University of Sarajevo

Human Resources Strategy for Researchers (HRS4R)

with

Action Plan

Introduction

The purpose of this Strategy with Action Plan is to align the vision of the development of human resources on University of Sarajevo with the European Charter and the Code of Conduct for the Recruitment of Researchers. These two documents represent the best practice guidelines for the employment and development of researchers. In order to facilitate the implementation of the Charter and Code the European Commission can award the 'HR Excellence in Research Award' which is awarded to research institutions and funding agencies that have made significant progress in implementing the Charter and Code.

The process for obtaining the award involves conducting an internal analysis of how the university is performing against the four areas outlined in the Charter and Code:

• Ethical and Professional

• Recruitment

• Working Conditions & Social Security

• Training

Once the analysis is complete and gaps identified, the university then develops an action plan to address the gaps in meeting the practices outlined under each of the principles of the Charter and publishes both the Gap Analysis and the Action Plan on the university website. Following the submission of the Action Plan to the European Commission (EC) and successful assessment of the process followed and Action Plan received, the EC will approve the use of the 'HR Excellence in Research Award'. The university then implements the Action Plan and conducts a self-assessment after two years. An external evaluation will occur at least every four years.

University of Sarajevo signed the Declaration of Commitment to the European Charter and the Code of Conduct for the Recruitment of Researchers on June 10, 2016, and conducted Gap Analysis in the period April – September 2016.

About University of Sarajevo

Sarajevo was first placed on the map of academic centres in this part of Europe in 1573, with the signing of the Waqfname (Book of Endowment) by Gazi Husrev-bey. Today, Gazi Husrev-bey's Library is, as an associate member, the oldest institution within the University of Sarajevo. Following the departure of the Ottoman administration and the arrival of Austria-Hungary, the Sharia Judicial Academy was founded in 1887, the National Museum in 1888, the Catholic Seminary of the Vrhbosna Archbishopric in 1890. The Eastern Orthodox Seminary of Sarajevo was upgraded to an institution of higher learning in 1892. Today, the National Museum is an associate member of the University of Sarajevo, and the Faculty of Catholic Theology is a full member.

The Faculty of Agriculture and Forestry was founded in 1940, and the Faculty of Medicine in 1944.

The Teacher Training College and the Institute of Biology were established in Sarajevo after the end of World War II, in the then Federative People's Republic of Yugoslavia. Following the Faculties of Medicine, Law and Agriculture and Forestry and the subsequent establishment of the Technical Faculty, in 1949 the Assembly of the People's Republic of Bosnia and Herzegovina adopted the Law on the University, which formally established the University of Sarajevo. The Faculty of Philosophy (with a science department) and the Faculty of Veterinary Medicine became its members in 1950. Decades that followed saw a period of intense growth.

Until 1975, the University of Sarajevo was the only university in Bosnia and Herzegovina and the beacon of development of higher education and science in the country. It also contributed significantly to the establishment of the University of Banja Luka in 1975, the University of Tuzla in 1976, the University „Džemal Bijedić" of Mostar in 1977 and the University of Zenica in 2000.

The international recognition of Bosnia and Herzegovina brought a new period and the University entered it as an association of 19 faculties, 4 academies and four schools of higher learning in Sarajevo and 2 faculties in Zenica.

During the aggression against Bosnia and Herzegovina and the siege of Sarajevo (5 April 1992 – 29 February 1996), the University suffered enormous casualties and material losses – staff suffered and was displaced, faculty members left, buildings and equipment were destroyed or badly damaged. The University continued to work and fought to preserve civilised standards in the most difficult conditions encountered by any higher education in Europe in the second half of the 20th century. The international academic community noted these efforts with admiration.

In 1996, along with other universities in Bosnia and Herzegovina, the University of Sarajevo joined the European higher education reform support programmes. This period was also marked by intense work on repairing the wartime damages and creating an environment suited for stable and continuous development. The University of Sarajevo invested all its efforts to re-enter fully the contemporary European and international academic trends.

During the period 1997–2000, the University of Sarajevo coordinated the first European-level TEMPUS project aimed at introducing the 3+2 model of studies.

Understanding the importance of establishing itself within the European Higher Education Area (EHEA), in the academic year 2005/2006, notwithstanding the lack of any state-level guidance and the absence of any political, legal or material support, the University of Sarajevo entered the complex process of reform in compliance with the Bologna principles.

The University has developed or participated in several international third-cycle programmes of study based on the EHEA-ERA standards.

In terms of organisation, the University o Sarajevo today is a large and complex public institution, comprising 30 organisational units: 22 faculties, 3 academies, and 5 research institutes and 72 sub-organizational units (4 university centers, 30 faculty institutes, 23 laboratories and 15 centers), in six areas of academic work: social science, humanities, medicine, technical studies, science, bio-technology and art. Associate members of the University include the National and University Library of BiH, Gazi Husrev-bey's Library and the National Museum, as well as other units.

In May 2013, pursuant to the Framework Law on Higher Education in BiH and the Law on Higher Education in the Sarajevo Canton, the Senate of the University of Sarajevo adopted a new Statute and thus took a bold step forward, moving from a loose association of faculties towards a university organised in a way shaped by relevant European traditions.

At the moment, most of the facilities of full and associate members of the University are dispersed across the city of Sarajevo. The University Campus, located at the former Tito Barracks, currently houses a group of five faculties and two institutes, as well as additional student-focuses facilities. Zoning permits and designs have been prepared for part of the buildings included in the first part of the Campus Master Plan. The Master Plan was awarded the 2004 Campus Planning Award in Boston, USA.

In the academic 2015/2016 year, the University of Sarajevo numbered 31.096 students at all study levels. There were 20.735 students in the first cycle, 6.272 students in the second cycle, 2.819 students in the integrated studies (1st + 2nd cycle), 442 students in the third cycle (doctoral studies) and 928 students enroled in pre-Bologna type of studies. Total number of foreign students was 1.016 (about 3% of total number of students).

In 2016, the overall number of teachers and researchers with employment contract, working at the University is 2.412. At the moment, there are 39 foreign researchers working at the University of Sarajevo, with full or permanent contract. Most of them (21) are PhD students with grants and there are 16 visiting professors.

After the analysis of the report by the Expert Commission and taking into consideration, the recommendation of the Agency for Development of Higher Education and Quality Assurance of Bosnia and Herzegovina, Ministry of Education, Science and Youth of Sarajevo Canton assessed that University of Sarajevo has met all legal requirements for the receiving of institutional accreditation. The Cantonal Ministry therefore issued a Decision on granting the institutional accreditation to the University of Sarajevo on 18 September 2014.

Based on the conclusions of 17th Expert Board Session of the AgencyAgency for Development of Higher Education and Quality Assurance of Bosnia and Herzegovina of 29 September 2014, the Agency decided to issue the formal decision to enter the University of

Sarajevo into the State Register of Accredited Higher Education Institutions in Bosnia and Herzegovina.

As a leading university in Bosnia and Herzegovina, the University of Sarajevo has not stopped at the domestic institutional accreditation. The University of Sarajevo has taken significant steps towards international accreditation of its study programs. As successful examples of program accreditation, we would like to point out the accreditation awarded to the UNSA School of Economics and Business by several accrediting institutions: Bureau Veritas (ISO 9001: 2008), AQA, EFMD (EPAS). We would also like to add the successful completing of international accreditation for four study programsat the Faculty of Electrical Engineering by ASIIN, a German accreditation agency. In addition, many other faculties have been investing appropriate efforts in getting the international accreditation for their study programs.

Methodology

A centralized approach to internal gap analysis and definition of the Action Plan has been used and it is conducted in several phases.

1. Development of the Internal Gap Analysis

Internal Gap Analysis has been developed in two sub-phases.

First phase implemented a desk research, based on the "Questionnaire for mapping the research human potential and issues in WBC universities", which has been developed in scope of Re@WBC project. The questionnaire covers a range of topics relevant for HR management in research institutions, all of which are highlighted in the European Charter and Code, or The Human Resources Strategy for Researchers (HRS4R) process. The completed questionnaire is annexed to this report.

For the purpose of a desk research, a work group was established at the universit level. The work group was coordinated by Dr. Muharem Avdispahić (Rector, 2012 – 2016), Dr. Faruk Mekić (Vice-Rector for Research,2012 – 2016), Dr. Senada Kalabušić (Re@WBC Project coordinator), Dr. Esmir Pilav (Researcher), Zenan Šabanac, M.Sc. (PhD student). Jasmina Gradaščević-Pleh, M.A. (UNSA administrative coordinator).

The desk research involved a review of the different legal documents, reports, procedures and manuals and a data collection, which has been performed with collaboration of the various faculties, academies, departments and institutes.

In the second phase, the outputs of the desk research were complemented with the data, collected by implementing a "Survey for mapping the research human potential and issues in WBC universities" within the Re@WBC Project. 285 researchers have participated in the survey, out of which 46.6% were PhD students.

2. Constitution of HRS4R Working Group for UNSA and development of the Action Plan

The next phase was focused at the development of the Strategy and the Action Plan for improving the current situation in HR management at the University. HRS4R Working Group has been established in July 2016. Current composition of the group is the following:

Prof. Dr. Izet Rađo, Vice-Rector for Research,

Prof. dr. Senada Kalabušić, Re@WBC UNSA Project Coordinator, Faculty of Science

Prof. Dr. Nijaz Bajgorić, School of Economy and Bussines

Prof. Dr. Liliana Oruč, Clinical Center of University of Sarajevo

Prof. Dr. Dženana Husremović, Faculty of Phylosophy,

Prof. Dr. Jasmin Velagić, Faculty of Electrical Engineering

Mr. Zenan Šabanac, M.Sc. in Mathematics, PhD Candidate

Mr. Kenan Filipović, Head of the UNSA Legal Department

Mr. Saša Madacki, Office of Teaching and Learning

Ms. Jasmina Gradaščević-Pleh, Secretary of the WG.

The task of the WG in this phase is to approve Internal Gap Analysis and to develop the Strategy and the Action Plan. These documents are sent for further discussion and approval by Rector and UNSA Senate.

3. The Action Plan is approved by the Rector and Senate of the University, published on the University website (with other associated documents, including all neccessary information about the Charter and Code) and submitted to EC.

4. Implementation and Continuous monitoring of the implementation of the Action Plan by WG

Actions

Whereas the Human Resources Strategy for Researchers incorporating the Charter and Code table lists the actions in correlation with the issues, identified during the internal analysis process, in this section, the list of actions is grouped into generic activities, so-called action packages (AP), with provided details: highlighted relevance and/or specific scope, relevant for the issue which is being addressed by the specific actions.

AP 1. Research integrity and ethical considerations

AP 2. Recruitment of early-stage (postgraduate) researchers

AP 3. Enhancing skills and career development

AP 4. Promotion of research activities, attracting researchers and mobility of researchers

ACTION PLAN

Activity No.	Activity Title	Who	When
AP 1. Research integrity and ethical considerations			
1.1.	Establishment of Common Reporting Procedures on Research Performance	UNSA Office of Research and Legal Office	End of academic 2016/2017 year
1.2.	Promoting Gender Equality in Research and Innovation	UNSA Ethical Committee and ethical committees of faculties	Continuous
1.3.	Amend roles and scope of work of Ethical Committee of the University of Sarajevo and ethical committees of faculties	UNSA Senate	End of academic 2016/2017 year
1.4.	Creation of *Manual on Ethical Practices in Research* (including but not limited to Using Human Subjects in Research, Using Animals in Research, Code of Conduct in Sensitive Social Science Research)	UNSA Ethical Committee and ethical committees of faculties	End of 2017
1.5.	Establish more centralized approaches and tools (central database of PhD Dissertations, anti-plagiarism software, etc.)	UNSA Office of Research, University Tele-Information Center (UTIC), Committee on Libraries and Information Systems, UNSA Ethical Committee and ethical committees of faculties	End of 2017
1.6.	Establish the list of journals indexing in the most relevant databases with satisfactory impact factor and rank indicated by quartile	UNSA Senate in cooperation with faculties, UNSA Committee for Science and Quality Management Committee	End of academic 2016/2017 year
1.7.	Organize info days and/or trainings on ethics in research	UNSA Ethical Committee and ethical committees of faculties and UNSA PR Office	At least once a year

Activity No.	Activity Title	Who	When
AP 2. Recruitment of early-stage (postgraduate) researchers			
2.1.	Establish Policy on Recruitment of Early Stage Researchers	UNSA Office of Research, HR Office and Legal Office	End of academic 2016/2017 year
2.2.	Organization of Open Science Events for pupils of elementary and secondary schools	UNSA PR Office and PR offices of faculties	Once a year
2.3.	Revision of the Rules for Doctoral Studies (Structuring of PhD Proposal and Thesis, Standardizing reporting of PhD work and mentoring activities, paper publishing requirements in referee journal(s) for PhD students before oral examination) and Establishment of Policy on Life Long Learning	Rectorate, UNSA Legal Office, UNSA Office of Research, UNSA Office of Teaching and Doctoral Councils of faculties	End of 2017
2.4.	Introduction of (compulsory or elective) courses on Research in study programmes of all three cycles	UNSA Office of Teaching in collaboration with faculties	End of academic 2017/2018 year
2.5.	Establishing a fund for financing PhD activities	Rectorate, UNSA Financial Committee, Committee for Fund Raising and Scholarships, and faculties' managements	End of 2018
AP 3. Enhancing skills and career development			
3.1.	Establish Career Development Centre	Rectorate and faculties	End of 2017
3.2.	Establish Reporting System on Teaching and Learning for Teaching Staff	UNSA Office of Teaching in collaboration with faculties, UNSA QM Committee and QA boards of faculties and UTIC	End of 2017
3.3.	Conduct Survey and Establish Database on Teachers Workload and prepare Measures for Improvement of Teaching Experience at UNSA	UNSA Office of Teaching and UTIC in collaboration with faculties	End of 2017

Activity No.	Activity Title	Who	When
3.4.	Establish an Office on Monitoring and Tracking the Research Opportunities and Coordination, Training Provision and Counselling in Writing Proposals	Rectorate, UNSA Office of Research, Office for International Cooperation	End of academic 2016/2017 year
3.5.	Establish Course Series on Efficient Grant Application, Grant Management and Research Publication	UNSA Office of International Cooperation and faculties	Continuous activity
3.6.	Establish a strategic process of infrastructure development (starting with identifying needs and requirements; enhance UNSA academic network, access GEANT, access to Eduroam, access to online databases, redefining and enhancing the role of UTIC)	Rectorate in collaboration with faculties, UTIC	End of 2018
AP 4. Promotion of research activities, attracting researchers and mobility of researchers			
4.1.	Organize info days on C&C and UNSA HRS4R Strategy	UNSA PR Office and Office of Research	Once a year in next 4 years
4.2.	Publish open positions at EURAXESS portal in English	Rectorate and UNSA and faculty Legal Offices	Mid 2017
4.3.	Increase the duration of the recruitment ad and the transparency of the employment and career advance process	Rectorate and UNSA and faculty Legal Offices	Mid 2017
4.4.	Establish University level fund for research projects and University/Faculty rewards for research activities	Rectorate, UNSA Office of Research in collaboration with faculties and relevant public authorities	End of 2018
4.5.	Implementing transferable grant system and promoting MSCA funding and other funds which can be used to employ new staff	UNSA Legal Office, Office of Finance and International Relations Office	Continuously
4.6.	Establish a public discussion and exchange of experience in using the partners' research infrastructures, establish a methodology, institutional support, etc, for networking	Rectorate, UNSA Office of Research in collaboration with faculties	At least once a year

Activity No.	Activity Title	Who	When
4.7.	Establish systemic approach to tracking and pursuing academia industry collaboration project opportunities	Rectorate, UNSA Office of Research in collaboration with faculties	Continuously
4.8.	Promote open science opportunities, including free access databases and open datasets	Rectorate, Office of Research of University, UTIC	Continuously
4.9.	Promote EURAXESS SC centre and its services related to outgoing mobility	International Relations Offices of University and faculties	Continuously
4.10.	Increase the visibility of researchers by opening parts of HR database to public	UNSA HR Office and Ethical Committee, UTIC	From academic 2017/2018 year
4.11.	Increase the visibility of research activities through improvement of PR activities at University level	Rectorate, UNSA Office of Research and PR Offices in collaboration with faculties	Continuously
4.12.	Development of institutional research strategy, in line with the regional, national and EU priorities	WG on Strategy (to be established by University)	Mid 2017 until end of 2018
4.13.	Introduce systemic and centralized approach to collaboration with alumni and scientific diaspora	UNSA HR Office	End of 2017
4.14.	Increase cooperation with public authorities regarding the provision of systemic but focused support in the fields that need an action	Rectorate	Continuously