Coordinator for further consideration. The final consideration will need to be announced to the student within three (3) working days of the receipt of the application by the Program Coordinator. The notification of the conclusion can be made via email. In case the request is granted then the **Makeup Exam Form (QA-33.03.07F)** can be completed.

Requests for a rescheduled In-Class Examination following adverse circumstances that have affected a student's performance during an in-class examination

- Students who experience adverse circumstances during the in-class examination prior to leaving the examination room are required to advise the examination invigilator of their intention to submit an Adverse Circumstances application. *The invigilator will hand in a copy of the invigilator report for reference as a supporting document.*

- Students must submit their application (accompanied by all supporting documentation) as soon as possible after the scheduled in-class examination and no later than 24 hours after the in-class examination.
- Students may also be required to complete additional forms as part of their adverse circumstances application.
- The Program Coordinator will keep the student's examinations answer booklet until such time as they have assessed the Adverse Circumstances application. The application may be either:
 - **Granted** - an alternative examination is granted, the original examination booklet will be held unmarked until the alternative examination is completed. In this case the final mark awarded for the examination will be the mark achieved in the alternative examination. In case the request is granted then the **Makeup Exam Form (QA-33.03.07F)** can be completed.
 - **Denied** – the original examination booklet will be marked.
 - **Withdrawn by the student** - the original examination booklet will be marked.

Request for Reschedule of Placement

- Students who are unable to complete a placement due to adverse circumstances may apply for a reallocation of the placement.
- Students must submit their application (accompanied by all supporting documentation) at least ten (10) working days prior to the commencement of the placement.
- Students may also be required to complete additional forms as part of their adverse circumstances application.
- The following submission of the application including all appropriate supporting documentation should be made to the responsible faculty member. The faculty member reserves the right to reject the application, or submit it immediately to the Program Coordinator for further consideration. The final consideration will need to be announced to the student within three (3) working days of the receipt of the application by the Program Coordinator. The notification of the conclusion can be made via email.
- Where a student is to be granted an alternative placement this will be scheduled by the relevant responsible faculty member no later than five (5) working days from the day of the final conclusion.

Request for Withdrawal

- In case the student is facing a serious medical condition or other hardship issues that may require him/her to withdraw from their studies, for a specific period of time, he/she will need to

inform the Program Coordinator or the responsible faculty the Academic Affairs Office and apply using the Serious Adverse Circumstances application form.

- Students may also be required to complete additional forms as part of their adverse circumstances application.
- The request will be concluded by the Program Coordinator or the responsible faculty in collaboration with the representative of the Academic Affairs Office. Withdrawal from the studies does not exclude the student from any financial obligations towards the College.

Supporting Documentation

- Students are required to present any adverse circumstances supporting documentation to the Program Coordinator.
- The College will record the details of the supporting documentation and return them to the student for safe keeping.
- The decision maker(s) are the affected faculty member, Program Coordinator in collaboration with the Academic Affairs Office and are entitled to request a copy of the supporting documentation from the student at any time.
- All documentation provided must be either original documents or correctly certified copies of the original(s).
- Students are responsible for ensuring the authenticity of any documentation that they provide to the College.
- Allowable supporting documentation may include, but not limited to:
 - A medical certificate from an accepted health professional, which should include the date(s) that the health grounds have adversely affected the relevant assessment item(s).
 - Evidence demonstrating compassionate grounds – this may include a funeral notice or letter from an approved counseling service.
 - Evidence demonstrating trauma – this may include a letter from the police/fire department, or letter from an approved counseling service.
 - Evidence supporting court ordered appearance or army duties.

Important Notes:

- *You cannot expect a third party to supply you with independent evidence of your circumstances retrospectively (for instance, evidence from a doctor if you tell him/her that you 'were ill' but did not visit the doctor at the time and have no residual symptoms). **The College will not accept uncorroborated hearsay evidence, whosoever provides it.***

- *A medical practitioner/doctor has the right to make a professional judgment on whether your illness warrants a medical certificate or letter.*
- *Medical practitioners/Doctors may charge a fee for the provision of medical evidence. It is your responsibility to pay such charges.*
- *If you have been diagnosed with serious illness or other serious medical problem you need to inform the College immediately. In this case the application will be evaluated by the faculty involved in collaboration with the Academic Affairs Office.*
- *All information provided must be made in a detail manner not exceeding the 500 word limit.*

Appeals

Students may appeal the outcome of the adverse circumstances application within three (3) working days of being notified of the outcome. The appeal should be made utilizing the Appeals Procedures of the College (Refer to Ground D section 3.4.2.3 on Academic Appeals).

5.12 STUDENTS WITH SPECIAL NEEDS

5.12.1.1 Conditions

A student with special needs is a student who is in one of the following conditions:

- Physical impairment (visual impairment, hearing impairment, physical movement – muscular impairment, epilepsy, diabetes).
- Learning disability (e.g. dyslexia and similar conditions).
- Psychological condition (extreme stress, serious anxiety, depression and similar problems of a personal or family nature).

Unless a condition is obvious a student must provide a specialist report that verifies its existence.

5.12.1.2 Proactive Duty

The College acknowledges its proactive duty to serve the educational needs of such students by doing its utmost to secure the necessary means, facilities and personnel.

Such measures may include:

- Physical access to buildings and facilities.
- Psychological/personal counselling services.
- Alternative assessment methods (e.g. more time allowed, oral examinations, leniency for spelling mistakes, simpler tests, etc.).
- Other measures as and when they are professionally prescribed (e.g. electronic notes and texts, braille, individual tutoring if necessary, etc.).

Measures to Facilitate Students with Special Needs

S/N	CONDITION	FACILITATING MEASURES
1.	Severe Visual Impairment	<ol style="list-style-type: none"> 1. Use of recorder 2. Oral exam 3. More time allowed for exam

		4. Electronic notes, texts and brail 5. Individual tutoring if necessary
2.	Severe Hearing Impairment	1. More time allowed for exam 2. Simpler tests 3. Leniency for spelling mistakes 4. Individual tutoring if necessary
3.	Muscular Dystrophy	1. More time for exam 2. The exam may be taken individually 3. Notes in electronic form
4.	Diabetes (hypoglycaemia)	More time allowed for exam, if needed
5.	Dyslexia	1. Oral exam, if necessary and feasible 2. Leniency for spelling mistakes 3. More time allowed for exam 4. Individual tutoring if necessary
6.	Disability	1. More time allowed for exam 2. Extra notes if necessary
7.	Epilepsy	More time allowed for exam, if necessary (cases of crises)

Notes:

- 1) *The facilitating measures for each person are determined by an appropriate Specialist.*
- 2) *All faculty and other staff members involved should be informed of the above measures and general policy, as outlined in the provisions set out in the **Special Needs Manual**.*

FACULTY RULES AND REGULATIONS

6.0 FACULTY RULES AND REGULATIONS

6.1 ACADEMIC FREEDOM

Intercollege believes that academic freedom should be safeguarded against all cost. For it is only through the free search for truth and the free expression of ideas that knowledge will be advanced.

Faculty members of Intercollege are therefore entitled to full freedom in research and in the publication of the results subject to the performance of their academic duties as specified by the **Faculty Manual**. However, sponsored research or research for pecuniary return will be based upon an understanding with the authorities of the institution.

Faculty members are entitled to freedom in the classroom to discuss their subjects, but should not introduce controversial material which has no relation to the subject.

Faculty members are members of a scholarly profession and officers of the institution. When they speak or write as citizens, they will be free from institutional censorship or discipline. Because, however, the public may judge their profession and their institution by their utterances, faculty members will at all times be accurate, exercise appropriate restraint, show respect for the opinions of others, and make every effort to indicate that they are not speaking for the institution.

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

6.2 FACULTY EMPLOYMENT

Faculty Selection – Faculty Selection Committee (FSC)

The selection of faculty at Intercollege is carried out by the Faculty Selection Committee (FSC) which recommends to the Executive Director the candidate(s) who, in its view, should be offered employment. The final hiring decision is made by the Executive Director.

Composition of the FSC

The FSC is composed of:

- The Executive Director (Chair) or representative.
- The Director of Academic Affairs or representative.
- The Programme Coordinator of the programme in which candidates apply to teach or representative.
- At least one but ideally two other faculty members, preferably senior and from the same programme or representatives.

At least one external member (usually a senior academic from a University) may be invited when: (a) the position to be filled is at the level of Assistant Professor; or (b) the successful candidate will teach subjects that are not within the broad area of the College faculty's expertise.

The faculty selection process entails the following stages:

Job Vacancies and Advertisement

Programme Coordinators identify faculty needs within their programs and make recommendations to the Executive Director, who is responsible for advertising job vacancies locally and/or abroad. The FSC is responsible for screening applications that have been sent as a response to such advertisements. Any other applications on file may also be considered by the FSC.

- **Screening of Applications and Shorting**

When applications for a particular vacancy are sent to the Executive Director, he/she distributes copies of the applications to the other members of the FSC. The FSC considers all applications and prepares a shortlist of candidates to be further considered. During this stage, the academic and professional backgrounds of the candidates are examined and evaluated. Special consideration is given to the qualifications of the candidates, their teaching experience, their research work and publications, and finally, to any relevant industrial experience. Candidates should have the qualifications specified by law (currently at least a level higher than the programme they will teach in). Preference is normally given to candidates with doctorates.

- **Preliminary Interviews**

Unless the FSC decides otherwise, preliminary interviews will be conducted by the Executive Director and/or the Director of Academic Affairs and/or the College Programme Coordinator. During the interview an initial assessment of the candidate's personality and potential, is made (i.e. As regards to his/her expected contribution to the teaching and research work of the college). The candidate is also given the opportunity to ask questions about the College, the programme in which he/she is expected to teach, the post for which he/she applied and he/she is provided with information about the faculty's terms of employment. The opportunity is given to the candidate to express the reasons why he/she is applying for the job, what he/she expects from the specific job and how he/she will contribute to the programme and the College in general. Candidates whose performance at the preliminary interviews is deemed satisfactory are invited to the next stage i.e. the Presentation.

- **Presentation**

The presentations are organised by the Chair of the FSC. Intercollege attaches great value to the teaching skills of the faculty. Furthermore, it is the College's view that a person with brilliant academic qualifications does not necessarily make an excellent teacher. Thus, candidates who wish to join the College's faculty are usually required to teach a subject with which they feel comfortable, in the presence of the presentation panel, (an audience consisting of the FSC and some additional faculty from the programme in which the candidate is expected to teach; these faculty are invited by the Chair of the FSC). The presentation is considered an important part of the selection process and all applicants go through this process. Although the presentation lasts for twenty (20) to twenty-five (25) minutes, candidates may be asked to conduct a fifty (50) minute lecture, which is the normal duration of each lesson.

During the presentation, candidates are expected to behave as if they were in a real class situation and to treat the members of the presentation panel as if they were genuine students; this assumption is very crucial to the success of this exercise. The College recognises that the classroom atmosphere will be different from that of a class of real students but it nevertheless believes that the presentation will supply supporting evidence for the candidate's suitability as a lecturer. Because it acknowledges the classroom situation is atypical, the evaluation of the presentation panel will seriously take into consideration,

when evaluating the candidate, the fact that he/she may feel nervous and somewhat uncomfortable with this exercise.

During the presentation the members of the presentation panel fill a Class Presentation Form which rates the candidate in terms of various teaching and academic qualities. Each panel member presents his/her comments on the form and makes a recommendation.

Immediately after the presentation the panel members are given the opportunity to question candidates about their presentation and CVs. Following this, the FSC to decide whether to recommend the hiring of a candidate.

Note: *A presentation may not be part of the selection process, in the following cases:*

- *When the candidate has over five years of teaching experience.*
- *When the candidate will teach certain highly specialised courses (e.g. Physical Education, Art, Music, etc.).*
- *When a post has to be filled quickly (e.g. because a faculty member resigned during the semester).*

Final Interview

It is the responsibility of the Executive Director to communicate with the successful candidate(s), make an offer, negotiate the details of the offer and prepare and sign the faculty contract. It is also the responsibility of the Chair of the FSC to let the unsuccessful candidates know about the results of their interviews.

Candidates who are offered a position are given a Contract of Employment to sign. Before, or at the signing of the Contract, the new faculty member must complete the form Υ.Π.Π. Τριτ. Εκτ. 2 and produce all documents mentioned in this form.

If the FSC is dissatisfied with all of the candidates, no offer is made and the job is re-advertised.

Guidelines for Assessing a Candidate's Presentation

The lecture

The lecture must be well organised and with a clear focus. The objectives of the lecture must be explicitly made and should be achievable within the time period of a fifty (50) minute class. Candidates are expected to demonstrate their ability to maintain a balance between the material they plan to cover and the questions they will address.

The style

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

The medium of instruction

Lecturers are expected to have a very good command of the English language (Greek for those applying to join the Pre-primary Education programme) and to speak fluently and clearly.

6.3 PROBATION AND TENURE

A faculty member is hired by the College on an annual basis for a probation period during which he/she is evaluated by the College for determining whether he/she suits the College's needs and standards. Such employment may be terminated at any time at the sole discretion of the College and according to the provisions of the relevant laws of the Republic of Cyprus.

Faculty members who have completed four years of employment at the College and their performance has been considered satisfactory may be offered permanent employment. If the College is uncertain as to the suitability of the faculty member it may offer the latter an annual contract.

A faculty member who is permanent cannot be discharged from the college except for inadequate performance or disciplinary reasons. (Inadequate performance will be determined according to objective criteria, clearly stated and known by the faculty; according to evaluations carried out. Disciplinary reasons relate to behaviour which violates ethical and/or professional regulations of the College (e.g. sexual harassment) or laws of the Cyprus Republic; the decision to be based on the recommendations made by the Disciplinary/Ethical Committee.)

In certain cases faculty may be hired under special terms and conditions.

If a faculty member must be made redundant or laid off due to extreme and unforeseen circumstances, he/she will be compensated according to the provisions of the Law of Redundancy of the Republic of Cyprus.

6.4 WORKING AND TEACHING HOURS

Normal working days are Monday – Friday but if required, weekend classes may be held.

Teaching hours may be allocated on the basis of two (2) zones:

- Zone A: 8:00 - 18:00
- Zone B: 18:00 - 22:00

Lecturers will be teaching mainly in Zone A, but they may be required to teach up to six (6) hours per week in Zone B.

A teaching period is normally of fifty (50) minutes duration.

Teaching hours vary with the rank of a faculty member. The number of teaching hours for each rank is as follows:

RANK	(A)	(B)
	Fall/Spring	Summer
Instructor	22	8
Senior Instructor	22	8
Lecturer	18	8
Senior Lecturer	18	8
Assistant Professor	15	8

Note: Approved reduced hours will be deducted accordingly.

Column A refers to the normal number of weekly teaching hours taught during one of the major (fall/spring) semesters. Column B refers to the total number of weekly teaching hours taught during the summer semester.

Overtime is considered any excess teaching hours from what is specified in column A additionally to column B (fall/spring and summer) semesters. If during the fall/spring and summer semesters a Faculty member has taught additional hours than what is specified in columns A and B, then the summer semester is considered optional and overtime.

In the event that the maximum hours (specified in columns A and B) have not been assigned to the Faculty member, the excess hours can be transferred to the summer and/or the fall/spring semesters.

Faculty members who are Programme Coordinators will receive a bonus between +2% and +4% on their gross salary (x12), provided their teaching load is already at the level specified in paragraph above.

Faculty members who are also Directors/Coordinators of other services or who perform major extra-curricular activities will receive a reduction of hours from their maximum teaching load or may receive additional compensation, depending on the nature of the services they provide. This is in line with the College's **Time-release Procedure**.

The total normal number of weekly hours which a full-time faculty member is required to be present at the college, including teaching hours, is thirty (30). At least five (5) hours must be office hours. Office hours are those hours during which a faculty member must be available to students. The number of hours which a faculty member must be present at the college will be reduced if a faculty member teaches more hours per week than of those provided by his/her rank and other responsibilities.

The non-teaching hours during which the faculty member will be present at the College will be proposed by the faculty and approved by the Executive Director.

Faculty members are required to participate in extra-curricular activities, the graduation ceremony and other College functions as part of their normal duties. Furthermore, participation in faculty meetings, College committees, programme development, academic advising, invigilation, examination assessment is also considered part of the faculty's normal duties.

If a faculty member is allocated a lesser load than the one specified in above, other duties may be assigned such as teaching short courses, undertaking administrative work, teaching other courses within the capability of the lecturer, or teaching in another town.

Part-time faculty should be available to students either before or after classes or by appointment.

6.5 FACULTY RANKS

FACULTY TRACK

<u>FACULTY TRACK</u>	<u>QUALIFICATIONS</u>
1. Instructor	Two-year Diploma in the relevant field plus: Five years of documented relevant full-time industry experience (e.g. executive secretary, certified working chef etc.).
2. Senior Instructor	Bachelor's degree in the relevant field plus: Three years of relevant full-time teaching/industry experience. Or Two-year Diploma in the relevant field plus two additional successfully completed years of further Higher Education studies, plus five years of relevant full-time teaching/industry experience, with a minimum of three years of industry experience.
3. Lecturer	Masters Or Bachelor (or PgD) + 10YS + SW Or Doctorate
4. Senior Lecturer	Masters + 8YS + SW Or Masters + 6YS + (P and/or A)* + SW Or Doctorate + 4 YS P and/or A
5. Assistant Professor	Doctorate + (P and/or A)* + SW + 5YS

YS = Years of Service

Years of Teaching and/or Post-Doctoral Research Experience at Accredited Tertiary Education Institutions or Reputable Research Centres at the previous rank.

P = Publications

This refers to publications in refereed scholarly journals, books and conference proceedings. Other publications will be considered but may carry less weight. It is assumed that for a promotion from one rank (for which publications are required) to the next, additional quality publications are essential.

TE = Teaching Excellence

Innovative teaching, student learning assessment techniques, development of teaching material, professional development to the benefit of student learning, etc., as indicated by student evaluations, peer evaluations, etc.

A = Accomplishments

This refers to nationally and/or internationally significant and recognised accomplishments (relevant to fields such as Design).

* Teaching Excellence (TE) may be considered as a plus

SW = Scholarly Work

This refers to active and sustained involvement in scholarly activities such as meetings (presentations/papers), invited talks, seminars, conferences within or outside the College.

Membership with societies, social contribution and research not leading to publication may also be considered. Professional experience may also be judged accordingly.

Senior Instructor (Time in the rank of Instructor before promotion to Senior Instructor is 5 years)

An appointee to the rank of Senior Instructor must hold a Bachelor Degree and three years of relevant full-time teaching and/or industry experience.

Minimum requirements:

- Bachelor
- Three years of relevant full-time teaching and or industry experience

Lecturer (Time in the rank of Senior Instructor before promotion to Lecturer is 5 years)

An appointee to the rank of Lecturer must hold a Bachelor, or Post Graduate Diploma), or Masters or Doctorate.

Minimum requirements:

- Bachelor or Post Graduate Diploma or Masters or Doctorate
- Minimum of 10 years of teaching for the Bachelor holders
- Potential for high level teaching and scholarly work

Senior Lecturer (Time in the rank of Lecturer before promotion to Senior Lecturer is 6 years)

An appointee to the rank of Senior Lecturer must hold a Masters or Doctorate. There must be potential for high level of teaching, for publications from his/her Doctoral research and for a successful academic career.

Minimum requirements:

- Masters with 8 years of teaching
- Doctorate with 4 years of teaching
- Potential for high level teaching and scholarly work

Assistant Professor (Time in the rank of Senior Lecturer before promotion to Assistant Professor is 8 years)

An appointee to the rank of Assistant Professor must hold a Doctorate. The appointee should have qualities suggesting a high level of teaching ability in the relevant academic field, and should demonstrate quality research and scholarly work.

Minimum requirements:

- A Doctorate with at least 5 years of teaching
- Potential for high level teaching and scholarly work

Note: *In exceptional cases ranking can be considered on an individual basis.*

Areas of Achievement

The following list presents the different areas of achievements expected of faculty members. The items under the four main categories are only indicative. A candidate is not expected to demonstrate achievement/involvement in all items under a category.

1. Research and Publications

- Journal articles
- Chapters/cases/articles in books
- Conference proceedings

- Citations of published work
- Grants received (amount, duration, competitive or non-competitive, role, etc.)
- Participation in EU projects

2. **Scholarly Work**

- Journal editorship
- Journal guest special editions
- Membership in journal advisory/editorial boards
- Membership in professional associations
- Book, journal and conference paper reviewer
- Conference chair or member of the organizing committee
- International visiting appointments
- Consultancies
- Collaborations
- Involvement in international or local research centres
- Honours and distinctions received

3. **Teaching**

- Student evaluations
- Peer observations and evaluations
- Course/curriculum development
- Teaching material/resources
- Innovative methods in teaching
- Documented responsive and reflective teaching practice
- Involvement in professional development (training courses, seminars, etc.)

4. **Service and Contributions**

- Administrative (academic) position(s) held
- Contribution to the College
- Participation in College events and functions
- Mentoring of new faculty
- Articles in newspapers and professional magazines
- Public lectures and invited talks
- Community service
- Professional practice (work in applied field)

Academic Ranking and Promotion Committee (ARPC):

- (a) The ARPC will be chaired by the Director of Academic Affairs or, if s/he is absent or unable to chair by his representative, who is appointed by the Executive Director. The Chair is as non-voting member.
- (b) Apart from the Chair, the ARPC will be composed of at least three academics that must hold at minimum the rank of Assistant Professor. These academics may be faculty members of Intercollege or of a recognised University. The precise number of the members of the ARPC in each case is decided by the Executive Director.
- (c) In all cases, the ARPC must consist of faculty who hold ranks at least equal to the rank they will consider for placement or promotion.

TERMS OF REFERENCE:

1. The ARPC recommends the ranks that Intercollege faculty members should be placed on the basis of the criteria mentioned above, considers applications for promotion by faculty members and makes recommendations.
2. The ARPC may, at its sole discretion, request additional evidence including the appraisal of the applicant's suitability by external referees before reaching a decision. It may also, at its sole discretion, request that the applicant be called for an interview.
3. All appointments may be limited by the number of positions, determined by the College Budget. These will be subject to periodic review.
4. If a faculty member was working full-time (including teaching) in accredited Tertiary Education Institutions, while pursuing a higher degree, then those years may be considered as Years of Service at officially accredited Tertiary Education Institutions.
5. Every three years of documented successful relevant professional service will be considered as one year of service at officially accredited tertiary educational institution (YS) for ranking purposes. No more than five years can be earned in this way. Years considered in point 6 above should not double count.
6. Accomplishments should be documented (e.g. in the form of a portfolio in programs such as Design).
7. Ranks are applicable to full-time faculty members. Adjunct and visiting faculty employed on a part-time basis may be classified according to the present ranking system but on a Special Contract Status.
8. Exceptional cases are subject to the discretion of the ARPC (e.g. a faculty member who does not have enough years of experience but has an outstanding research record with a long list of important publications may be considered as an exceptional case).
9. All recommendations of the ARPC are ultimately subject to confirmation by the College Administration. Decisions are announced by the Office of the Executive Director. In the event that a faculty member does not agree with a decision, he/she can appeal to the Executive Director within a period of fifteen (15) working days from the day the decision is announced. Appeal cases are forwarded to the ARPC by the Executive Director (who may alter the composition of the ARPC if there is such a request by the appellant).
10. All ranking decisions by the ARPC must be sufficiently substantiated.
11. Faculty members wishing to retain a rank held from another College should apply to the Directors' Council, submitting the necessary documentation. It is at the discretion of the Directors' Council to accept the rank held by the faculty member, utilising criteria such as accreditation and reputation of the College etc.

6.6 FACULTY PROMOTION AND DEVELOPMENT

6.6.1 FACULTY PROMOTION

The procedure for the promotion of Intercollege faculty is the following:

1. Faculty who meet the criteria for promotion submit an application to the Executive Director through their Programme Coordinator together with all supporting documents (such as, for example, copies of newly acquired diplomas/degrees, publications etc.) by 31st January of each year (or the nearest working day after that date).
2. The application is accompanied by the applicant's appraisal documents (student evaluations, self-evaluation, peer evaluation, Executive Director Report) during the last three years (unless the applicant has been employed by the College for a shorter duration).
3. The Executive Director forwards the application to the **Academic Ranking and Promotion Committee (ARPC)** for selection.
4. The applications are assessed depending on the needs of the College, and are announced accordingly.
5. The ARPC reviews each application and considers the following:
 - a) Whether the applicant meets the formal requirements of the rank.
 - b) Whether there is additional supporting evidence that warrants the applicant's promotion.
6. The ARPC may, at its sole discretion, request additional evidence, including the appraisal of the applicant's suitability by external referees before reaching a decision. It may also, at its sole discretion, request that the applicant be called for an interview.
7. The ARPC decides by simple majority whether to recommend the applicant for promotion, by 30th April (or the nearest working day after that date) and sends a written recommendation to the Executive Director.
8. The Executive Director may, at his/her sole discretion, request additional evidence, including the appraisal of the applicant's suitability by external referees before reaching a decision. He/she may also, request that the applicant be called for an interview.
9. The Office of the Executive Director informs the applicant of its decision by 30th June (or the nearest working day after that date). Promotions become effective on 1st September, provided that there is provision in the College Budget. If there is no provision in the Budget, promotion takes place as soon as the Budget allows it.

6.6.2 FACULTY DEVELOPMENT

The College encourages faculty members to develop in their area of specialisation by helping them to:

- Improve their teaching skills (by organising for them special seminars, providing suitable teaching material and teaching aids and encouraging/assisting them to attend local and international seminars and workshops).

- Stay abreast of developments in their area of expertise (by subsidising membership to renowned professional organisations, giving them time off for participation in international conferences).
- Improve their academic qualifications (by giving them time off without pay for pursuing advanced degree courses by actual attendance or through correspondence).

The facilities stated above are given by the Executive Director in consultation with senior Academic Staff.

6.7 REMUNERATION AND BENEFITS

Remuneration Policy

Remuneration for each lecturer is based on their rank, total years of relevant experience and years of service at the college.

General Terms of Employment

All faculty members in the service of the college are required to arrive on time and be prepared for each class, to teach the number of hours as specified by the contract, to abide by the college regulations regarding the official registration of students in his/her classes, to keep attendance and academic records, and to submit grades and academic reports as requested by the Executive Director, the Director of Academic Affairs, or the Director of Administration, Programme Coordinators/Directors or their assistants, in a timely manner.

All faculty members are expected to adhere to the published schedule indicating the day, time and room of their classes, unless they have made prior arrangements for change with the Director of Academic Affairs. Finally, all faculty members are expected to inform the college administration if they are not able to attend a class as scheduled and to make arrangements for substitute lecturers.

Both full-time and part-time lecturers may be paid for designing a make-up examination, if such an examination is requested by the student and approved and scheduled by the college administration. Faculty members are paid an agreed amount per make-up examination no matter how many students take it.

Part-time Faculty

Part-time faculty members are entitled to a contract of employment specifying the salary scale and terms of employment. A faculty member cannot be paid by the college until she/he signs the contract, indicating thus that she/he understands and agrees to her/his terms of employment and produces all documents required by the form Υ.Π.Π. Τρίτ. Εκπ.2.

The Terms of Employment cover the lecturer's obligations, working days and teaching hours, remuneration, annual leave, sickness and maternity leave, and dismissal/resignation details.

Part-time lecturers are paid by the teaching hour. The rate paid covers hours spent for preparing lectures, preparing examinations and grading homework, assignments and examinations. It does, however, include the administration and invigilation of their exam.

Full-time Faculty

Full-time faculty members are entitled to a contract of employment specifying the salary scale and terms of employment. A faculty member cannot be paid by the college until she/he signs the contract, indicating thus that she/he understands and agrees to her/his terms of employment and produces all documents required by the form Υ.Π.Π. Τρίτ. Εκπ.2.

The Terms of Employment cover the lecturer's obligations, working days and teaching hours, remuneration, annual leave, sickness and maternity leave, and dismissal/resignation details.

Full-time faculty members are paid monthly over a 12-month period commencing from the month of their current contract.

All full-time instructors are required according to the general terms of employment to be on campus no less than thirty (30) scheduled hours per week, to keep regular office hours, to undertake counselling assignments in addition to teaching, to be on campus and assist during registration each semester, to attend faculty and staff meetings, and to serve on various committees of the Faculty Council as required. Full-time lecturers are also requested to attend all college functions.

Full-time faculty are entitled to an annual leave of three (3) working days for every month of salaried employment, paid Christmas and Easter vacation, and all public holidays. Summer leaves should be arranged in advance with the Academic Affairs Office. During part of the summer (July or September), full-time instructors are required to be on campus for thirty (30) scheduled hours as per their designated load or they may be assigned various administrative duties.

Pay Periods

Pay slips are prepared monthly by the Finance Office. Part-time lecturers should complete, sign and turn in a special form ("Monthly Time Sheet") showing the hours taught in each week of the month. This form must be submitted five (5) working days before the end of the month to the Finance Office. Time-Sheets are available at the Reception.

6.8 DUTIES AND RESPONSIBILITIES

Course Outlines

Every lecturer must prepare a course outline and distribute it to the students. Two copies of this course outline are to be turned in to the Academic Affairs Office through the Programme Coordinator no later than the second week of the semester.

The content of the course outline must be in accord with the approved course syllabus and coordinated with other courses and other sections in a programme. Thus, consultations with the Programme Coordinator are essential. However, a course outline might be organised along the following lines.

Course Outline:

- Course Number and Name
- Major Course Objectives
- Learning Outcomes
- Course Content
- Teaching Methods (Lecture, Readings, Presentations, etc.)

- Study Requirements for the Course
- A Detailed Schedule of Course Work and Readings for each class session
- Scheduling of mid-term and other tests
- Method of grading
- Office hours for individual counselling

The course outlines, apart from defining in general terms the material to be covered, are essential for administrative, accreditation and transfer purposes.

Textbooks

Textbooks are chosen by the programme coordinators in consultation with the Director of Academic Affairs.

Lecturers must use the assigned textbook. They may supplement it with additional material where needed, but such supplements should not be a substitute for the textbook.

Substitutions with more recent or improved publications may be done after consultation with the programme director/coordinator.

Class, Schedule and Room Assignments

The time and location of all classes are assigned on a master plan. Changes in a class meeting time or place should not be made without the approval of the Director of Academic Affairs.

Lecturers are expected to hold class the full periods for which each class session is scheduled. However, breaks of ten minutes must be given if the total class period is over ninety (90) minutes. A normal break should be after fifty (50) minutes or evenly.

Normal time schedule

The normal time schedule is composed of 50-minute periods.

First Class Meeting

The first impression a lecturer makes on his or her students is very important. They will not only “size up” the lecturer but their attitudes toward the class and the college may well be affected for some time by this first appearance.

The following checklist covers the preparation and conduct of the first meeting:

1. Class should be started on time.
2. The latest class list must be checked so that everyone present belongs in this class. Any student whose name does not appear on the official class list should be sent to the Academic Affairs Office. Alternatively, during the two (2) week add-and-drop period, students may show their class admission slip.
3. If there is a prerequisite course, a check should be made to be sure that each student has completed it.

4. The instructor should get acquainted with the class by introducing himself or herself.
5. The course syllabus or course outline should be distributed and explained.
6. The instructor should indicate the objectives of the course and what will be expected during the semester and how it should be done.
7. Introduction to the subject should be done in a skilful and interesting manner.
8. Lecturers are expected to hold the class for the full time.

Appraisal by Students

A student questionnaire is administered in each class toward the end of the semester but before the final examination. The questionnaire gives the students the opportunity to evaluate both the instructor and the course on a number of items.

Responses will be given to the lecturer concerned. Any questions regarding these questionnaires should be discussed with the Executive Director, the Director of Academic Affairs and the Programme Coordinator.

6.9 STUDENT ATTENDANCE AND WITHDRAWAL

Admission to Class

On the first day of class, each lecturer will be provided with a class list of the students enrolled in his or her class. The instructor/lecturer should ask students who attend the class but do not appear on the class list to report to the Academic Affairs Office. No student who does not appear on one class list should be allowed in a class without a Class Admission Slip.

The final class list will be furnished shortly after the end of the add-and-drop period. Subsequent changes in enrolment will be made by written notification or an updated list from the Academic Affairs Office.

Lecturers must ensure that students who have not registered do not attend class.

Attendance Regulations

Intercollege believes that faculty can and do make a significant contribution to the development of students. For this reason, a student who is not consistent in his class attendance is missing a major part of his educational experience.

Students are expected to attend classes regularly. Individual instructors set the specific guidelines for attendance and penalties for excessive absences. Failure to attend class may result in administrative withdrawal from the class. Absences for medical reasons or other serious reasons may be excused if the student contacts the lecturer before or during the period of absence and produces a doctor's certificate or other documentary evidence on return to class.

Attendance Records

Lecturers are advised to keep attendance records and promptly notify the Academic Affairs Office when a student has excessive absences. Absences exceeding twenty percent (20%) are normally considered to be excessive. International students who do not show up for two successive weeks should be reported immediately. As the College is accountable to the authorities of the Republic of Cyprus for their attendance.

Student Withdrawal

Students will be entitled to withdraw from a course until the last day of classes. After that deadline, students who have not withdrawn must take the final exam. Failure to do so will earn the student a grade "F".

Student withdrawal from the College or any course he/she is registered must be made in writing to the Academic Affairs Office.

Administrative Withdrawal

A lecturer is allowed to withdraw a student from class (i.e. give the student a "W") for either failing to complete the coursework or having excessive absences. Absences above 20% are usually considered as excessive. Therefore it is essential that faculty members clearly state their attendance and withdrawal policy in the course outline distributed to all students at the beginning of the semester.

In cases of individual merit or extenuating circumstances, two appeals are possible:

1. The instructor/lecturer may appeal to the Executive Director to reinstate the student.
2. The student may appeal to the Executive Director to be reinstated. If the instructor/lecturer approves, the student may be reinstated.

6.10 EXAMINATIONS AND GRADES

Purpose of Examinations

The primary purpose of examinations and tests is to check the student's progress, but they need not constitute the sole means of grading.

All examinations should focus on the course material that has received most emphasis. It is permissible to use short quizzes to force students to study regularly. However, the major examinations must be announced at least a week in advance.

Examinations should be promptly graded and the corrections should be clear and fair. Graded student scripts should be returned two (2) weeks after the exam at the latest and students may discuss the tests with their lecturer.

Examination Schedule

Hour and mid-term tests should be scheduled in the course outline. Occasionally, examinations may be given at other times in order to allow more time or to have several sections tested together.

Examinations and Grading Policy

The level of exams must reflect a satisfactory level of competence. They must also be fair and must discriminate between those who know and those who do not know the material. Take-home exams are not allowed. Open-book examinations may be used with caution when appropriate. Multiple-choice exams must be properly validated before use. It is preferable for one to use ready-made multiple choice questions.

All semester grades must be submitted to the Academic Affairs Office at the end of each semester. For purposes of consistency, all grades are then reviewed by the faculty member and the Programme Coordinator. Generally, very low or very high grades as well as grades that do not discriminate enough will be rejected. In no case, will a faculty member announce grades to the student.

Grade changes will be permitted only if the faculty member made a mistake (this should not happen anyway) or in very compelling circumstances. In any case, all grade changes require the prior approval of the Programme Coordinator and the Director of Academic Affairs, as well as that of the Executive Director.

Students may improve their grade by retaking the course. In such a case, only the higher grade will be recorded.

In exceptional cases, such as when a student may graduate, if a grade is improved and that course is not offered, a student may be allowed to improve his grade by retaking a test or doing additional work. This can only be done with the approval of the relevant faculty member, the Programme Coordinator, the Director of Academic Affairs and the Executive Director.

Examination Questions

An examination questions (whether mid-term or final) must be handed to the Academic Affairs office to keep. Multiple choice questions cannot be made available to students, but should be used for building up a Test Bank for possible future use.

Grading

The policy with respect to examinations and grading is:

1. For a semester course, there should be one final examination and at least one other test.
2. Homework, a term paper or a project may be used as appropriate.
3. The following are guidelines for the percentage of a student's grade:

Final Examinations	30 – 50%
Hour Tests	15 – 30% each
Term paper or Projects	15 – 30%
Mid-Term	30 – 40%
Homework	0 – 20%
Quizzes	0 – 10%
Class Attendance & Participation	0 – 10%

Numerical grades can be given for all exams and homework. However, the final course grade at the end of the semester must be given as a letter as follows:

Letter Grade	Corresponding to	Numerical Grade
A	Excellent	93+
A-		90-92
B+		87-89
B	Very Good	83-86
B-		80-82
C+		77-79
C	Good	73-76
C-		70-72
D+		67-69
D	Poor but Acceptable	63-66
D-		60-62
F	Failure	-59
P	Pass (for Pass/Fail courses only)	
AU	Audit	
I	Incomplete	
W	Withdrawal	
DE	Deferred (grades delayed)	

- The grade of “P” (Pass) (awarded for credit by examination, for practical courses that are not examined by a written final exam and for practicum work) is not used in computing a student’s grade point average (GPA) or cumulative grade point average (CPA), but the credits earned are included in the earned hours.
- Incomplete work (grade “I”) must be made up in one month after the end of the semester or else the faculty member will record zero marks in that particular exam or area of work.
- A “W” is given for a course from which the student withdrew (**WS**) or was administratively withdrawn (**WA**).
- “Ws”&“Fs” will be shown on final reports but only “Fs” will appear on official transcripts.
- A grade may be deferred (**DE**) when the lecturer concerned has certain doubts regarding the student’s work or if the work to be completed will be submitted after a period of one (1) month.

Notes:

1. *There may be variations in grading for certain external examinations. However, the above guidelines apply for internal purposes and for any other programmes that may be decided upon by the Administration.*
2. *If a lecturer teaches a multi-section course or if more than one lecturer teaches different sections of the same course, all assignments and examinations must be coordinated for all sections. It is not fair for students in one section to do excessively more or less than those in other sections. Additional remarks on examinations and grades are given in a separate section.*

Make-Up Examinations

For all announced examinations missed, the lecturer may or may not give a make-up test. When no test is given, the student’s grade will be based on the remaining tests.

Final Examination

No student may miss a final examination unless he/she has or has been withdrawn from a course. Failure to take the final examination without official withdrawal will ordinarily be considered as evidence of failure and a grade of "F" must be reported. In cases of excused absence, the student must follow the **Serious Adverse Circumstances Procedure**. In this case, a grade of "I" (Incomplete) is given and the student has one month to remove it, otherwise a grade of "F" is given. A doctor's certificate is not necessarily a valid excuse.

Examination Rules and Guidelines

- Take due care when preparing your exams and keep exam questions in a safe place.
- The following sitting arrangement guidelines should be followed: (a) spread out students; (b) mix-students of different languages; and (c) pay special attention to students who refuse to switch seats.
- All notes, books and other materials must be left outside the classroom or on a desk at the front of the examination room; unless otherwise specifically stated on the exam paper.
- If a calculator is needed, ask all students to bring one. Otherwise, calculators are not allowed in the examination room. Students cannot borrow each other's calculators.
- Mobile phones are strictly not allowed in the examination room.
- Students asking for permission to go to the toilet during exam time must be escorted by one of the invigilators.
- Use other faculty to help you with invigilating, when necessary. With large classes, at least two people must be in the room. They must be positioned at different sides of the room. Only one of them should answer a student's questions at a time. Remember that students may pass information behind your back.
- Use stamped or otherwise identifiable paper as answer sheets, but remember to remove from the room any unused sheets. If the answer sheets are loose sheets, take a stapler with you to staple a student's answers together, otherwise you may lose some.
- Be fair. Do not give leads or talk in private to any student. If you must give certain explanations announce them to all students.
- Inform students that cheating is a disciplinary offense. If you catch a student cheating or attempting to cheat, note it on the exam and obtain any relevant evidence such as notes. Do not make a scene and/or dismiss the student from class but make it apparent that this has not gone unnoticed. Immediately write a report detailing what happened as this case will be brought to the Disciplinary Committee for addressing.
- All cases of cheating or attempted cheating should be brought to the Disciplinary Committee which will meet promptly to discuss such cases.
- You may at times have to deal with cases of suspected cheating, when there is sufficient evidence that students have cheated by copying from each other or otherwise, but have not

been caught. In these cases, make a note and subtract certain points from all papers involved.

- Invigilators must be vigilant of the exam process at all time and avoid distracting themselves with other activities such as correcting papers. They must avoid sitting and instead walk around the examination room as necessary to actively engage in monitoring whatever is happening in room.
- Watch if students leave the room without submitting a paper. They may claim later on that the faculty has lost their paper. Students who have not answered any question should be asked to submit a blank sheet of paper with their name on it.
- Make sure you remove all copies from the examination room to a secure place.

Additional information can be obtained from the Instructions for **Conducting Examinations Manual** as incorporated in the Quality Assurance Manual.

Guidelines for Term Papers

- Term papers are necessary in second-year and other advanced courses.
- Instruct students how to write term papers and how to avoid plagiarism.
- As a policy, all past term papers should be kept in order to discourage plagiarism.
- Check certain footnotes if needed. You have the right to ask the student to present other evidence such as notes to prove to you that the paper is the student's own. Failing this, or if the paper is plain copying from only one or two sources without footnotes, give a lower grade.

Additional information can be obtained from the Instructions for **Conducting Examinations Manual** as incorporated in the Quality Assurance Manual.

6.11 FACULTY PERFORMANCE

Faculty Absences and Tardiness

Faculty absences and tardiness must be avoided as they affect student morale and the College's reputation adversely. When absence can be anticipated, the administration and students must be informed in advance, and alternative arrangements, including finding a qualified substitute faculty, must be made by the faculty involved.

Notice must also be given in those rare circumstances when absence is unavoidable. A record will be kept of all absences. More than two (2) absences in a course without excuse (or one for weekly taught courses) during a semester may be the subject of disciplinary procedures. As with student absences, a doctor's certificate may not be an excuse. If a faculty member is expected to be late for class, he/she should call the Academic Affairs Office so that the students may be informed accordingly.

Tardiness is viewed in the same manner as absence.

Faculty Preparation

Faculty must be properly prepared and should also give adequate attention to the presentation of material, the notes given and correcting student work. Making mistakes will be viewed as evidence of professional incompetence.

The assigned textbook must be followed closely. If the textbook is not adequate, the college will welcome the faculty's suggestion for alternative or supplementary material where this is possible. In addition to the textbook, coursework may also include homework, problems, case studies, tests, term papers and computer programs. The number and level of these elements should reflect high standards of excellence.

Faculty Integrity

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

Schedule Changes

Faculty are expected to follow the academic schedule announced each semester. Variations to this schedule may exist for special programmes.

Faculty are not allowed without prior approval to: (a) change the time schedule and room assigned; (b) change the courses offered or not offered; and (c) split or consolidate sections. For these matters, they should consult with the Director of Academic Affairs.

Other Responsibilities

Faculty responsibilities in addition to teaching include:

- a) Keeping records of absences and grades, and admitting to class only registered students.
- b) Preparing and following a course outline.
- c) Submitting at the end of the semester a portfolio for each course and section taught containing the Attendance Register, the course outline, exam questions, term papers and other student work. The faculty will keep the final examinations and be ready to discuss them with students.
- d) Maintaining office hours for liaising with students and the administration.
- e) Implement the College quality assurance practices.
- f) Attending all faculty (PECs, PRCs, internal meetings) and other meetings.
- g) Attending the college's athletic and other activities.
- h) Being available to advise students at registration time and during the regular academic year.

- i) Keeping records of student performance on examinations and be ready to evaluate and plan a student's progress.
- j) Being in charge of one or more academic programmes, if need be.
- k) Submitting a time sheet for payroll purposes (part-time faculty) or a report of absences (for full-time faculty) every month. Such reports should be accurate.
- l) Informing in advance the Executive Director, the Director of Academic Affairs or other administrators of expected faculty absences.
- m) Searching for, evaluating and recommending textbooks and other course material.
- n) Maintaining appropriate personal hygiene and appearance and wearing proper attire.
- o) Abstaining from harassing other members of staff or faculty or students in any way related to race, ethnicity, religion, gender or disability.
- p) Refraining from using his/her position to impose on students the views of a specific political party or ideology, or to evaluate students based on their political or other views.
- q) Refraining from joining organisations whose purposes are illegal.
- r) Doing applied research to establish the reliability and effectiveness of certain tests or methods.
- s) Invigilating or assisting in the invigilation of his/her own and other courses.
- t) Insuring that exam questions are safely protected before and, in the case of multiple-choice exams, after the exam.
- u) Submitting grades to the Office of Academic Affairs or the College Programme Coordinator for approval. All grades will be posted when approved and cannot be announced to students prior to approval. The same procedure should also be followed for grade changes.
- v) Preparing, whenever asked, letters of recommendation for the students.

N.B.: *"In addition to the above, faculty members are required to abide by all relevant rules and regulations stated in the Intercollege **Faculty Manual** and the **Internal Regulations**. Breach of Intercollege regulations affecting faculty or failure to carry out the prescribed faculty duties and responsibilities may be dealt with by the Executive Director, who may refer serious cases to the Disciplinary Committee, for the necessary action, as described herein."*

The above duties form an inalienable part of a faculty's role. Together with teaching, they can be used for evaluation and promotion purposes.

Faculty members whose performance is not deemed satisfactory will be put on probation and may be dismissed, according to the provision of the Law.

Time spent on probation, if applicable, will not be considered for seniority advancement and salary increases.

6.12 BREACHES OF REGULATIONS

Breaches of college regulations or of the terms of employment or cases of inadequate performance of duty or behaviour or conduct which may prove to be against the declared philosophy, mission or objectives of the College or is detrimental to the College's good name, may be dealt with by the Executive Director, who, depending on the severity of the case, may take punitive measures, including dismissal.

The Executive Director may refer serious cases to the Disciplinary Committee.

Punitive Measures

1. By the Executive Director:
 - A Warning
 - A Verbal Reprimand
 - A Written Reprimand
 - Withholding of annual increment
2. By the Disciplinary Committee:
 - All of the above; and
 - Suspension from duty with or without pay for a period not exceeding six months each time.
 - A Fine, not exceeding one month's salary.
 - Dismissal

ADMINISTRATIVE MATTERS

7.0 ADMINISTRATIVE MATTERS

7.1 INSTITUTIONAL VALUES AND CODE OF PRACTICE

7.1.1 Institutional Values

Colleges and other higher education institutions play a central role in the development of society, the economy and culture at a global, regional, national and local level. To ensure the advance of a just, free and ethical society, all the key pillars of that society (such as universities) must stand by certain Values, described in appropriate Codes of Practice.

The Values of our College provide a framework to guide our professional practice and remind us of our responsibilities to our students, our colleagues, our institution, our society and ourselves. Our Values can be used to direct our behaviour, guide our decisions and achieve our objectives.

Intercollege will respect and espouse the values of the European Union, particularly those of liberty, democracy and equality, and of respect for human dignity and human rights. These values will aim at fostering a culture of pluralism, tolerance, justice and non-discrimination.

The **Statement of Values** which follows below represents the **core priorities** of our College in summary form, including what should drive our priorities, define our policies and practices, and how we should truly act within the College. These Values will be vital in strategic planning and will be used to determine the intent and direction of the College, as well as, to manage any changes within it. Intercollege' Statement of Values provides a foundation upon which to continue building the College's reputation, to achieve the College's objectives, and to represent the College's commitment to all its stakeholders (students, faculty, staff, and the Cypriot community in general).

Intercollege expects its faculty, staff and students to uphold and respect the Values of the College in the continuing quest for "Excellence in Education".

Statement of Values:

The College community cultivates:

- The values of personal and academic integrity
- The freedom to question and the pursue of knowledge
- The respect for the laws of the Cyprus Republic and the European Union
- The respect for the College regulations, democratic governance and management of the institution
- The respect for any person's professionalism and diligence, ethical behaviour, civic responsibility, multi-cultural awareness, tolerance and sustainability of resources

Briefly elaborated, the core values entail the following:

- a. Promoting **personal** and **academic integrity**; especially honesty, trust, fairness, respect, openness, responsibility and accountability. This includes avoiding conflicts of interest, as well as integrity in the conducting of research.
- b. Cultivating, promoting, transmitting and exchanging **knowledge** and safeguarding **academic freedoms**, such as the liberty to question, the freedom to pursue knowledge and freedom of expression. This includes the associated issues of autonomy and responsibility.
- c. **Respect** for the College's **regulations**, as well as, the **laws** of the Republic of Cyprus and the European Union. Emphasis is placed on laws relating to data protection, confidential information and prevention of fraudulent practice.

- d. Promoting and ensuring **democratic governance** and **management** of the College. Emphasis is placed on the effective and efficient operation of the College, ethical leadership and the crucial role all College members play in the running of the institution.
- e. Promoting high **standards of integrity** and **ethical behaviour**, exhibiting professionalism and diligence, and the avoidance of unethical or questionable practices. This includes considerations which arise when making or appealing against decisions, as well as, general courtesy and professional ethics.
- f. Promoting **civic and social responsibility** and responsiveness to the needs of society, the country and the region. This covers the importance of our commitment to the students and the society we serve, of taking a responsible role within civic society and of being responsive to the wider needs of society and the economy.
- g. Promoting **tolerance, diversity** and **multi-cultural awareness** through the curriculum, through constant debate and through respect for cultural diversity and for the opinions of others.
- h. **Efficient and sustainable use** of infra-structural, human and financial **resources** so that the College remains financially viable and environmentally friendly. This includes effective management, avoidance of waste and emphasis on health and safety.

The above core values underpin the **Code of Practice** of the College, which attempts to translate the ethos entailed in the Values into general principles and guidelines.

7.1.2 Code of Practice

Intercollege Code of Practice is a point of reference and a shared statement of commitment to upholding its Institutional Values. The Code of Conduct is intended to guide Intercollege staff and faculty in identifying and resolving issues of ethical and professional conduct that may arise in their employment, when dealing with colleagues, students, the College and others. The Code is a set of general principles and guidelines rather than detailed prescriptions. It complements, but does not exclude or replace, the rights and obligations of faculty and staff under Intercollege Internal Regulations or Cyprus or European law.

All College employees – faculty and staff – must have knowledge of and are expected to comply with the provisions of this Code of Practice; both individually and collectively. When situations arise which are not clearly covered by the College’s Internal Regulations, one may use his/her best judgment based on the Values of our institution.

7.1.3 Personal and Academic Integrity

Intercollege believes that integrity is the single most important value which must guide our actions and decisions. Integrity provides a sound foundation for knowledge development, quality teaching and for the training of students as responsible citizens and professionals. It fosters an environment conducive to learning: it must underpin the manner in which our institution specifies its goals, selects and retains its faculty, admits students, establishes curricula, determines programmes of research, pursues service, demonstrates sensitivity to equity and diversity issues, allocates resources, and serves the public interest.

The College will seek to demonstrate its integrity through honesty, trust, fairness, respect, openness, responsibility, accountability and a deep concern for its constituencies and for the public.

College members should avoid situations of conflict of interest on account of personal, intimate, and financial relationships; the latter includes the receipt of gifts, accepting paid outside work and having private interests.

a. General Academic and Personal Integrity

- The quest for honesty should start with oneself and be extended to all other members of the academic community, systemically avoiding any dishonest behaviour which could negatively affect the quality status of academic degrees; such as cheating, lying, fraud, plagiarism and theft.
- The **respect** and **trust** that is mutually shared by all members of the academic community will be the backbone of that climate of work which fosters the free exchange of ideas, creativity and individual development; regardless of one's position in the hierarchy of learning and research.
- Ensuring **fairness** in teaching, student assessment, research, staff promotion and any activity related to the award of degrees, should be based on legitimate, transparent, equitable, predictable, consistent and objective criteria.
- **Responsibilities** should be shared by all members of the academic community, thus allowing for the upholding of **accountability** and for the free expression of attitudes and actions in the face of wrongdoing.

b. Avoiding Conflicts of Interest

- Every effort should be made to avoid a conflict of interest. The potential for a conflict of interest arises when a member of the College is placed in a situation where private interests could influence, or appear to influence, judgements made in matters related to the College.
- Faculty or staff should not participate in decisions affecting a person with whom they have a personal relationship as this may lead to a conflict of interest. Situations that entail such a conflict include: the marking of student assignments or examination papers; appointment, supervision or promotion of colleagues; and awarding financial assistance. If a conflict arises, the faculty or staff member concerned should withdraw from the situation or make known the relationship to their superior so that the latter can decide on how the issue should be handled.
- Difficulties in maintaining boundaries between personal and professional life may arise from close relationships, compromising the professional or personal status of those involved. This kind of conflict is particularly heightened in faculty, staff and student relationships.
- A conflict of interest could arise from a financial relationship, whereby the person involved has an economic interest in the company from which their services or supplies are obtained. If such a relationship is present, then it must be revealed prior to any decisions or agreements being made. Those with financial interest must avoid getting involved in such transactions.

- A conflict of interest can be created by receiving gifts as an incentive to act in a particular way or perform duties differently. College faculty and staff should not accept, encourage or request a gift of any form. This does not include special occasion gifts which are offered in accordance with social or cultural practice.
- Faculty and staff are committed to the duties and responsibilities of their appointment at the College. Additional paid external work may be permitted in accordance with the College's policy and guidelines. Similarly, research for pecuniary return should be based on an understanding with the College's appropriate authorities.
- More importantly, prior approval must be sought by faculty before any additional paid external work is undertaken. Outside work which has the potential of promoting the creation of links between the community and the College will usually be considered in a favourable light; care should be taken, however, to avoid the creation of any unreasonable competition with professionals working in the same field or with any external community activity.
- In cases where conflict may arise between the faculty or staff member's private interests and duties to the College, external work should not be authorised. An example is seeking to secure paid counselling outside of College work, while this would normally be considered as part of one's duties. Approval must be obtained for the use of any College facilities connected to additional external work; the cost of which, the College should be compensated for.

c. Integrity in Research

- Intellectual freedom and social responsibility will be the key values guiding scientific research at the College with regards to vocational education and training.
- Researchers at the College are expected to be morally responsible for research processes (choice of topics, methods of enquiry and the integrity of the research) but also for the research outputs. As such, they should adopt and respect the relevant codes of ethical standards that regulate their scientific research.

7.1.4 Knowledge and Academic Freedom

Teaching, research and service are the main pillars of any College and certainly of Intercollege. Intercollege places pivotal importance on intellectual and academic freedom and on the associated issues of autonomy and responsibility. The College expects faculty and staff to:

- (a) Promote and sustain advanced knowledge related to their particular discipline or area of work.
- (b) Achieve the highest standards of excellence by carrying out their duties professionally and conscientiously and to the best of their ability.
- (c) Be fully responsible and accountable for their official performance as relates to decisions, actions and behaviour.
- (d) Make continuous efforts to develop and improve their skills and expertise as related to their particular area of work.

- (e) Focus on client service, regardless of whether the clients are students, other colleagues or staff, or the general public.
- (f) Academic freedom is essential to the practice of teaching, research and scholarship. Faculty are expected to be committed to freedom of inquiry, which implies that they have the right to confront and pass critical judgment on the belief systems of society in the spirit of a more conscientious and sincere search for knowledge and its dissemination.
- (g) Institutional autonomy is essential to academic freedom – the freedom to examine data, to question assumptions, to be guided by evidence, and to be a learner and a scholar. In turn, academic freedom builds and strengthens institutional integrity.
- (h) Intellectual and academic freedom entail responsibilities at all levels of the institution – administration, faculty and students.
- (i) The administration is obliged to protect all faculty, staff and students from harassment and/or inappropriate pressures.
- (j) On the part of the faculty, there is an obligation to distinguish personal convictions from proven conclusions, and to present relevant data objectively to students. Faculty should be careful not to introduce controversial matters into their teaching, which have no relation to their subject. Faculty are also expected to exercise the right of academic freedom and expression without offending others
- (k) On the part of the students, there is the obligation to be critical and to question. All the parties are expected to be committed and to be actively involved in the life of the institution.
- (l) Intellectual freedom does not rule out commitment and it does not require neutrality on the part of individuals or the institution itself. Individual faculty members or students may hold to particular political, social, or religious philosophies, but they must remain intellectually free, while also allowing others the same freedom to pursue truth. In all cases, faculty and students are expected to exercise the right of academic freedom and expression without offending others.

7.1.5 Respect for Regulations and Laws

Intercollege faculty and staff are expected to act in accordance with the prevailing laws of the Republic of Cyprus and of the European Union, as well as, the Internal Regulations of the College. Special mention must be made of the laws relating to data protection, confidential information, and the prevention of fraudulent practices.

- (a) College members dealing with **personal data** shall respect the privacy and the integrity of individuals in accordance with the provisions of Cyprus and EU laws. They are not allowed to process personal data for non-legitimate purposes, or to transmit such data to unauthorised persons.
- (b) Computerised data concerning any individual should be accessed for institutional purposes only; unless the person concerned gives his/her consent. Accessing personal records without a specific, job-related purpose, constitutes a breach of the College's privacy policy. However, the College is legally obliged to respond to any request for information in the form of a police warrant, subpoena, summons or other court order.

- (c) Any password, authorisation code, etc. given to a user will be for their use only, and must be kept secure and not disclosed to, or used by, any other person – except in cases in which a College policy or decision determines otherwise (e.g. when a member of staff is to go on leave).
- (d) College members are expected to adhere to the principles of confidentiality and have a duty to maintain the confidentiality and security of any personal information for which they are responsible, including computerised data. Personal information will generally not be released to a third party unless the subject is informed of the reason for the disclosure and provides approval – with the exception of special circumstances where such disclosure may prevent a serious or imminent threat to the life or health of the individual concerned or of another person.
- (e) All members of the College should ensure that they have an email password to prevent fraudulent misuse of personal mailboxes and newsgroups. Leaving workstations unattended while logged into email should be avoided, as this could lead to fraudulent use of individual accounts. College members should not use another person's account without their permission, either to read or send emails, or post articles to newsgroups.
- (f) Members of the College should not send emails which could prove to be defamatory or bring the institution's standing into disrepute; the College's computing facilities should not be used to harass others by sending abusive, threatening or defamatory messages.

7.1.6 Democratic Governance and Management

- (a) The governing bodies of the College will aim to operate the institutions in an efficient and effective way, as is necessary in the modern world.
- (b) In relation to entrepreneurial and commercial objectives and activities, the governing bodies will aim to safeguard the rule of law and the core academic and ethical values of the College.
- (c) Academics, students and staff members will have a critical role to play in making sure that the quest for efficiency and increased revenue does not impair the quality of learning and research outcomes, or the intellectual standards of the College.
- (d) Official views of the College as a corporate body should only be made public by the appropriate officers of the College, as duly designated by the College's statutes.
- (e) The College will aim to maintain a balance between the need to encourage effective leadership and management and the need to encourage participation by the members of the academic community, including students, teachers, researchers and administrators, in decision making.
- (f) College leaders at all levels will be held accountable for the effective management of the College and for providing ethical leadership.

7.1.7 Ethical Behaviour

Ethical considerations often arise when making or appealing against decisions, when ensuring courteous, just and equal treatment of others, and when complying with professional ethics. Professional ethics must be adhered to, representation of a group must be authorised and unethical activities should be disclosed.

- (a) The College aims to foster an environment where all persons are treated equally and with due respect. Faculty, staff and students will be commended for their efforts, and will be given due acknowledgment for their accomplishments.
- (b) Faculty and staff should treat others equally, regardless of gender, race, culture, disability or medical condition, sexual orientation, religion, marital status, age or political belief. All such information should be treated as confidential and should not be disclosed or disseminated without written consent. It is unfair and irrelevant to determine the grade to be awarded to a student based on factors such as age or gender.
- (c) Actions, practices or rules should not exclude individuals or a group of individuals from opportunities because of personal characteristics, irrelevant to the situation, whether consciously or unconsciously. (E.g. when a person is treated less favourably because of that person's race or gender, or because of stereotypical ideas, practices or rules based on that person's race or gender.)
- (d) College faculty and staff should have respectful relationships with students, colleagues and the community in general. The personal behaviour of faculty and staff is regarded as a crucial part of their responsibilities within their position and duties. Disrespectful, offending or vindictive behaviour is unacceptable in all cases.
- (e) Making Decisions
- The principles of impartiality, fairness and objectivity should be applied when making decisions, taking action of a discretionary nature, or resolving problems which may negatively affect a person's rights, independence, interest or lawful expectations. Those whose rights are affected by a decision shall have the right to respond in writing or verbally to accusations or claims made against them, before the decision is taken.
 - Decisions should be made impartially and fairly and be based on relevant matters, without prejudice, preferential treatment or any arbitrary action. Such decisions should never be guided by personal or political pressure or interest. If someone involved in a decision has a personal financial interest, s/he should declare that interest and withdraw from the decision-making process, while also ensuring that s/he is substituted by another appropriate person.
 - In making decisions, faculty and staff shall ensure that the principle of equality of treatment and the avoidance of discrimination should be respected; so that people with similar circumstances should be treated in the same manner. If there is a difference in treatment, it must be justified with relevant objective factors in the particular case.
- (f) Appealing against Decisions
- In cases where the rights or interests of individuals are involved, the right of defence should be respected at every stage of the decision-making procedure. Such individuals must be given the opportunity to submit written comments and, if necessary, present their verbal clarifications before a decision is made.
 - In cases where the rights or interests of individuals are involved, the right of defence should be respected at every stage of the decision-making procedure. Such individuals must be given the opportunity to submit written comments and, if necessary, present their verbal clarifications before a decision is made.

- If a decision is made that may adversely affect the rights or interests of an individual, then the College member must indicate the appeal possibilities available for challenging the decision; particularly, informing the person concerned of how s/he may go about appealing, who s/he should direct their appeal to, and the time-limit within which s/he has to react.
- Notification of a decision to the person(s) concerned must be sent in writing as soon as possible after the decision is made. The decision should not be communicated to other people involved, until the person directly concerned has been informed.
- The grounds on which the College bases a decision must be clearly stated in the case where the rights or interests of an individual may be unfavourably affected. In cases where standard replies are issued, given a large number of similar decisions, individual reasons should be provided in writing by the College official to the person involved.

See section 3.4.2 on **Appeals Procedure**.

(g) Courtesy

- College faculty and staff are expected to be service-minded, courteous and accessible when dealing with students, other colleagues (regardless of their position or rank) and members of the community. They should always try to be as helpful as possible and reply to any queries as completely and as accurately as possible. If they are unable to assist, they should direct the query to the appropriate person that is responsible for the matter concerned.
- Disrespectful, offending, rude, insulting or vindictive behaviour towards students, colleagues and the public is unacceptable in all cases and could also be a disciplinary offence.
- In cases where such behaviour has occurred, the person responsible is expected to apologise and endeavour to immediately correct his/her behaviour. If classed as a disciplinary offence the person responsible is liable to disciplinary action and reserves the right for an appeal.
- Harassment and bullying are unacceptable. Faculty, staff and students must not get involved in anything which could amount to or may be perceived as sexual, racial or gender-based harassment. Neither should they behave in a manner that may be perceived as intimidating, threatening, domineering or bullying.

(h) Professional Ethics

- College faculty should encourage students in their pursuit of independent scholarly learning, critical judgment, academic integrity and ethical sensitivity. They should, in turn, demonstrate these qualities themselves when interacting with students. Faculty also have the obligation to be courteous and sensitive to the needs of the students. The students' best interests should always be a priority in a relationship of trust between faculty and students.
- Faculty should assess students' work in a fair and accurate way. Details should be given regarding the assessment criteria, making it clear what is expected of students. Feedback should be given within a reasonable timeframe. Faculty also need to

allocate sufficient time for personal advising of students. Students adhering to defensible alternative views or approaches should not be penalised.

- Those supervising others have the special obligation of ensuring fair treatment and equal opportunity, and of maintaining open and honest communication and correct understanding of the standards expected from performance. Performance evaluations should be carried out taking into account the above standards in as fair and objective way as possible. Development and training opportunities should be made available by the supervisors without discrimination or preferential treatment.
- College members, who work, teach or undertake research related to professional activities, such as lawyers, accountants, therapists etc., may have obligations to abide by principles related to their profession. Professional ethical standards are usually consistent with the standards of conduct outlined in this Code. Those who are subject to professional ethical standards should seek to perform them in a manner that is suitable to the ethical standards of both the College and their profession.
- The ethical conduct of research should be guided by the principles of intellectual honesty and public interest. Therefore, research should be designed to develop the particular field of scholarship understanding, and should thus employ an appropriate and reliable methodology. The accuracy and reliability of the data should be protected. Ideas, information and contributions of others should be appropriately recognised and intellectual property should be respected. Whenever necessary, the consent of the participants in the research process should be secured.
- College members are encouraged to report genuinely suspected or acknowledged fraud and/or dishonest behaviour to the appropriate College or external authorities. Those who report or expose fraud or dishonest behaviour should not be subjected to harassment or any other vindictive behaviour.
- Faculty and staff who are considered experts in their area may comment publicly, within their capacity as members of the College, but they should make it clear that the views expressed are not necessarily those of the College. Publicly expressed opinions should at all times be accurate, and respectful of other opinions.
- Whenever members of the College wish to participate in matters of professional or public debate on behalf of a group of colleagues, they must secure formal delegated authority to do so; in such a case, the views presented must be attributed to the particular group that the member represents.

7.1.8 Civic and Social Responsibility and Responsiveness

The mission of most higher education institutions implies a commitment to the students and the community it serves. The College assumes a responsible role for itself and its members within civic society and aims to be an institution that is responsive to the needs of society and the economy.

- (a) Developing academic programmes that meet international academic and professional benchmarks, as well as, local, regional and national needs.

- (b) Seeking and developing ties with outside stakeholders, such as industry groups, whose input and opinion will help the College improve its offerings and increase the employability of its graduates.
- (c) Addressing the specific needs of adults, marginalised groups, or groups requiring special attention.
- (d) Exploring and promoting alternative delivery methods, incorporating the use of state of the art technology.
- (e) Focusing some research on, and organising activities related to, social, economic, political and other issues of major and current importance.
- (f) The College depends on community debate and support for its mission. Faculty and staff are also members of the community they serve. As part of their civic responsibility, therefore, faculty and staff should offer their expertise on economic, social, cultural, political and scientific matters of concern to the community.
- (g) There are no restrictions to participation in political, professional, interest groups or charitable activity, provided that it does not create a conflict of interest or hinder the performance of official College duties. Such activities should not be carried out during working hours or cause duties and commitments to the College to suffer.
- (h) The College promotes the democratic participation of faculty, staff and students in many collective bodies and decisions and maintains corporate transparency well within the limits permitted by any laws.
- (i) The College administration has been transparent on financial matters in the past and will continue to be in the future, even though this is not required by any law. The College expects its members to view such transparency as a privilege that should be respected and not be disclosed to third parties.

7.1.9 Tolerance and Multi-Cultural Awareness

The College places high value on involvement in external activities, particularly those promoting tolerance; of the opinions of others and of diversity and multiculturalism.

- (a) The College prides itself on its commitment to multiculturalism, diversity and democratic values.
- (b) The College accommodates and respects other people's opinions. Disagreements are dealt with by rational debate, giving the opportunity for open discussion and for expressing alternative points of view. Verbal or physical violence or intimidation should not obstruct or halt a rational debate. Criticism of ideas should be differentiated from personal criticism.
- (c) The College aims to encourage respect for cultural diversity and to prevent any discrimination which occurs due to cultural differences. Faculty and staff should make it clear that each individual must acknowledge cultural diversity and identity as an enrichment of the community and should make every effort to encourage a respectful College environment. Cultural diversity widens the range of options open to everyone within the College, while multicultural awareness and policies are conducive to the production and dissemination of diverse cultural ideals.

7.1.10 Sustainable Use of Resources

The College considers the proper use and management of resources and continued financial viability as fundamental components upon which the College will continue to exist and prosper. Effective management of resources, avoidance of waste and emphasis on health and safety, are vital to the efficient running of the College.

- (a) College members have the responsibility to ensure that the resources required, in order to provide teaching, research and community service, are managed effectively and without harm to the College, the community or the environment.
- (b) College property and resources (such as material, financial and computerised resources) should only be used for the legitimate College purposes for which they are intended. Equipment should not be removed from campus, unless there is a College related need for its use, and only after seeking appropriate permission.
- (c) College members should not use the College's computing facilities to access, download, transmit or display material which might be offensive and which is not relevant to their work, study or research.
- (d) Occasionally, College resources may be used for private purposes, such as personal phone calls: in such cases, the College member should be sensitive that in doing so they are using College resources and should make an effort that such use is kept to a minimum. The rules governing all use of the College's IT Office and network facilities, whether accessed through the College's property or otherwise, can be found in the Policy for Information Technology (IT) Use.
- (e) Waste should be avoided and resources should be used efficiently. College property and equipment should be handled with the proper care and should be safely protected against theft and mistreatment.
- (f) The most significant resource of the College is its members' skill and time. Effective interpersonal and human resource management skills, and the provision of training and development prospects, improve this resource for the benefit of the individuals concerned, the College in general and the community that the College serves.
- (g) When undertaking activities, particularly when the advice or information offered is relied upon by others, College members have a duty to take reasonable care to offer correct guidance and avoid causing harm to anyone.
- (h) College administrative procedures must be accurate and up-to-date. Written instructions, clear explanations and demonstrations must be given when training others on the practice of health and safety in the workplace. Hazardous or infectious material used during teaching, researching or assisting in laboratories must be handled and disposed of using appropriate and safe procedures. Such procedures must also be thoroughly demonstrated and explained to students using such materials, while the supervisor must ensure that the correct procedures are implemented properly.
- (i) The College is committed to safe and healthy working practices in a safe environment. Consequently, all College members are encouraged to regard accident prevention and working safely as both a collective and individual responsibility.

7.1.11 Continuous Improvements

The Institutional Values and the Code of Practice are subject to periodic revisions, as the organisation's aims and environment are subject to change.

- (a) The basic core values and the basic principles of ethical behaviour may not change over time. What are likely to change are the specific types of unethical behaviour
- (b) It is suggested that this Code of Practice be periodically reviewed, so that it is kept up-to-date with new College decisions and regulations

7.1.12 Code Violations and Enforcement

It was mentioned by way of introduction that the College's Code of Practice is a point of reference and a shared statement of commitment to upholding its Institutional Values. The Code of Practice is intended to guide College staff, faculty and students in identifying and resolving issues of ethical and professional conduct that may arise in their employment and/or studies. The Code refers to general principles rather than detailed prescriptions. It complements, but does not exclude or replace, the rights and obligations of faculty and staff under the College's Internal Regulations or Cypriot or European law.

- (a) All College employees – faculty and staff – must have knowledge of and are expected to comply with the provisions of this Code of Practice, both individually and collectively. When situations arise which are not clearly covered by the College's Internal Regulations, one may use best judgment based on the values of our institution.
- (b) The Code of Practice will be used to regulate College members' behaviour. College members may be counselled in accordance with common management strategies if their performance falls below the standards outlined. For example, the inadequate performance of one individual may lead to the inadequate performance of a whole office/department.
- (c) Grievance procedures are in place to support College policies. Any concerns regarding the application or breach of the Code in a particular situation should be raised with the official designated to that particular policy. In any other situations, the College member should consult their immediate supervisor or other designated person.
- (d) The College is obliged to take effective measures to publicise the rights of College members specified in this Code; the Code should be available at all times in electronic form on the website, and must also be published and distributed in the form of a brochure.
- (e) The Ethics Committee is assigned with the overall responsibility for the enforcement, violations and suggested reviews of the Code. Each Programme and Administrative Office/Department within the College is responsible for helping to ensure legal and ethical compliance by everyone within its area of responsibility.
- (f) The Ethics Committee supports the College and Programme Coordinators in their efforts to ensure that the College adheres to this Code of Practice, its policies and procedures and other applicable laws. Employees may contact the Ethics Committee directly for suspected compliance violations, or any questions or concerns about compliance issues within the College.

In the case where unethical behaviour is a disciplinary offence (as defined in the College's Internal Regulations), such offences are brought to the Disciplinary Committee. This Committee ensures the right of the defendant to defend him/herself and his/her right of appeal. The Disciplinary Committee and the Appeals Committee do not allow or deem necessary any legal representation on behalf of the defendant

Acknowledgement of Sources: This document has used material from a diverse variety of sources. These include the Draft Constitution for Europe, the UNESCO Bucharest Declaration on Ethical Values and Principles of Higher Education in the Europe Region, The Code of the University of Queensland and the European Code of Good Administrative Behaviour.

7.2 OTHER ADMINISTRATIVE MATTERS

7.2.1 Typing and Photocopying of Material

If a faculty member wishes the office to have examinations or other material photocopied, the material should be in the Photocopy Centre at least one day in advance of the date needed. Faculty members should make sure that they specify the date and time the material must be ready, the course for which it is required, and the number of copies needed.

As a policy, only brief class notes or other unusual material of reasonable length, not available in the official texts should be copied. Preferably, such material should be typed. Other material, such as material from other books, examination questions, manuals or study guides should be reproduced commercially and paid in advance by the students. Departure from this can only be authorised by the Executive Director.

Faculty members who have taught a course for two semesters at the College are required to collect all material they wish to give to their students in a small volume and give them to the Administrative Officer to be photocopied and bound. The volume will then be given to the College bookshop to sell to the students. When supplementary notes are prepared or used, these should be typed, reproduced and sold to the students. However, such notes are not a substitute for the textbook.

7.2.2 Publications

During the year, there are several publications distributed to faculty and students. Faculty members should familiarise themselves with the College Prospectus and other College publications.

7.2.3 Smoking

As of 1st January 2010, the College is a smoke free campus. Smoking is allowed only in outside areas or other specially designated areas, but students, faculty and staff must use ashtrays to extinguish their cigarettes in order to avoid starting a fire.

7.2.4 Classroom Maintenance

To help keep the classrooms clean, students should not be allowed to eat or drink in the classrooms. In addition, faculty members are requested to turn off the lights, as well as the air-conditioning or heating system in the classroom, when the room is not in use. If classroom conditions are unsatisfactory, the Administration Officer should be notified.

7.2.5 Teaching Supplies

Teaching materials, such as white board markers, erasers etc., are available from the receptionist. When you take a supply of these, keep them and bring them back to your office. If you leave them in the classroom, they will most likely not be there next time. If you need other teaching aids for specific courses, talk to the Executive Director, the Director of Administration or the Director of Academic Affairs during working hours.

7.2.6 Field Trips

Occasionally, it may be desirable to have the class visit a local business, site or professional institution. Field trips can be an excellent addition but should not be a substitute for classroom instruction. Such trips may be subsidised by the College after consultation with the Executive Director.

7.3 COLLEGE FACILITIES AND RESOURCES

7.3.1 Library

The College Library serves primarily the needs of its students, lecturers and researchers. It is comprised of the Reference, Reserve, Periodical and Main Collection, as well as Special Collections such as the Cyprus Collection, the Law Reference Collection, the Audio-visuals Collection, etc.

The library has a good selection of materials that support the various areas of study.

The library catalogue as well as any other online databases and e-journals that the Library subscribes to, can be accessed through the webpage from anywhere on campus as well as from off campus.

The College Library is, along with another 15 libraries, a member of the Cyprus Libraries Union Catalogue. This gives all users the possibility to search the other libraries for titles not found in our library.

In addition, the Library has an Interlibrary Loan Service for borrowing materials of a general nature as well as medical material which cannot be found on the island.

7.3.2 Information Technology (IT) Office

The Information Technology (IT) Office serves primarily the College's instructional needs but it can also be used for administration and research.

The College policy is to encourage the use of computers in several courses. Thus, if a faculty member has any computer applications or any software in mind that he/she would like to use in his/her course, he/she is requested to check with the Head of the IT Office or the IT Officer.

The IT Office is open daily.

7.3.3 Audio-Visual Centre

The College has overhead projectors, video projectors, video recorders, colour TVs and a collection of tapes/CDs which can be used for instructional purposes. Prior arrangement should be made.

7.3.4 Counselling Service

The College operates a Counselling Service for the welfare of its students. The service is staffed with professional psychologists or counsellors and covers both academic and personal problems. New students, as well as other students with problems, should be advised to consult with a Counsellor, if available.

7.3.5 Care for Equipment

When lecturers use mechanical or electronic equipment such as a computer, photocopier or video recorder, they should take care and follow the instructions carefully. If it becomes inoperative and they are not sure how to fix it, they should ask the Administration Officer or the Receptionist to arrange for repairs.

7.3.6 Bookstore

The College Bookshop supplies the needs in books to both faculty and students.

7.3.7 Textbooks

Faculty members may borrow a copy of the required textbook for each course they are teaching together with teaching manuals and test banks if available from the Library. Such copies should be returned at the end of the semester unless paid for.

7.4 ACADEMIC CALENDAR

Each academic year begins on 1st September and ends on 31st August. The academic year consists of two regular semesters (fall and spring) (including holidays and examination periods) and an “intensive summer session”.

Registration for the fall semester is carried out throughout September but students are advised to contact the College as there may be variations in days and times of registration.

Undergraduate classes for the fall semester start on either the last Monday of September or the first Monday of October, whichever is nearer to 1st October and end on the Saturday preceding 20th January. Graduate classes start one week later.

Registration for the spring semester is carried out during the last week of January.

Classes for the spring semester start on the Monday nearer to Feb. 1 and end on the Saturday preceding 20th May.

Registration for the Intensive Summer Session is carried out during the first week of July. Classes for the Intensive Summer Session start on the second Monday of June and last for 7-9 weeks.

The week following the last day of classes of each semester and the last half-week of the Intensive Summer Session are used for exams.

The College keeps the following holidays:

- October 1 (Republic Day)
- October 28 (OXI Day)
- Dec. 22 - Jan 7 (Christmas & New Year)
- Green Monday
- March 25 (Greek Independence Day)
- April 1 (Struggle for Independence Day)
- One week before and one week after Greek Orthodox Easter
- May 1 (Labour Day)
- Holy Spirit – Kataklysmos Day, otherwise known as the Festival of the Flood
- August 15 (Our Lady's Day)

In all cases Registration continues up to the end of the Add-and-Drop period which normally runs two (2) weeks after classes start. In exceptional cases, such as for example when an international student does not receive his/her visa on time, the Admissions Officer in consultation with: (a) the Director of Academic Affairs or the Executive Director; and (b) the Programme Coordinator, may allow a student to register even at a later stage.

The Academic Calendar of programmes that require Practicum may vary in order to make room for such Practicum, without affecting the duration of the programme, as far as contact hours are concerned.

7.5 ADMINISTRATIVE CALENDAR

STAFF HOLIDAYS

October	1 (Republic Day), 28 (OXI Day)
December	23 – 26 and 31
January	1 and 6 (Epiphany Day)
Green Monday	
March	25 (Greek Independence Day)
April	1 (Struggle for Independence Day)
Easter Holiday	Good Thursday to Easter Tuesday (both days included)
May	1 (Labour Day)
Holy Spirit	(Kataklysmos Day, otherwise known as the Festival of the Flood)
August 15	(Our Lady's Day)

N.B.: *Three more days will be chosen by each employee in consultation with their Executive Director between 22nd December and 6th January.*

In the case of urgent College work, members of the staff may be asked to present themselves for duty at any time.