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# Vision for 2025

A leading institution of cultural enterprise, an outstanding contributor to society, and a reference point for the global scientific community

## Enhancing International competitiveness and recognition among top universities worldwide

| Attract, recruit and retain outstanding students, researchers, academic and administrative staff members | Foster strategic partnerships and stronger collaborations with universities, research centers, business and other stakeholders | Strengthen support for and recognize innovative research | Excel teaching, educational experience and study programs | Develop state-of-art infrastructure for world-class research and excellent teaching | Ensure optimal exploitation of intellectual property and patents |

## Building leadership position as outstanding contributor to society

| Conduct research and provide expertise for the benefit of society | Foster an inclusive community environment that favors diversity through interaction for problem-solving purposes | Be established as essential partner in both current and new alliances and strategic partnerships | Focus on enhancing excellent governance and organizational stewardship |

## Being established as model of effective administration

| Improve governance structures and processes | Establish interactive leadership that fosters teamwork and collectivistic behavior | Ensure strategically effective human resources planning |

## Ensuring economic empowerment and sustainability

| Develop efficient planning for long-term economic management | Seek new revenue sources and enhance existing ones |

## Being established as major institution of culture and innovation

| Support business efforts of students and alumni | Enhance existing cultural activities and develop new ones |
Rector’s Message

The University of Cyprus (UCY) – a public institution - is the “first Cypriot university” founded in 1989 with an enduring mission, that is, the advancement of science, knowledge, learning and education by teaching and research.

To date, UCY has held on to its place as the leading university in Cyprus, boasting a wide array of academic and research achievements. It has been improving its international spot in the competitive lists with world’s top universities, such as CWUR, Times Higher Education World University Rankings, Webometrics and UI GreenMetric. Indicatively, Cyprus’s flagship University has ranked 52\textsuperscript{nd} in 2017 THE World University Rankings with the top 200 universities under 50 years old and joined the top 400 at #351-400\textsuperscript{th} in 2017 THE World University Rankings with the 980 top HEIs.

The dynamic development of the University in its relatively short history, as the international rankings demonstrate, and its establishment as the most trustworthy state institution by the Cypriot public are the result of our community’s team work. Simultaneously, the distinct, successful path UCY has charted since its inception has constituted the base to build on and plan our future. The new Strategic Plan sets out the new aspirations expressed in its themes and actions, securing the strategic goals achievement and UCY’s long-term success on the one hand and ensuring on the other hand its dynamic interchange with the national, European and international academic, business, social and cultural communities.

Having evaluated the Institution’s successful path of development in the rapidly changing global environment, UCY leadership has worked together with all stakeholders to weave the finest ideas, ambitions and needs that emerged from the dynamic interchange between the leadership and all university units into a pattern for our future plan of the 2016-2025 decade. The document presents our vision, mission, values, strategic goals and operational objectives. It aims to ensure that our University continues to grow, retains its competitiveness and the leading position in the higher education sector, and improves its position within the global university community.

I want to express my thanks to all the staff, students, alumni and others and congratulate you all on your contribution to the development of the new Strategic Plan, the implementation process of which -a complex endeavor- is already in progress. I am confident that we will continue working together to deliver it and approach currently unforeseen opportunities and challenges, exerting the required agility. We will make the very most of us so that UCY becomes more efficient and sustainable and it is established as a modern, distinguished organization, which serves as the vehicle of culture and innovation for the next generation of Cyprus. Together we will be writing the next chapter of our University history.

Professor Constantinos Christofides
Rector
Established in 1989 as a public institution, the University of Cyprus (UCY) welcomed its first students in 1992 and awarded its first degrees in 1996.

The University offers a range of undergraduate, graduate and professional degree programmes, in 8 schools, 22 departments, 11 research units, 2 institutes and 15 organisational entities. It also offers training and lifelong learning programmes through the Centre for Lifelong Learning, Assessment and Development (KEPEAA). A total of 16,923 undergraduates and 5,821 graduate students (Masters and PhDs) have graduated in the period 1996-2017.

UCY has demonstrated strong research activity, both theoretical and applied, throughout the entire range of disciplines it offers, both at department as well as research unit levels.

In the academic year 2016-17, the total number of students enrolled was approximately 6,636 (4,847 undergraduates and 1,789 postgraduates). New enrollment in the current academic year reached 1,199 undergraduate and 472 graduate students, while it is expected that 1,200 undergraduate and 600 graduate students will graduate by year end. Today, UCY boats a vibrant and diverse alumni community of more than 24,000 members.

The University is currently staffed by a faculty of 302 members, 54 specialized education staff members, 546 scientists (329 in research and 217 in teaching) and 497 administrators (1989-2017).

The various organisational entities of the University are housed on the main Campus, in the premises of the former Pedagogical Academy, at the Shacolas Educational Center for Clinical Medicine, (formerly the Nursing School), in a part of the building complex in Latsia and in a number of smaller buildings within the walled old city of Nicosia, as well as in a significant number of buildings scattered in the greater Nicosia area, all utilised for teaching, research and other uses.

UCY draws financial support from the state (57%), while the remainder (43%) derives from its own revenues. Undergraduate studies are offered free of tuition, while fees for graduate studies (Master and PhD levels) are supported by a grant-aided system.

In recent years, the University has suffered from reduced public financing due to the political and economic conditions currently prevailing in Cyprus.

The University is administered by the Senate, with representatives of the various Schools, together with the Council, in which the state and society at large are represented, thus ensuring legitimacy and affirming the connection and relevance of this institution to the country and its society.

Since its establishment in 1989, UCY has followed a continuous successful upward trend and has been ranked in the 350-400th segment worldwide and in the 52nd place in the ‘less than 50 years old’ category (2017 THE University Rankings).
The 'Anastasios G. Leventis' University House
A €6,500,000 donation by 'Anastasios G. Leventis' Foundation,
one of UCY’s greatest benefactors
The students of the University of Cyprus (UCY) are on a path to developing their academic identity, becoming autonomous and expressive, seeking lifelong learning, acting responsibly and ethically, expressing themselves freely and critically, showing respect for opposing views, rejoicing in creativity and cooperation and continuously reflecting on their actions and interaction with the social environment.

The members of the academic community of UCY are creative researchers and distinguished teachers. They publish original work and seek international recognition in their fields of knowledge. They responsibly represent their respective scientific fields in Cyprus and dynamically participate in the international scientific community. Through their constantly vibrant activity, they develop a scientific standpoint that is internationally relevant and they help to consolidate the local scientific community. They serve science, independently, responsibly and honestly. They offer high-quality teaching, serve as role models for young people, inspire and lead by example. They analyse the needs of students and respond to their efforts to delve into scientific culture and to integrate creatively into scientific practice. Collectively, the academic community contributes to humanism, quality, critical thinking and social change. It works proactively to preserve beauty, tradition and freedom.

The members of administration personnel of UCY show outstanding responsibility and professionalism, serve the organisation’s mission with courage and perseverance, contribute towards achieving our collective goals and aim for continuous self-improvement in their professional development and the progress of the University.

The young researchers at UCY produce scientific research that addresses the fundamental issues facing humanity. They methodically seek valuable knowledge that provides answers to important problems and fulfils human needs. Our young researchers are members of specialised scientific communities; they act openly and internationally, ensuring the validity of published works through ethical and reliable peer-review procedures.
To whom we address ourselves

- **The student community**
Students constitute the most important part of the UCY community and they are the University’s foremost priority. Our main concern is to provide support to each individual member of the student community in their efforts to acquire the necessary knowledge, skills and capabilities to be actively included in the ‘knowledge society’, to be enabled to act independently and to achieve professional and social recognition.

- **The scientific community**
Scientific research addresses fundamental issues facing humanity and methodically strives to develop valuable knowledge that is useful for solving important problems and meeting human needs. Research is conducted by specialised research communities, which act openly and internationally, ensuring the validity of published work through ethical, reliable and anonymous peer-review procedures. UCY is an active member of leading international scientific organisations contributing to strengthening of international science, through publications, partnerships, anonymous peer reviews and research programmes. In addition it contributes to that through the organisation of scientific conferences, workshops and meetings, aiming to promote science and to interface with society.

- **The higher education sector**
UCY is committed to offering study programmes and other activities that serve as a ladder for people to acquire high moral and intellectual standing and, through responsibility and dedication, to achieve personal and social fulfilment. In support of this, we seek substantial feedback from social organisations and respond to the needs of society in order to offer programmes of lasting value.

- **The alumni community**
The University is in constant and essential contact with the community of graduates, in order to create a dynamic two-way relationship and cooperation. In this context, UCY supports the transition from
the academic to the professional environment by devising and providing appropriate training programmes and the creation of temporary employment opportunities for young scientists, thus bridging the academic world with the labour market.

• **The business world**

The economy significantly relies on the business operations of small and large organisations. UCY seeks to interact continuously with the business world in an effort to provide specialised consulting services and to create the right conditions in which scientific research may be fully utilised through the development of technological innovations, new services and original products. Synergy with the business community optimises the contribution of science towards economic development through knowledge and technology transfer to the market, which directly creates work and jobs, strengthens local entrepreneurship and rejuvenates the Cypriot economy.

• **The state**

UCY seeks continuous communication and effective cooperation with the state, developing important initiatives aimed at the social and economic development of Cyprus. It is actively involved in policy development projects by providing expertise, design tools, analysis methods and scientific data. The University impartially represents science and interacts with the state in the full range of policy challenges facing Cyprus.

• **The society**

UCY constitutes a place of dialogue and culture, contributing to the free flow of ideas and pluralistic debate, thus contributing to the shaping of the public sphere. It promotes reflection through creative challenge and affects the continuous renewal of society, while at the same time preserving traditional values and customs.
UCY pursues excellence in education, research and innovation through the creative and persistent efforts of high-quality students, dynamic young researchers, inspired academics and professional administrators.

It promotes theoretical and applied research and cultural creation, represents scientific independence, strives for meritocracy and endeavours to benefit society through the exploitation of the results of science and technology.

The University aspires to be a sustainable academic institution, with international research activities and competitive study programmes, and a contributor to social mobility and change.

It envisions functioning as a beacon of science, ethos and creativity in the greater Euro-Mediterranean area, with a continuous and enduring contribution to social progress and culture.
Science and intellectual proliferation
(research, education and scientific culture)

- Design, develop and offer courses in disciplines that contribute to the scientific, social, economic, technological and cultural development of Cyprus and Europe, focussing on preparing people to gain the ethos, critical thinking capabilities, potential and skills to participate meaningfully in the ‘knowledge society’.
- Actively participate in scientific research and innovation, in a wide range of fundamental and applied fields, contributing substantially to science internationally and respecting epistemological versatility.

Open Society
(contribution to critical reflection change and renewal)

- Encourage the free circulation of ideas and the development of scientific thought, facts and knowledge, pertaining to all aspects of society’s organisation and functioning.
- Promote inclusive education with emphasis on widening participation, avoiding all forms of discrimination and exclusion, empowering women and strengthening multicultural interaction.
- Contribute to cultural production, challenge vested ideas and promote social renewal.
- Engage in free dialogue and promote mutual understanding and cooperation in all communities in Cyprus.

Social Productivity
(contribution to the economic and social development of Cyprus and Europe)

- Identify and exploit the intellectual property and innovative results of research and creative activity.
- Develop business ideas and partnerships that will contribute to the strengthening and development of the University and Cyprus in general, and create new jobs and opportunities for research and production.
Action and Creativity
**Integrity**
Promote maximum transparency in all functions of the Institution and preserve the integrity of the UCY community. A key feature of the professional environment is that each member of the organisation assumes full responsibility for all issues arising from his/her duties.

**Responsibility**
A substantial commitment from all UCY community members to promote research and scientific culture, to fulfil the University's mission, to aim for continuous improvement and to safeguard its fundamental principles, such as meritocracy, honesty, mutual respect and resourcefulness.

**Creativity**
We promote originality of ideas and actions, development of innovative processes, an environment that plans ahead and a culture of challenging old ideas and adopting new ones.

**Freedom**
We support both critical thinking and constructive challenge and respect opposing opinions. We encourage free expression, accept diversity and actively oppose discrimination.

**Passion**
We pursue research, innovation and originality with determination.
Landscaped area surrounding UCY’s main administration complex
## Strategic Goals and Operational Objectives

**Strategically enhancing competitiveness and international recognition among the top universities in the world**

### Excellence in learning and teaching
- Strengthen continuous internal evaluation mechanisms and improve the quality of teaching.
- Improve faculty to student ratio.
- Create work experience schemes that organically interface with curricula.
- Develop infrastructure, mechanisms and programmes for open and distance learning.
- Enhance critical thinking and student engagement/involvement in University life.

### Research and innovation development
- Intensify system for attracting excellent students, researchers and academic staff members.
- Aid and support sustainable development of research.
- Preserve areas of valuable research fields.
- Interconnect research activities and innovation with entrepreneurship and the needs of society.

### Internationalisation
- Develop international partnerships to encourage mobility of students and alumni (*e.g.* Erasmus+, international networks and organisations, universities, international work experience).
- Develop activities to enhance international mobility, collaborative research and promotion of science (*e.g.* organisation of conferences, summer schools).
- Attract and effectively support both international and foreign students.
- Develop strategic partnerships with universities, research centres, museums, institutes, cultural institutions and businesses.
- Ensure optimal utilisation of copyrights and patents (cooperatives, spin-offs and start-up companies.)
- Develop professional and technical education and training programmes and provide consultancy services to government and the private sector.

- Increase the level of knowledge, skills and competencies of students with emphasis on the promotion of research, ethics, creativity, entrepreneurship and key competencies for lifelong learning.
- Ensure continuous upgrading of existing study programmes and introduction of new ones in line with the expectations of the international labour market and the ‘knowledge society’.
- Upgrade the language and communication skills as well as the professional networking of our students.
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<th><strong>A model of transparency and good administration</strong></th>
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<td><strong>A model of effective administration</strong></td>
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<tr>
<td>▶ Strengthen academic autonomy, flexibility in management of resources and effectiveness of the University’s functions.</td>
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<td>▶ Align and simplify decision-making procedures.</td>
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<td>▶ Automate procedures and reduce bureaucracy.</td>
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<td><strong>Optimal organisation</strong></td>
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<tr>
<td>▶ Reorganise the administrative structure for optimal utilisation of human resources.</td>
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<tr>
<td>▶ Operate organisational entities to allow a balanced level of autonomy on a full disclosure basis, including cost accounting of processes and specification of duties.</td>
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<td><strong>Staff excellence</strong></td>
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<tr>
<td>▶ Improve human resources management systems and enhance meritocracy.</td>
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<td>▶ Ensure continuous training and professional development of administrative personnel.</td>
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<td>▶ Develop an accountability mechanism and put in place an effective incentive system.</td>
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<td><strong>High quality of support processes and service</strong></td>
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<td>▶ Redesign operational processes to enhance efficiency and improve cooperation between departments and sections with a focus on results.</td>
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<td>▶ Enhance effective use of IT applications of the e-University project by the entire community.</td>
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### Economic empowerment and sustainability

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| - Seek new revenue sources and enhance existing ones (attract donations, grants and external funding for research and other activities).  
| - Conclude a long-term ‘social contract’ for state funding.  
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<th>Effective management of funds and financial reserves</th>
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| - Devise a plan to increase financial resources, long-term economic management mechanisms and financial reserve management strategy.  
| - Draft a plan for the optimal utilisation of financial resources and apply an auditing process on a regular basis.  
| - Ensure continued progress to be transformed into a Green University.  
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<th>Strengthening and renewing human resources</th>
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| - Strengthen the University’s ability to attract internationally competitive personnel with substantial potential to contribute creatively.  
| - Balance the effects of the economic crisis and treat all members of personnel fairly.  
| - Devise sustainable pension and healthcare plans for all members of personnel.  
|
The Nikos K. Shakolas Medical School and Health Sciences Building Facilities

A €9,000,000 donation by Nikos & Elpida Shakolas Foundation, one of UCY’s greatest benefactors
An institution of culture and innovation

- Establish a long-term strategy for culture.
- Strengthen existing cultural activities and develop new ones through vigorous participation of the academic community (cultural centre, free university, student clubs, collaborations with museums, theatrical and other artistic organisations).
- Support cultural activity initiatives of alumni and students.
- Contribute to the promotion of cultural tradition and the preservation of cultural heritage.

- Create an effective institutional framework for controlled and transparent promotion of entrepreneurial innovation and innovative business.
- Attract international investment to Cyprus and conclude strategic partnerships with local and international companies and entities.
- Attract scientific conferences and enhance domestic and international academic tourism.
- Support business efforts of students and alumni.

- Utilise science in the context of state decision-making processes to affect substantial change to the benefit of citizens and to strengthen meritocracy (reason, thought, research, ethics, methodology, data, etc.).
- Promote scientific culture through communication activities and public engagement.
- Establish a ‘consultation with society’ mechanism and a plan for lifelong learning.
University growth and development of infrastructure

University growth

- Completion of the academic development programme (School of Fine Arts, Geology Department and other organisational entities).
- Enrichment of existing departments with academic staff with new specialties, while ensuring a critical mass of members in each department.
- Management of the University’s building programme (planning, design, implementation).
- Development of the 'University of Diaspora' and other parallel international cooperation activities.

Infrastructure development

- Optimally utilise the infrastructure and environs of the University.
- Forge partnerships with local universities in order to optimise use of infrastructure and maximise the social benefits.
- Devise long-term infrastructure maintenance strategy.
The Stelios Ioannou Learning Resource Centre
(designed by the renowned French architect Jean Nouvel)

A €10,000,000 donation by the late Elli St. Ioannou,
one of UCY’s greatest benefactors
The University of Cyprus in the pre- and post-solution eras

The University of Cyprus in the pre-solution era

- Development of study programmes with joint participation of Greek-Cypriot and Turkish-Cypriot students and scholars.
- Utilisation of European Union funding for the development of significant bi-communal activities, wherever institutionally possible.

The University of Cyprus in the post-solution era

- Determine and utilise opportunities and associated prospects.
- Create bi-communal research entities and curricula.
- Foster cooperation and exchange of expertise, students and staff with other Cypriot universities.
- Strengthen the contribution of the UCY’s expertise in the implementation of the solution (e.g. reconstruction of Famagusta, mediating services).
Meeting up place for all the communities
The Strategic Plan was developed by UCY’s leadership with the contribution of all community stakeholders. It was approved by the Senate (Meeting no. 26/2016 on 23/11/2016) and the Council (Meeting no. 17/2016 on 21/12/2016). Based on the statutory planning process, the University monitors and assesses the progress against the strategic goals and operational objectives on a regular basis throughout the implementation of the Plan (3rd, 5th & 10th year). Issued 3/2017 & 3/2018.