



POLICIES

Research Policy and Procedures

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Purpose and Scope

CBS recognises that research is an integral component of its academic mission, serving as a cornerstone for the creation of new knowledge, the enhancement of teaching and learning, and meaningful engagement with society and the economy.

This Research Policy establishes the institutional framework, guiding principles, and mechanisms through which CBS promotes, supports, and governs research activities.

The policy applies primarily to the academic staff of the College. With respect to postgraduate students, research support is provided within the context of their thesis or dissertation projects, under appropriate academic supervision and ethical oversight.

The aim of this policy is to:

- Strengthen and sustain a robust research culture within the College.
- Uphold the highest standards of ethics, quality, and transparency in all research activities.
- Encourage interdisciplinary collaboration and ensure responsible conduct of research.
- Integrate research activity into teaching, learning, and the College's strategic development framework.
- Contribute to the advancement of knowledge, innovation, and societal development at local, national, and international levels.

Guiding Principles

Research activity at CBS is conducted in accordance with the following principles:

- a. **Academic Freedom and Independence** – safeguarding the right of researchers to pursue inquiry without undue influence.
- b. **Integrity, Objectivity, and Transparency** – ensuring honesty, rigor, and openness in all research practices.
- c. **Respect for Human Rights, the Environment, and Societal Values** – promoting research that is ethical and socially responsible.
- d. **Equality, Non-Discrimination, and Professional Ethics** – ensuring inclusivity and respect in all research contexts.
- e. **Social Responsibility and Public Benefit** – ensuring that research outcomes contribute positively to society and the economy.

Research Funding and Oversight

Research funding may originate from national, international, private, or internal institutional sources. All research expenditures are subject to institutional financial oversight, audit, and accountability procedures.

Any collaboration, partnership, or funding agreement must be formally approved by the College to ensure compliance with ethical standards, financial transparency, and the protection of academic independence.

Areas of Research Activity

CBS encourages and supports a wide range of research initiatives, including:

- **Basic (Theoretical) Research:** Aimed at advancing fundamental scientific and disciplinary knowledge.
- **Applied Research:** Focused on innovation, technology, and the development of new services, products, and processes, as well as the enhancement of existing ones.

Research outcomes are disseminated through monographs, peer-reviewed journals, conference proceedings, and other recognized scholarly outputs.

Pillars of the Research Policy

Academic Pillar

- Strengthen basic and applied research to generate new knowledge and insight.
- Promote interdisciplinary collaboration with national and international research institutions.
- Showcase research outcomes through publication in reputable, peer-reviewed journals.
- Implement research projects addressing social, technological, and economic challenges.

Commercial Pillar

- Leverage research findings to develop innovative products and services.
- Foster partnerships for technology transfer and commercialization of research outcomes.
- Increase external funding from public and private entities through competitive research programs.

Educational Pillar

- a. Integrate research findings into academic programs to enhance the student learning experience.
- b. Provide specialized training programs, workshops, and seminars in collaboration with the Human Resource Development Authority (HRDA).
- c. Promote lifelong learning and professional development initiatives.

Policy Objectives

1. Establish CBS as a centre of excellence in education, research, and innovation.
2. Strengthen the link between academia, the labour market, and society.
3. Support students and professionals in lifelong learning and skill development.

Implementation Mechanisms

- a. **Research Committee:** A dedicated Research Committee is established to coordinate, manage, and evaluate the College's research strategy and activities. The Committee reports annually to the College Council.
- b. **Key Performance Indicators (KPIs):** Quantitative and qualitative indicators are defined to monitor progress within the three research pillars, including publication output, research funding, collaborations, and societal impact.

Category	Key Performance Indicators (KPIs)	Measurement Frequency
Academic Pillar	<ul style="list-style-type: none"> Number of peer-reviewed publications per academic year. Number of research projects initiated or completed. Participation in national/international conferences. Interdisciplinary and inter-institutional collaborations established. 	Annual
Commercial Pillar	<ul style="list-style-type: none"> Number of funded research projects and total funding secured. Number of partnerships or contracts for research commercialization. Number of patents, prototypes, or innovation outputs developed. 	Annual
Educational Pillar	<ul style="list-style-type: none"> Integration of research outcomes into curricula (courses updated annually). Number of student research projects and thesis completions. Number of professional training and HRDA seminars conducted. 	Annual
Quality and Impact	<ul style="list-style-type: none"> Citation index and impact factor of publications. Societal and economic relevance of research outcomes. Student and staff participation in research activities. 	Annual
Governance and Ethics	<ul style="list-style-type: none"> Percentage of research projects approved by the Research Committee. Compliance rate with ethical and data protection standards. Timely submission of annual research reports. 	Annual

- a) **Infrastructure and Resources:** CBS ensures the availability of adequate facilities, digital tools, and administrative support to sustain high-quality research activity.

Strategy for Research and Innovation

1. **Development of Research Proposals:** Encouraging the design and submission of research proposals that promote innovation and knowledge creation in alignment with CBS's mission and strategic priorities.
2. **External Funding and Collaboration:** Building partnerships with national and international academic, commercial, and public organizations to secure research funding and promote collaborative projects.
3. **Knowledge Dissemination and Impact:** Promoting the dissemination of research outcomes through scientific publications, conferences, seminars, and community engagement activities to maximize visibility and societal impact.

Commitment of the College

CBS is committed to conducting research that reflects the principles of transparency, ethics, and social responsibility.

The College provides an enabling environment that nurtures creativity, integrity, and innovation, ensuring that research activities contribute to academic excellence, social progress, and economic development.

This Research Policy forms a key component of the institution's overarching Quality Assurance Framework and underpins CBS's strategic vision for continuous improvement in teaching, research, and community engagement.

Research Committee

The **Research Committee** is responsible for coordinating, supporting, and monitoring all research-related activities at CBS, ensuring alignment with the institution's strategic goals, academic priorities, and quality assurance standards.

Recognising the scale and structure of CBS, the Committee functions as a central coordinating body that promotes a culture of research and innovation while ensuring compliance with ethical and regulatory requirements.

Core Responsibilities

1. Strategic Coordination and Oversight

- Formulate, implement, and periodically review the College's Research Strategy in alignment with CBS's mission and strategic development plan.
- Oversee research activities across academic departments to ensure coherence, transparency, and adherence to institutional priorities.
- Monitor performance against established Key Performance Indicators (KPIs), including research output, funding, collaboration, and societal impact.

2. Research Ethics and Compliance

- Review and approve research proposals to ensure compliance with ethical standards, data protection legislation, and institutional policies.
- Maintain oversight of research integrity, addressing any issues related to plagiarism, misconduct, or conflicts of interest.

3. Capacity Building and Support

- Encourage and support academic staff in developing research proposals, securing external funding, and engaging in collaborative projects.
- Facilitate training, workshops, and mentoring activities aimed at enhancing research competencies and fostering a research-driven culture.

4. Integration with Teaching and Learning

- Promote the integration of research outcomes into teaching, particularly within postgraduate programs and student thesis projects.
- Encourage staff-student research collaboration, thereby enhancing academic engagement and experiential learning.

5. Evaluation and Reporting

- Collect and evaluate annual research performance data according to the institutional KPI framework.
- Prepare and submit an Annual Research Report to the College Council, summarising activities, achievements, challenges, and future priorities.

6. Collaboration and Dissemination

- Foster partnerships with national and international universities, research centres, and industry stakeholders to enhance research visibility and funding opportunities.
- Promote the dissemination of research results through conferences, academic

publications, and public engagement initiatives that contribute to societal and economic development.

Composition

The Research Committee of CBS is composed to ensure balanced representation, academic expertise, and effective oversight of the institution's research activities. Given the College's size and scope, the Committee maintains a streamlined structure that facilitates efficient coordination and decision-making.

1. Chairperson:
 - The Head of the Research Center serves as Chair.
 - Provides strategic leadership in shaping the College's research agenda and ensuring alignment with institutional priorities.
2. Members:
 - The Academic Director and another member of the academic staff of the College.
 - Members are appointed based on their research activity, expertise, and engagement in scholarly or applied research projects.
 - At least one member should hold experience in external funding applications or collaborative research initiatives.
3. Quality Assurance Representative:
 - A Quality Assurance Officer or Committee representative participates in meetings to ensure research activities comply with the institutional QA framework and ethical standards.
4. Administrative Support:
 - The Committee is supported by an Administration Officer, responsible for maintaining records, circulating agendas and minutes, and assisting in the preparation of reports to the College Council.
5. External Associate (optional):
 - The Committee may invite an external research advisor or expert to attend meetings in an advisory capacity, particularly when evaluating externally funded projects or partnership opportunities.

Appointment and Tenure

- Members are appointed by the College Council upon recommendation of the Academic Director for a two-year renewable term.
- The Chair may co-opt additional members temporarily to address specific research initiatives or review particular proposals.

Meetings

- The Committee convenes **twice per academic year**, with additional meetings scheduled as needed to review proposals or progress reports.
- A **quorum** is constituted by at least half of the members, including the Chair.
- Decisions are taken by **consensus**, or by majority vote when required.

Internal Research Funding Policy

The internal funding scheme aims to:

- Strengthen and expand the research capacity of the College.
- Encourage faculty participation in scholarly and applied research activities.
- Support the production of high-quality, publishable research outcomes.
- Promote collaboration and interdisciplinary research aligned with the College's strategic objectives and the national research agenda.

Application and Evaluation Process

- Academic staff may submit research funding applications to the Research Committee at any time during the academic year.
- Each proposal must include a detailed project description, objectives, methodology, timeline, and a comprehensive budget outlining anticipated costs.
- The Research Committee evaluates all applications according to clear and transparent criteria, including:
 - Academic quality and originality of the proposed research.
 - Relevance to CBS's strategic priorities and societal impact.
 - Feasibility of the project plan and budget justification.
 - Ethical compliance and responsible research conduct.
- Following evaluation, the Research Committee submits its recommendations for approval to the College Council.

Eligible Costs

- Approved internal funding may cover reasonable and justified research expenses, including but not limited to:
- Purchase or rental of small-scale equipment, software, or research materials.
- Participation in academic conferences, workshops, or seminars.
- Publication and dissemination costs (e.g., open-access fees, editorial costs).
- Data collection, survey distribution, and related fieldwork expenses.
- Research assistantship or student involvement costs (where applicable).

All expenditures must comply with institutional financial regulations and are subject to audit and accountability procedures.

Reporting and Acknowledgment

Recipients of internal research funding are required to:

- Submit periodic progress reports and a final report upon project completion, summarising outcomes, publications, and impact.
- Provide a financial statement documenting all expenditures.

- Acknowledge the support of CBS in all related publications, presentations, and dissemination materials.

Failure to comply with reporting or acknowledgment requirements may affect eligibility for future funding rounds.

Sources of Research Funding

Finance of research activities

Research activities at CBS may be financed through:

1. Internal and Institutional Sources:

- Dedicated College research funds.
- State grants or subsidies from the Republic of Cyprus.
- Income generated through services to third parties or the commercial exploitation of research results, patents, or intellectual property developed within CBS.

2. External and Collaborative Sources:

- Special contributions, grants, or donations from private entities, organizations, or individuals.
- Funding from international organizations or foundations supporting research in specific thematic areas.
- Competitive grants from Cypriot, European, or international research agencies and programs (e.g., Erasmus+, Horizon Europe, Research and Innovation Foundation of Cyprus).

Oversight and Governance

The Research Committee oversees the management and monitoring of all internally funded projects, ensuring transparency, ethical compliance, and effective use of institutional resources. Annual summaries of funded projects and outcomes are included in the Annual Research Report submitted to the College Council.

Internal Research Funding Procedure – Process Flow

Stage	Description	Responsible Entity	Documentation Required
1. Application Submission	Academic staff prepare and submit a research funding application including project description, objectives, methodology, timeline, and budget.	Researcher	Research Funding Application Form
2. Initial Review	The Research Committee conducts a preliminary review to ensure completeness, eligibility, and alignment with institutional priorities.	Research Committee	Internal Screening Checklist
3. Evaluation and Recommendation	The Research Committee evaluates proposals based on quality, relevance, feasibility, ethical compliance, and expected impact. Recommendations are formulated for funding.	Research Committee	Evaluation & Recommendation Form

4. Approval of Funding	The College Council reviews and approves proposals recommended by the Research Committee, within available budgetary limits.	College Council	Council Approval Record
5. Implementation and Monitoring	Approved projects are implemented by the Principal Investigator. The Research Committee monitors progress through periodic updates.	Researcher & Research Committee	Progress Reports
6. Reporting and Completion	Upon completion, researchers submit a final report detailing research outcomes, dissemination activities, and a financial statement of expenses.	Researcher / Principal Investigator	Final Research Report & Financial Report
7. Dissemination and Acknowledgment	Research outcomes are disseminated through publications, conferences, and institutional channels, with proper acknowledgment of CBS funding support.	Researcher / College Communications	Publication / Dissemination Record
8. Evaluation of Impact	The Research Committee evaluates project outcomes and their contribution to the College's strategic goals, including inclusion in the Annual Research Report.	Research Committee	KPIs Report