

University of Cyprus
School of Economics and Management
STRATEGIC PLAN
2018-2020

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Executive Summary

We, at the School of Economics and Management of the University of Cyprus, aim to provide world-class undergraduate and graduate education in economics and management with the ultimate purpose of improving lives. We aim to provide a vibrant and stimulating learning environment, where prominent researchers and the most promising students come together to exchange ideas and generate new knowledge, setting high standards for the future.

The School of Economics and Management is located at the capital of Cyprus, Nicosia and has its own premises at the University Campus. It is one of the first three faculties to be established at the University of Cyprus in 1989, and admitted its first students through the national entrance examinations in 1992. Its first graduates entered the labour market in 1996. Since then, more than 4500 students graduated from one of the three Departments of the School, namely Department of Accounting and Finance, Department of Business and Public Administration, and Department of Economics. With around forty academics and more than fifteen administrative staff, it actively serves more than 1000 students, who are currently enrolled in its undergraduate and graduate programmes. We are very proud that among the faculty of our School we have the Nobel Laureate in Economics of 2010, Sir Christopher Pissarides.

We live in a fast pacing world constantly being overwhelmed with new information. Being a research driven academic institution means we play a key role in converting this information into knowledge, educating leaders and developing innovations that contribute to growth and make us capable of interpreting the world. All our economics and management programmes boast an innovative curriculum, hands-on learning, and rigorous analysis, while bridging theory and practice and fostering socially responsible behaviour. Completing any one of our programmes, means that our graduates have acquired critical thinking, analytical, communication and interpersonal skills all along with motivation, strong work ethic and adaptability, gaining a competitive advantage in the most preferred qualities and skills of employees and entrepreneurs.

In our 2018-2020 Strategy, we set out how the School, through education, research and partnership links with the local community and the world at large, will extend the boundaries of knowledge and improve people's lives, pursue excellence, inspire innovation and benefit the society and the environment. The action plan was built on 5 pillars: Research and Scholarship; Student and Learning Experience; Service, Outreach and Engagement; Resource Management; International Outlook and Diversity. Activities such as increasing the research output and its impact, generating income from research activities, introducing new programmes of study, building a sustainable network, gaining international/European accreditation and effectively managing our resources, all aim towards attaining our vision to become one of the leading schools in economics and management in the region, enabling researchers and students, unlock their potential and thrive for the benefit of the economy, the society and the environment.

1. Our Vision

We aspire to become one of the leading schools in economics and management in the region, enabling researchers and students, to unlock their potential and thrive for the benefit of the economy, the society and the environment.

2. Our Mission

The mission of our School is to provide world-class undergraduate and graduate education in the fields of economics and management and extend the boundaries of knowledge through research, in a vibrant and stimulating learning environment, promoting a culture of excellence through innovation, inclusion, service and partnership with the local community, the region and the world.

3. Our Objectives

The School of Economics and Management of the University of Cyprus aims to

- Pursue excellence, via the creation, sharing and application of new knowledge, which is internationally recognizable while building partnerships overseas, attaining funding for research and building research hubs/centres.
- Promote an enriching educational environment and provide a high quality learning experience, to enable students attain their personal and professional goals.
- Inspire innovation by embracing change, nurturing creativity and cultivating an entrepreneurial spirit.
- Provide a fundamental social contribution to Cyprus and the region, committing to civic engagement and ethical leadership, benefiting the society through education, research, and life-long partnership links.
- Attract, recruit and retain high calibre faculty and staff, creating a vibrant and integrating environment, nurturing a sense of belonging and pride, where everyone can flourish and excel.
- Improve our international standing and maintain our status in the region
- Encourage students, faculty, and staff to embrace diversity and inclusion, encompassing the broad range of individual experiences.

4. Our Values

The School of Economics and Management espouses the following core values, which underpin and guide all our activities:

- Pursuit of Excellence
- Creativity and Independent Thinking
- Honesty, Integrity and Accountability
- Openness and Engagement
- Respect, Diversity and Inclusion
- Collegiality

5. Current State

5.1 Context

The School of Economics and Management was one of the first three faculties to be established at the University through the University of Cyprus Law (N.144/89) in 1989. The first students were introduced in 1992. The students are admitted through the national entrance examinations with only a limited number of positions available and it is highly competitive. Its first graduates entered the labour market in 1996. Since then, more than 4500 students graduated from the School.

The School of Economics and Management consists of three departments:

- Department of Accounting and Finance (AFN)
- Department of Business and Public Administration (BPA)
- Department of Economics (ECO).

and two Research Units:

- Economics Research Centre
- Centre of Banking and Financial Research

The faculty offers undergraduate students a wide range of major and minor course options in the fields of economics, management, marketing, operations management, accounting and finance. The faculty aims at providing a unique program of high quality education, serving as a starting point for potential career development whilst proactively preparing its graduates for the requirements of a highly competitive labour market. This covers a range of career choices whether in the private, public, or non-profit sector. The faculty recruits high calibre academics, the majority of whom are internationally renowned, bringing with them years of international experience in their field of expertise, including the 2010 Nobel Prize in Economics laureate, Prof. Christoforos Pissarides. All staff work together as a team, bringing about a wide range of perspectives and employing them for teaching, instruction, and problem-solving. The faculty vigorously pursues research projects and training in issues of unyielding regional and global significance.



The School has established strong links with the local industry, including the healthcare, pharmaceutical, telecommunications, tourism, banking and accounting sectors and the government, including the Ministries of Finance, Health and Education, the Commission for the Protection of Competition, the Directorate General for European Programmes, Coordination and Development (former Planning Bureau), and the Central Bank of Cyprus.

5.2 The School at a Glance

	AFN	BPA	ECO	Total
2016				
Number of Undergraduate Students	329	303	402	1034
Number of Postgraduate Students	85	107	45	237
Number of PhD Students	8	8	13	29
Number of Academic Staff	9	12	17	38
Number of Chairs	1	1	1	3
Number of Admin Staff				16
Average Score of Incoming Students on National Entrance Exams	19.1/20	18.2/20	17.4/20	18.3/20
Average Graduating GPA	7.49	6.97	6.80	7.09
Number of Incoming Students (Erasmus)	3	59	8	70
Number of Outgoing Students (Erasmus)	20	9	18	47
Number of Graduates <i>to date</i> (1992-	560 (PBA:2064)	306 (PBA:2064)	1642	4572
Number of PhD Graduates <i>to date</i>	10	0	13	23
Number of External Research Projects <i>to date</i> (1996-)				78
Number of Internal Programmes <i>to date</i> (2002-)				27
Number of Starting Grants <i>to date</i> (2005-)				14
External Funding <i>to date</i> (1996-)				>11 € m
External Funding <i>for Student Awards</i>				31550 €

5.3 Our Programmes of Study

	Business and Public Administration	Accounting and Finance	Economics
Bachelor Degree	Operations Management	Finance	Economics
	Marketing	Accounting	International, European and Economic Studies
	Management		Mathematics and Economics (interdepartmental – with MATH)
Master's Degree	Human Resource Management – HRM (English)	Finance	Economic Analysis (English/Greek)
	Business Administration (MBA) (English/Greek)		Monetary and Financial Economics
			Business Economics in Technology, Innovation Management and Entrepreneurship - TIME MBE
	Financial Economics (English)		
	Data Science – (interdepartmental) with the Department of Computer Science and the Department of Mathematics and Statistics (starting in <i>Sept. 20XX</i>)		Behavioural Economics – (interdepartmental) with the Department of Psychology (starting in <i>Sept. 2020</i>)
PhD	Business Administration	Finance	Economics
Minor degrees	<i>in Entrepreneurship</i>	<i>in Accounting</i>	<i>in Economics</i>
	<i>in Business Administration</i>		

5.4 Our Achievements

5.4.1 International Recognition/Rankings

The School of Economics and Management features in various research oriented rankings, among those:

- The UTD Top 100 Business School Research Rankings™ of the University of Dallas, which ranks schools/faculties based on tracking publications in 24 leading business journals post 1990. This ranking places our School 35th in Europe and 208th in the world, when all journals are taken into account (1992-2017).
- The Arizona State University Ranking which places the University of Cyprus 197th (ASU-FMA) and 181th (Finance Ranking), worldwide based on the number of articles published between 1992 and 2015 in the top finance journals.
- Tilburg University ranking, which ranks economics schools based on their publications in 70 leading economics journals (2004-), places our School 209th in the world and 79th in Europe.
- Note: The School is currently not ranked in any of the mainstream ranking schemes (e.g. TIMES, QS, FT, Forbes, Business Insider) mainly due to the fact that the School has not been accredited by any external organization (e.g. EQUIS, AACSB) to date.

It is important to note that all our Departments’ external evaluations (carried out as per University guidelines) to date are characterized by very positive and complimentary comments and provide reassurance that our School is highly regarded and internationally recognized.

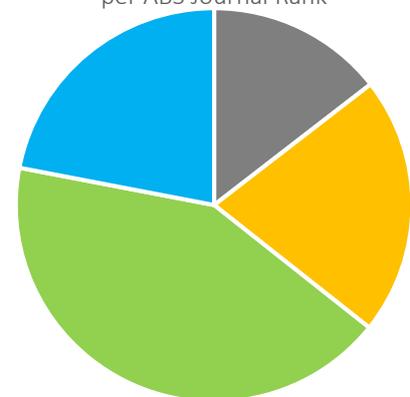
5.4.2 Research Output

One of the fundamental activities of the School of Economics and Management is to generate knowledge via research. Our faculty’s research output is reflected in the peer-review publications to date.

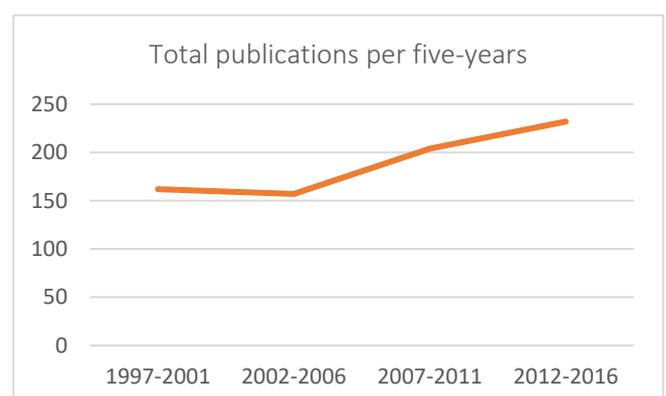
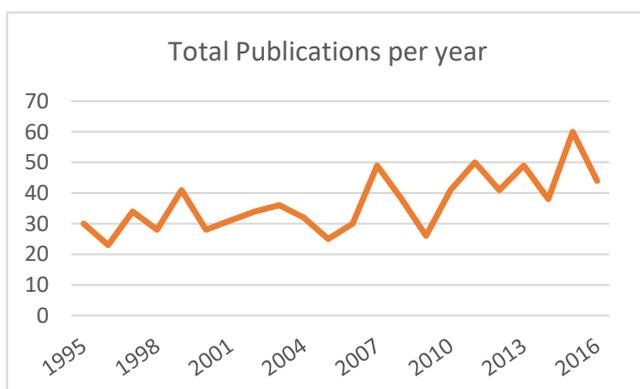
ABS rank	Unranked	ABS 1,2	ABS 3	ABS 4	ABS 4*	Total
1997-2001	21	34	70	26	11	162
2002-2006	18	38	63	28	10	157
2007-2011	27	40	86	42	9	204
2012-2016	35	52	101	39	5	232

The School places emphasis on the impact these publications make and thus, monitors both the output in different strands based on the ABS rankings and the number of citations they attract. The School has fared well in the years, achieving a substantial number of publications and citations, which are increasing constantly.

Total Publications per ABS Journal Rank

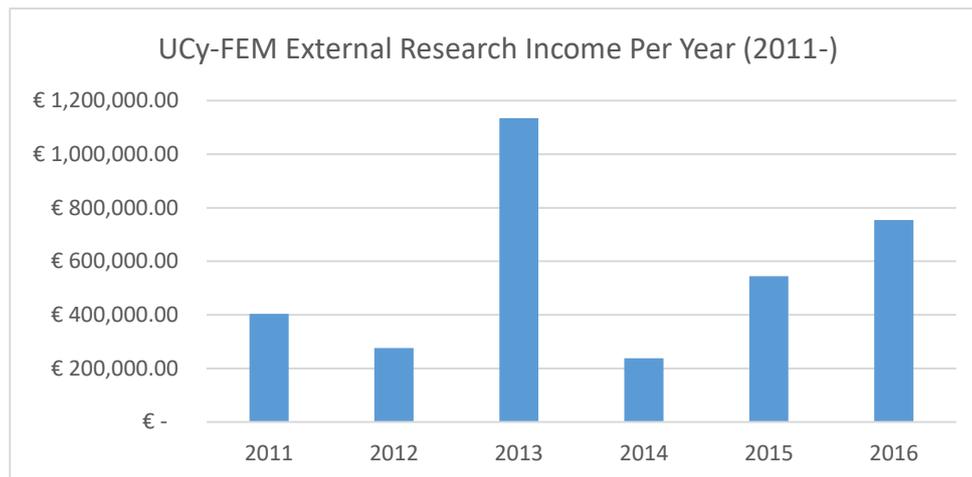


■ Unr ■ ABS 1,2 ■ ABS 3 ■ ABS 4,4*



5.4.3 Research Funding

Faculty members were very successful in attracting funding from the Cyprus Research Promotion Foundation and the European Commission, (e.g. the School hosts amongst others the very prestigious awards: an ERC Starting Grant, an ERC Advanced Grant, and an ERC Proof of Concept with total funding of more than 2.8 million euro), while they participate in a significant number of international collaborative research grants. Additionally, faculty members secured a number of Marie Skłodowska -Curie Fellowships, which are a seal of excellence among the academic community, with a total budget of ~ 1.2 million euros.



Moreover, the School faculty attained a number of awards throughout the years, some of the most recent ones (2016) being:

- Distinguished Researcher Award 2016 for outstanding research contribution in the field of Social Science and Humanities by the Cyprus Research Promotion Foundation
- Young Researcher Award 2016 for significant research contribution of a young researcher in the field of Social Sciences and Humanities by the Cyprus Research Promotion Foundation
- Joanne Martin Trailblazer Award from the Organization and Management Theory (OMT) Division of the American Academy of Management
- EGOS Honorary Membership
- Academy of Management Best Paper Award for the work titled: “Paradoxes of Changes”
- Best Paper in the 43th European Economics Convention for the work titled: “Does limited attention affect institutional trading?”
- 2nd Best Doctoral Conference Paper Award at the Multinational Finance Conference for the work titled: “Information Asymmetry and Lead Underwriters’ role in the IPO Aftermarket: Empirical Evidence for the U.S. before and after the Lock-Up period”
- Best Conference Paper Award at the Multinational Finance Conference for the work titled: “Coverage Termination due to Resources Constraints: Cheap talk or Euphemism for Bleak Business Prospects?”

5.4.4 Students/Teaching output

Our students/alumni had a number of achievements providing a seal of excellence for the educational service we provide. For instance, the graduates of the School count an astonishing number of 25 ICAEW global awards since 2008, 5 of which were awarded in the year 2016.

Our PhD graduates have been offered positions in academic institutions both in the US and the UK, recognizing the high level of PhD training we provide.

The School ranks first among the University Schools based on the number of incoming students per year through the Erasmus + programme and second based on the number of outgoing students. Most incoming students come from Spain, Italy and Poland. Most outgoing students visit Spain, Italy and Greece. All three departments offer a number of courses in the English language and make an effort to promote the Erasmus+ programme to the second year students. Currently, 14% of our students participate in the Erasmus+ programme.

	2016		2015	
	<i>Incoming</i>	<i>Outgoing</i>	<i>Incoming</i>	<i>Outgoing</i>
School of Economics and Management	75	42	63	44
School of Social Sciences and Education	59	69	63	72
School of Humanities	52	31	33	38
School of Letters	23	6	19	18
School of Pure and Applied Sciences	13	26	9	16
School of Engineering	5	21	7	21

5.4.5 Service/Engagement

The link between teaching, research, and societal impact is central to the Faculty's activities. The core of the School's teaching and research is inseparably connected to society, through the questions and subjects addressed, which are directly related to the economy and the society.

Moreover, various members of the faculty of the School have been offered positions in the Boards of a number of organizations (mainly private) which showcases the trust and credibility the School hold among the local community. Amongst others, School faculty members held (or hold) positions in Boards, such as in the Bank of Cyprus, in various Cooperative Banks, the Hellenic Bank, the Central Bank of Cyprus, Eurobank, the Research Promotion Foundation, etc. Additionally, faculty members sat on national councils such as the National Economic Council and the National Scientific Council.

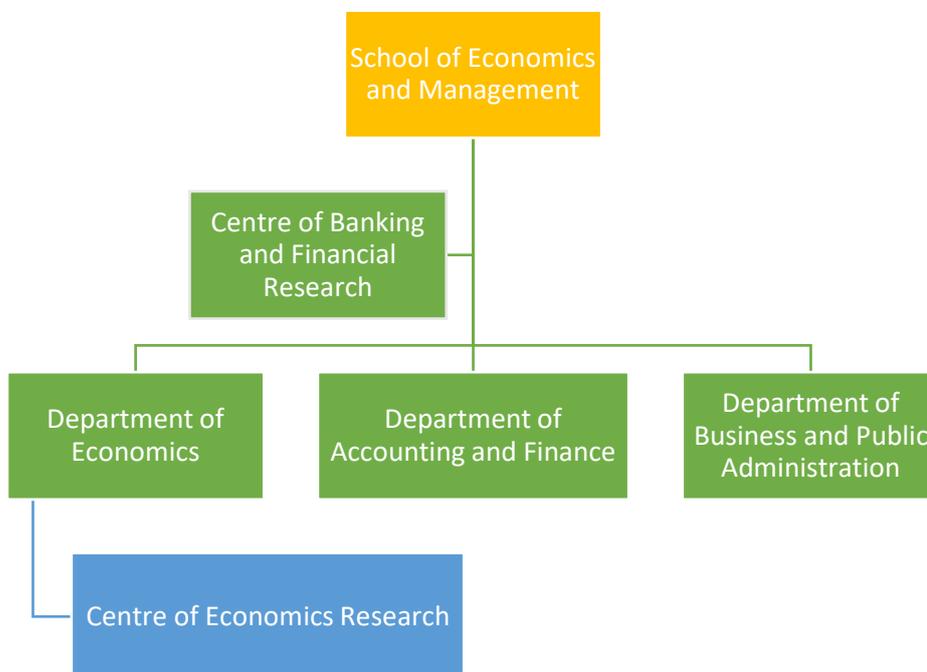
Furthermore, the School organizes a number of events open to the public such as the Annual School Lecture by Sir Christopher Pissarides and the Annual Lecture by the Minister of Finance. In 2016, the School has also organized the conference "Interpreting the Past, Present and Future of Cyprus" with the London School of Economics and Political Science to mark the 20th Year of the Hellenic Observatory. All of the events are organized with the financial support of the industry (e.g. Hellenic Bank, Central Bank of Cyprus, Universal Life, Central Cooperative Bank, etc).

5.4.6 Resources

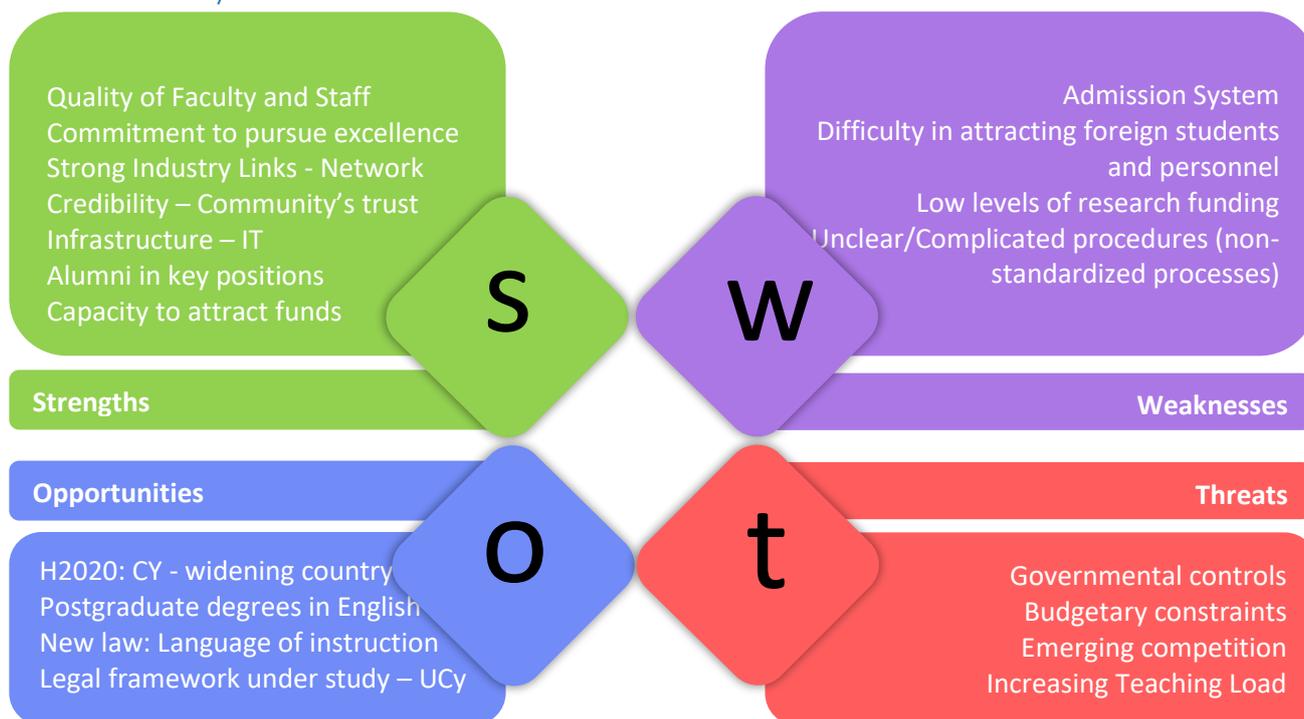
	Dean's Office	AFN	BPA	ECO	CyERC	MBA Office	Total
	2016						
Number of Academic Staff		9	11	17			37
Chairs		1	1	1			3
Number of Admin Staff	7	2	2	2	1	2	16
Number of External Research Projects to date (1996-)							78
Number of Internal Programmes to date (2002-)							27
Number of Starting Grants to date (2005-)							14
External Funding to date (1996-)							>11 € m

2016	Student/Faculty Ratio
School of Social Sciences and Education	36.9
School of Economics and Management	35.71
School of Humanities	23.4
School of Engineering	22.38
Medical School	16.86
School of Letters	16.62
School of Pure and Applied Sciences	13.07
UCY Average	23.38

5.5 Our Organizational Structure



5.6 SWOT analysis



5.7 Critical Success Factors

Our mission is rendered into specific **key performance areas** considered necessary for the achievement of the vision:

1. International Outlook and Diversity – broadening our community
2. Academic Excellence – creating knowledge
3. Student Learning Experience – transferring knowledge
4. Service, Outreach and Engagement – disseminating knowledge
5. Resource Management – developing and managing resources

To achieve our goals, we have identified the critical success factors and, for each, the desired outcomes: high quality and competent faculty and staff, innovative research activities, state of the art teaching-learning practices, supporting technology, quality facilities, capable students, supporting legislative and public support. Moreover, to succeed in our mission we need excellence in communication, a service-oriented culture, appropriate visibility in Cyprus and beyond, a welcoming physical environment, a courteous social environment, resilient systems and effective services, and a strong sense of community.

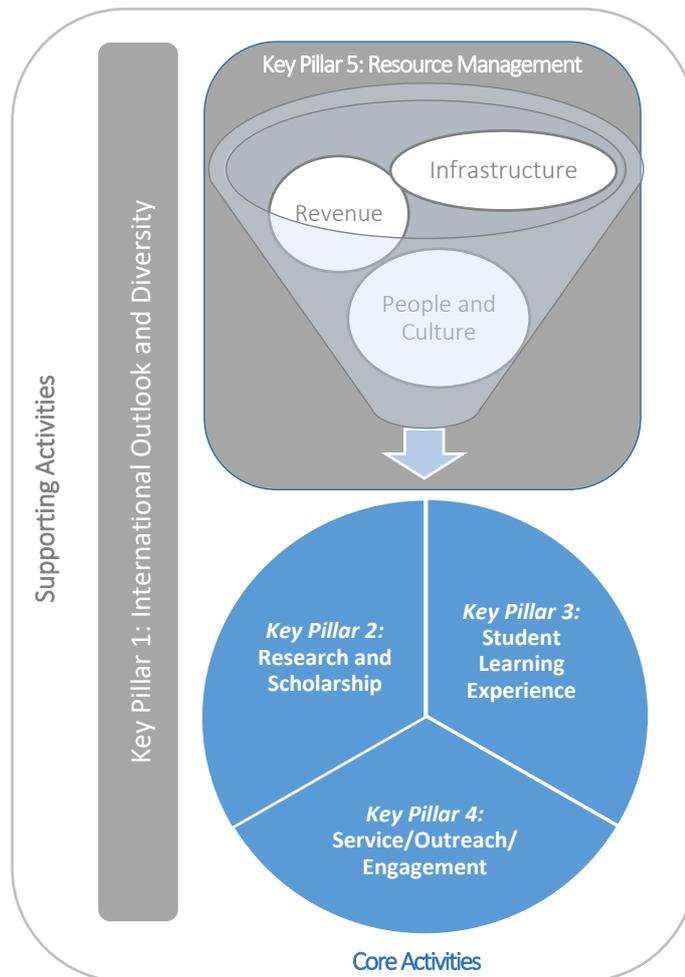
A core activity to attaining our mission, is to effectively involve our stakeholders:

- | | |
|-------------------------------------|--|
| a. Prospective students | e. Faculty, Students, Staff, Other (internal) |
| b. Alumni | f. Research agencies (e.g. RPF) |
| c. Employers | g. Local community |
| d. Colleagues at other institutions | h. Legislators, officials, governing boards & associations |

Overall, the successful implementation of our School’s Strategic Plan relies on the continued institutional commitment to further expand and strengthen our core capabilities. The School acknowledges that an important driver of the School’s success and current high standing among stakeholders has been the continued internal support from the University.

5.7 Our Framework

We organise our Strategy in five key pillars (corresponding to the identified key performance areas), grouped in two categories, the core activities and the supporting activities. All activities are inherently interwoven and mutually reinforce one another.



6. Our Strategic Goals

Based on the above analysis and within the set framework, we have identified the strategic goals which closely align to those of the University, and that will guide the School over the next four years, helping us realise our vision. A balanced scorecard was developed by identifying the long term strategic objectives associated with each of the key organisational areas. In turn, each objective was broken down into performance measures that easily and measurably specify progress towards achieving the targets.

6.1 Action Plan

Key Pillar 1 International Outlook and Diversity	
Strategic Goals	
Improve our international standing and maintain our status in the region	
Encourage students, faculty, and staff to embrace diversity and inclusion, encompassing the broad range of individual experiences.	
Initiatives	
1.	Seek for international accreditation both at programme level and at School level and help promote institutional level accreditation (e.g. AACSB, EQUIS, EPAS, AMBA, etc)
2.	Succeed in the national accreditation of all our programmes of study within the set timeframe
3.	Conduct a feasibility study in introducing undergraduate programmes, with English being the language of instruction
4.	Foster an environment which promotes social integration
5.	Design joint programmes with European and other educational institutions
6.	Develop strong partnerships with local and international organizations
7.	Offer a wide variety of educational opportunities for students (e.g. Erasmus+, etc)
8.	Use digital methods/means (IT tools) and online media to improve communication with the local and international community.
9.	Encourage faculty/staff development through transnational mobility
Key Performance Indicators	
1.	International Recognition-Accreditations
1.1.	<i>Accreditations</i>
1.2.	<i>International and European Rankings (TIMES, QS, FT, TILBURG, DALLAS, Arizona, etc)</i>

Key Pillar 2: Research and Scholarship	
Strategic Goal	
Pursue excellence, via the creation, sharing and application of new knowledge, which is internationally recognizable while building partnerships overseas, attaining funding for research and building research hubs/centres.	
Initiatives	
10.	Produce impact-oriented research to advance knowledge, shape thinking, and set standards
11.	Seek and provide funding for faculty research development opportunities
12.	Build and sustain a vibrant research system enabling internal and external collaboration via research visits, faculty exchanges, etc.
13.	Provide research support and rewards to create a culture of research excellence
14.	Promote cross-disciplinary research efforts
15.	Disseminate research widely to maximize value and impact
16.	Promote the creation of endowed chairs
Key Performance Indicators	
2.	Scholarly Productivity
2.1.	<i>Publications</i>
2.2.	<i>Funded proposals</i>
3.	Scholarly Impact
3.1.	<i>Citations (e.g. Scopus/Web of Science/Google Scholar)</i>

Key Pillar 3: Student Learning Experience	
Strategic Goal	
Promote an enriching educational environment and provide a high quality learning experience, to enable students attain their personal and professional goals.	
Inspire innovation by embracing change, nurturing creativity and cultivating an entrepreneurial spirit.	
Initiatives	
17.	Review all programmes continually to ensure that innovation and current research and scholarship are appropriately incorporated, fit with the demand and the marketplace needs, enhancing the employability of our graduates
18.	Enhance our curricula to provide students with the skills necessary for life-long learning and discovery, emphasizing imagination, self-awareness and social and ethical responsibility
19.	Infuse an entrepreneurial and innovative mind set via integrating entrepreneurial and innovative approaches into every aspect of the School
20.	Promote programs (including interdepartmental ones within the School) for students with high potential
21.	Design and introduce an incentive system (e.g. award for best teacher) for faculty and staff that excel and incorporate innovating teaching methods
22.	Expand experiential learning opportunities and study abroad (e.g. Erasmus +) participation.
23.	Design and introduce an exit survey to students to develop specific initiatives to address the issues identified and serve as the basis of the alumni data bank.
24.	Engage students at all points of their time at the School so that they feel part of a community, and continue to recognise students as key stakeholders and consult them on the decisions that directly affect them.
25.	Work with our network of alumni to prepare our students for their careers after graduation.
Key Performance Indicators	
4.	Programmes/Courses
4.1.	<i>Instructor teaching index (how well of a teacher s/he is based on student survey)</i>
4.2.	<i>Student Survey: teaching-learning climate, mission clarity, programme currency etc</i>
5.	Student Outcomes
5.1.	<i>Student Mobility (Erasmus +)</i>
5.2.	<i>Graduate Prospects (Lifelong learning: next degree, professional, etc, Employability: rate, time to job)</i>

Key Pillar 4: Service, Outreach and Engagement	
Strategic Goal	
Provide a fundamental social contribution to Cyprus and the region, committing to civic engagement and ethical leadership, benefiting the society through education, research, and life-long partnership links.	
Initiatives	
26.	Build a vibrant, sustainable support network and effectively manage and facilitate advanced connectivity.
27.	Create a programme of services, activities and communications for our alumni and friends tailored to their experiences and interests
28.	Renew our relationship with our alumni and friends and seek their support in delivering our academic mission and building the School's local and global reputation (through mentorship, financial support, etc)
29.	Increase our involvement in advising government and industry on key policy areas such as science and innovation, education, health, energy and the environment, using alumni relationships, professional contacts and opportunities to engage with key decision makers.
30.	Work with the stakeholder groups (e.g. employers, associations, government etc) to help make our work relevant to the needs of society.
31.	Broadly publicising examples, evidence and case studies from our research and academic/student achievements.
32.	Use digital technology to ensure that our research and education reaches a wide and varied audience.
33.	Continue to deliver a wide range of events and activities for the public such as our annual events (i.e. open talks by Nobel Prize Winner Sir Pissarides, Minister of Finance) and public lectures
34.	Increase our community service via organizing other/charity events and engaging in fundraising for those in need.
Key Performance Indicators	
6.	Personnel engagement
6.1.	<i>Service in public office, boards, etc</i>
7.	Service and Outreach
7.1.	<i>Organization of open/public/other events</i>

Key Pillar 5: Resource Management	
Strategic Goal	
Attract, recruit and retain high calibre faculty and staff, creating a vibrant and integrating environment, nurturing a sense of belonging and pride, where everyone can flourish and excel.	
Initiatives	
35.	Manage the School's budget efficiently and increase the level of external funding.
36.	Promote a culture where all people are respected
37.	Empower, train and develop staff at all levels to deliver the expected results
38.	Improve our governance structure to enable prompt decision making and promote accountability
39.	Continue to invest in state-of-the-art technology and other resources needed to achieve our mission, and identify and swiftly respond to technological advancements.
40.	Improve our use of space, encourage recycling and decrease overall waste.
41.	Adopt the necessary policies (e.g. less admin load on non-tenured faculty, adopt a reward system, etc) to lead faculty and staff in the fulfilment of our mission.
Key Performance Indicators	
8.	People and Culture
8.1.	<i>Employee Turnover (faculty and staff)</i>
9.	Revenue
9.1.	<i>Level of Funding (internal and external)</i>

6.2 Tracking and Achieving Our Goals

We have set out a roadmap for the implementation of our Strategic Plan. Each of the aims and objectives set out will have a strategic lead who will ensure delivery within the agreed timelines, drive and motor the achievement of the targets against Key Performance Indicators (KPIs). Both primary and secondary sources will be used for the collection of the necessary data involved. We will design and carry out four surveys: Student Survey, Alumni Survey, Reputation Survey (among stakeholders) and Faculty/Staff Survey. Additionally, we will retrieve data both from internal sources (Centre for Teaching, Finance, Research, Student, etc) and external sources (Google Scholar, Scopus) for the purposes of obtaining feedback and info on the set KPIs.

In order to achieve our goals, the actions that will be undertaken to ensure the implementation of our Strategy will be contained within Implementation/Operational Plans which will be updated periodically (quarterly, annually).

We will review our progress towards achieving the set markers of excellence per department on an annual basis. For this purpose, a Monitoring Review Committee (MRC) will be established which will be responsible for tracking the progress of the strategic plan at both the Departmental and School level. The MRC will comprise of the Dean and the three department chairs. A progress report will be prepared by each Department and Research Unit and will be reviewed by the MRC on at least a biannual basis.

6.3 Measures of Achievement and Excellence

The measures of achievement and excellence are translated into targets (School and Departmental) for each key performance indicator, which are included in the Implementation/Operational Plans.

	KPIs – School Level	How to Measure
PILLAR 1	(1). <i>Ranking-international recognition</i>	http://www.byuaccounting.net/rankings/univrank/rankings_per_univ.php?univid=133&univname=University%20of%20Cyprus ??
	1.1.1 <i>Financial Times</i>	Insert the actual overall rank of the school - http://rankings.ft.com/businessschoolrankings/rankings
	1.1.2 <i>Dallas</i>	Insert the ranking of the University (choose Worldwide Rankings, select year range, find University of Cyprus) http://jindal.utdallas.edu/the-utd-top-100-business-school-research-rankings/
	1.1.3 <i>Arizona</i> <ul style="list-style-type: none"> • Finance Rankings • ASU-FMA 	<ul style="list-style-type: none"> • Insert the ranking of the University (choose Finance Rankings, select all journals, select time period post 1992, select ranking range ALL, click sort) https://wpcarey.asu.edu/finance-degrees/finance-rankings • Insert the ranking of the University (choose ASU-FMA, select all journals, select time period post 1992, select ranking range ALL, click sort) https://wpcarey.asu.edu/finance-degrees/finance-rankings
	1.1.4 <i>Tilburg</i>	Insert the ranking of the University (choose Ranking Sandbox, choose year reference, search) https://econtop.uvt.nl/rankinglist.php
	1.1.5 <i>Brigham</i>	http://www.byuaccounting.net/rankings/univrank/rankings.php
	(2). <i>Accreditation - AACSB</i>	Insert date of achieving membership and accreditation on AACSB
PILLAR 2	(3). <i>Publications</i>	Insert number of papers published by faculty members of the School in reference year.
	=>3	Insert number of papers in 3, 4 and 4* AFT Ranked Journals, published by current faculty members of the School, in reference year.
	=>4+4*	Insert number of papers in 4 and 4* AFT Ranked Journals, published by current faculty members of the School, in reference year.
	<i>Per capita per year</i>	Insert the number of papers published by current faculty in a year divided by the actual number of faculty members in reference year.
	<i>Per capita (rolling 5yrs)</i>	
	<i>Per capita per year =>3</i>	
	<i>Per capita per year =>4+4*</i>	
	<i>Per capita (rolling 5yrs) =>3</i>	
	<i>Per capita (rolling 5yrs) =>4+4*</i>	
(4). <i>Citations (e.g. Scopus/Google Scholar)</i>		
PILLAR 3	(5). <i>Instructor teaching index (student survey)</i>	Insert data based on the Student Survey (to be designed and used in conjunction with the Course Evaluations)
	(6). <i>Student Mobility (Erasmus +) incoming</i>	Insert total number of incoming Erasmus students per year.
	(7). <i>Student Mobility (Erasmus +) outgoing</i>	Insert total number of outgoing Erasmus students per year.
	(8). <i>Graduate Prospects (LL-Employability)</i>	Insert data based on the Alumni Survey (to be designed)
PILLAR 4	(10). <i>Organization of open/public/other events</i>	Insert the total number of events, which are open to the public, have a philanthropic aspect, etc and conferences, seminars, inaugurations etc, that organized (or co-organized) by the School each year
PILLAR 5	(11). <i>Internal & External Funding</i>	Insert the total internal and total external funding received (incl. donations, consultancies, research, etc) in Euros