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Annex B to QC Manual - Word document template

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Enhancement of HE Research Potential Contributing to Further Growth of the WB Region
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Abstract	The following document is a report on the current situation Concerning Promotion Procedures at Western Balkan Universities with Recommendations
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Report on Present Situation Concerning Promotion Procedures at Western Balkan Universities with Recommendations

The aim of this document is to give present situation concerning the bylaws regulating promotion procedures, which rank among factors of most importance as far as the working of universities is concerned. It is of utmost importance that these procedures are improved at Western Balkan (WB) universities to enable increase efficiency and effectiveness of the promotion procedures, making it more transparent and visible. Among the specific measures taken in this respect was designing a common template for evaluation reports (see Annex A).

In addition to the usual data requirements (such as published papers, teaching experience, etc.), the common template includes as mandatory some other currently not at all or less than the other evaluated aspects (highlighted strengths and weaknesses of the candidates, co-authorship issues, mobility experiences, professional skills, creativity and independence, public impact and engagement).

Albania

The academic titles in Albania are awarded by the institutions of higher education, being evaluated, ranked and constituted by the Council of Ministers and the evaluation committee for the academic titles. The academic titles “Associate Professor”, “Emeritus Professor” and “Docent” are granted by the institutions of higher education, while “Professor” is granted by the Committee for the Academic titles. The title “Academic” is granted by the Academy of Science in accordance with the relevant legislation.

Academic promotions at universities are pending at the present time. There is a new law on Higher Education, passed on April 2015, and Albanian HEIs are expecting for the by-laws and regulations to be passed which will define the new procedures and criteria for promotion. Here we outline the procedure and criteria followed up to now for all academic staff in relation to promotions.

Candidates for promotion will be assessed against the criteria contained within the role profile(s) to ensure they have the necessary skills, knowledge and experience to undertake the role they are seeking at an acceptable level, recognizing that full proficiency in all aspects of the role may not be achievable on promotion.

In addition to University criteria, specific Faculty criteria should be referred to when submitting an application.

For the scientific and academic promotion after the PhD degree, the Council of Professors, the Evaluation Committee and the Committee for the Academic Titles are crucial to the academic ranking.

- The Council of Professors is established at faculty. All the professors at faculty shall be members of the council. The number of the professors should be seven. In case, the number of professors at this faculty is not sufficient, external professors (from other faculties in similar fields of research/teaching or visiting professors) can become members of the council.
- The Evaluation Committee is made up of 5 members. Three of them should be professors. To be appointed members of this committee, the academic researchers shall have national and international academic and scientific experience. The composition of the committee is

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proposed by the Council of Professors, by the coordinator of the PhD program or head of the department. The Council assigns 2 or 3 opponents, one of whom has to be an external member and within the field of study.

The members of the ad hoc Evaluation Committees are nominated based on the Article 66 of the Statute of the University of Tirana. This committee is made up of:

- Head of the department
- A representative elected by the head of the department
- Two members elected by the Dean, one of which needs to be a representative of the Department
- A representative elected by the Rector.

The majority of the committee is made up by representatives of the respective department.

- The Ministry of Science and Education establishes the Committee for the Academic Titles. This Committee is made up of 15 members. The chair of the Committee is the Minister and all the other 14 members are academics awarded the title “Academics” or “Professors” in different fields.

The requirements and procedure at each academic rank are outlined in the following section.

1.1. Advancement to Lecturer

Lecturers are part of the academic staff involved in teaching and research activities. This title is granted to all the academic staff that have a Master degree of the second cycle of studies and a PhD degree. They should have university teaching experience for at least three years after or before having been awarded the PhD degree and they should be lecturers of an academic subject at university. The academic staff, fulfilling the criteria mentioned, are awarded the title without applying for it.

1.2. Advancement to Docent

This title can be granted to interested academic staff that:

- have taken the PhD degree and have a year of experience in teaching at University. The candidate who has completed the Master Degree of the second cycle of study, (the evaluation for the degree from the Committee of Evaluation should be “very good” or “excellent”) is required to have at least 5 years of university teaching experience in teaching at university.
- have prepared teaching materials such as scripts, lectures, exercises, programs of at least one academic subject or module.
- have at least presented three scientific papers, one of which should be presented in an international scientific activity (symposium, conference, congress) and published in Proceedings.
- have published two scientific articles or reviews in journals. At least one of the articles should be published or accepted to be published in an international scientific journal.

The procedures to grant the title Docent

- Docent title promotion is carried out by the Council of Professors at the respective faculty upon the candidate’s request.



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- The council attends an open lecture delivered by the candidate and evaluates the candidate's teaching and research activity.
- The Council of Professors takes a decision within 3 months.
- In case the application is approved, the Council submits the request to the Dean for the award of the title.

The certificate "Docent", after being signed by the Dean and the Rector is sealed and officially recorded at the institution of the higher education and Ministry.

In case the application is rejected, no new application is possible within the next 2 years.

1.3. Advancement from Lecturer to Associate Professor

There are certain criteria factors that are taken into account for advancing to the rank of Associate Professor. The researcher applying for the title must:

- have at least three years of university teaching experience and have shown good teaching qualities.
- have participated and presented papers at 8 conferences and scientific meetings, 5 of which presented in international scientific activities. All these presentations need to be published in proceedings.
- have published, after having been awarded the PhD degree, at least 5 scientific original articles. The researcher has to be the first author in at least two of them in an internationally recognized scientific journal. One of the articles has to be published in an impact factor journal¹.
- have lectured an academic subject for more than two years and at the same time have prepared teaching materials such as lectures, exercises etc.

The procedures to grant the title "Associate Professor"

- The Council of Professors evaluates the documents and appoints the Evaluation Committee within a month. The committee will be constituted by seven members holding the title Professor. At least four members of the Committee should be external experts with the appropriate academic qualifications, two members should be Professors of theoretical sciences and one may be a Professor, expert in the field, coming from a University of a foreign country. If this is the case, the candidate applying for the title should have the documents submitted and the open presentation delivered in a foreign language that s/he and the members of the committee have knowledge of.
- The Committee of Evaluation will examine the fulfilment of the teaching and academic qualities within 3 months. The Committee of Evaluation attends at least 3 teaching sessions and invites the candidate to have an open presentation.
- The Committee of Evaluation submits a final report to the Council of Professors evaluating the candidate's research activity and his teaching/academic skills, along with the recommendation of approval or rejection of granting the title.
- The Council of Professors makes official the recommendation of the Committee of Evaluation.
- In case of approval, the candidate will be awarded the title "Associate Professor" by the Dean of the university/faculty. The certificate "Associate Professor", after being signed by the Dean and

¹ A scientific monograph published if in a foreign language, indexed with an ISBN number, is equal to 6 scientific articles. If in Albanian it is equal to 4 scientific articles published in Albania.

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Rector is sealed and officially recorded at the Institution of the higher education and the Ministry of Education.

- In case of rejection, no new application is possible within the next 2 years.

1.4. Advancement form Associate Professor to Professor

In order for a researcher to get the title of Professor, the candidate must:

- Have teaching experience for at least 5 years (7 years for part time lecturers) after receiving their PhD degree.
- have expressed /shown good teaching abilities and have actively participated in the institutional and academic development of higher education.
- have carried a research or teaching experience in an international academic institution for at least one year.
- be able to teach in one of the following languages: English, French, German, Italian, Spanish and Russian.
- have prepared and presented 15 presentations in conferences, 8 of which in internationally scientific activities and published in the proceedings.
- have published 9 original articles or reviews, 4 of which accepted by international scientific magazine and two articles published in a impact factor journal. The candidate can also publish a scientific monograph in a foreign language which counts for 6 scientific articles. A scientific monograph published in Albanian counts for 4 scientific articles published in Albania.
- have lectured a subject or a module for more than four years and at the same time have prepared teaching materials such as lectures, exercises, programs of different subjects, one of which is taught in graduate level.

The procedures to grant the title “Professor”

- The Council of Professors established at respective faculties examines the applications for the title “Professor.” Candidates, who are full time employees at university, submit the documents and application to the Council of Professors at the respective faculty. Within a month, the Council decides on the procedure of evaluation.
- The Council of Professors examines the submitted documents and then sends the documents to the Senate along with the proposal for the Evaluation Committee. The Committee of Professors will be constituted by seven members holding the title Professor. At least five members of the Committee of the Professors should be external experts with the appropriate academic qualifications, two members should be Professors of theoretical sciences and one may be a Professor, expert in the field, coming from a University of a foreign country. In this case, the candidate applying for the title should have the documents submitted and the open lecture in a foreign language that he and the members of the Committee of the Professors have knowledge of.
- Fulfilment of the conditions for the title will be examined by the Senate within a month. The Senate proposes the Evaluation Committee at the Committee for the Academic titles.
- The Committee for the Academic title, within 2 months, examines the Senate’s request, appoints the Evaluation Committee and decides whether to proceed with academic evaluation process. The Committee for the Academic titles has the right to require an evaluation in written by professors

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of a university outside Albania or to decide that a foreign professor be part of the Evaluation Committee.

- The Evaluation Committee examines the candidate's teaching and academic abilities within 3 months. Its members attend at least 3 teaching sessions and invite the candidate to have an open scientific presentation. The candidate should deliver a part of the presentation in a foreign language he/she has knowledge of.
- The Evaluation Committee submits a final report to the Committee of the Academic titles evaluating the candidate's research activity and his teaching/academic skills, along with the recommendation for an approval or rejection of the title.
- The Committee for the Academic titles analyses the report within 2 months. In case the application for the title is rejected, the candidate is presented with a written justification for the decision. No new application is possible within the next 2 years.

The certificate "Professor" is signed by the Minister of Science and Education and it is officially recorded by the Committee for the Academic titles.

The Rector of the University introduces the certificate to the candidate at a special ceremony.

Bosnia and Herzegovina

Higher education in Bosnia and Herzegovina is regulated by the Framework Law on Higher Education in Bosnia and Herzegovina, which was adopted in July 2007. The Law sets the basic standards and principles for the area of higher education. In addition to the state level Law, the Republika Srpska (RS) entity and the ten cantons in the Federation of Bosnia and Herzegovina (FBiH) entity, as well as Brčko District (BD), have their own laws and regulations in the area of higher education.

Academic promotion and procedures at the University of Sarajevo are regulated by Law on Higher Education of Canton Sarajevo, *Law on Scientific Research Activities* of Canton Sarajevo and Statute of University of Sarajevo, while promotion at University of East Sarajevo is regulated by Law on Higher Education of Republika Srpska and Statute of University of East Sarajevo.

University of Sarajevo (UNSA)

Academic staff is appointed through public competition, in accordance with the relevant legislation, the statute and generally accepted professional standards. Academic staff at UNSA is appointed in accordance with the following criteria:

- Assistant: appointed for 4 years with no possibility of re-appointment
- Senior assistant: appointed for 5 years, with possibility of re-appointment only if he/she attains a third cycle degree.
- Lector: appointed for a 5 year period, with no possibility of re-appointment
- Assistant professor: appointed for a 5 year period with possibility of reappointment
- Associate professor: appointed for a 6 year period with possibility of reappointment
- Full-time professor: appointed indefinitely

The following are the minimum conditions for election or appointment to academic titles:

- Assistant: appropriate university degree with a minimum of 240 ECTS credits and a minimum average grade of eight (8) or three point five (3.5);
- Senior assistant: a second cycle (Master's) degree.
- Lector: a second cycle (Master's) degree.



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- Assistant Professor: Scientific degree of doctor in the field; at least three (3) scientific papers published in recognised publications; demonstrated capability for teaching.
- Associate Professor: no less than one term of service as assistant professor, and no less than five (5) scientific papers published in recognised publications, a published book and original vocational achievement such as a project, patent or original method, all following the appointment as assistant professor; supervision of at least one candidate for second cycle degree.
- Full Professor: no less than one term of service as associate professor, no less than two (2) published books, and no less than eight (8) scientific papers published in recognised publications, all following the appointment as associate professor; supervision of at least one candidate for second and at least one candidate for third cycle degree.

The following are minimum criteria for appointment to artistic-teaching titles for academic staff at specific study profiles at the university, if artistic criteria are of particular relevance for the subject:

- Assistant: appropriate university degree with a minimum of 240 ECTS credits and a minimum average grade of eight (8) or three point five (3.5);
- Senior assistant: a second cycle (Master's) degree, or a first cycle degree, and publicly presented forms of artistic expression.
- Assistant Professor: no less than a degree of the first cycle, a number of publicly presented forms of artistic expression, and demonstrated results in teaching.
- Associate Professor: no less than a degree of the first cycle, a number of publicly presented forms of artistic expression, recognition for successful work in a relevant area of art, and demonstrated results in teaching.
- Full Professor: no less than a degree of the first cycle, a number of publicly presented forms of artistic expression which have contributed significantly to the development of culture and art, and contribution to development of teachers and artists .

Research and Scientific titles are as follows :

- Research assistant
- Senior research assistant
- Research Advisor
- Research Associate
- Senior research associate
- Scientific advisor

Election procedures must be started at least 6 months before expiring period of current position. If the scientific achievement of the candidate is exceptional, then, according to Statute of UNSA, it is possible to start promotion procedure after 3 years spent in corresponding academic service. Exceptional scientific achievement means that at least half of needed published papers is indexed in CC, SCI or SCI Expanded data bases.

University of East Sarajevo (UES)

Academic staff at UES is appointed in accordance with the following criteria:

- Artistic associate: appointed for 4 years with possibility of reappointment
- Assistant: appointed for 4 years with no possibility of reappointment
- Senior assistant: appointed for 5 years, with possibility of reappointment
- Senior artistic associate: appointed for 5 years, with possibility of reappointment

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- Lector: appointed for a 5 year period, with no possibility of re-appointment
- Assistant professor: appointed for a 5 year period with possibility of reappointment
- Associate professor: appointed for a 6 year period with possibility of reappointment
- Full-time professor: appointed indefinitely

The following are the minimum conditions for election or appointment to academic titles:

- Assistant: appropriate university degree with a minimum of 240 ECTS credits and a minimum average grade of eight (8) or three point five (3.5);
- Senior assistant: a second cycle (Master's) degree and a minimum average grade for first and second cycle of eight (8) or three point five (3.5);
- Lector: a second cycle (Master's) degree and a minimum average grade for first and second cycle of eight (8) or three point five (3.5), published professional or scientific papers;
- Assistant Professor: Scientific degree of doctor in the field; at least three (3) scientific papers published in referee scientific journals or collections of papers; demonstrated capability for teaching.
- Associate Professor: no less than one term of service as assistant professor, and no less than five (5) scientific papers published in referee scientific journals or collections of papers, a published book and original vocational achievement such as a project, patent or original method, all following the appointment as assistant professor; membership in defence committee for master or doctoral thesis or supervision of at least one candidate for second cycle degree.
- Full Professor: no less than one term of service as associate professor, no less than two (2) published books, and no less than eight (8) scientific papers published in recognised publications, all following the appointment as associate professor; supervision of at least one candidate for second and at least one candidate for second or third cycle degree, have a successful international cooperation with other universities or institutions in the field of higher education.

Montenegro

Academic and scientific titles awarded by University of Montenegro are as follows.

Academic titles:

- 1) Assistant Professor,
- 2) Associate Professor,
- 3) Full Professor.

Scientific Titles:

- 1) Research Fellow,
- 2) Senior Research Fellow,
- 3) Scientific Advisor.

Detailed description of criteria for academic promotion is given by „Conditions and Criteria for election in Academic titles“ issued by Council of the Higher Education on 9 September 2016.

Criteria are divided by scientific and research area:

- Natural Sciences and Mathematics, Technical and technological Sciences, Medical Sciences, Agricultural Sciences and Architecture,
- Social Sciences and Humanities,
- Art.

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There is a specific description of measurement of bibliographical references, pedagogical experience and abilities and artistic work.

Criteria for election are as follows:

- For Assistant Professor: PhD degree, at least 6 points for research work with at least one paper published in journal from SCI/SCIE or SSCI list (candidate must be the first author), positive evaluation about pedagogical skills of a candidate or introductory lecture given, at least one international conference participation with presentation (of scientific paper) or presentation in international artistic exhibition;
- For Associate Professor: Assistant Professor conditions fulfilled, at least 12 points for research work with at least two papers published in journal from SCI/SCIE or SSCI list (candidate must be the first author at one of the papers), at least 6 points for pedagogical skills, all after promotion to Assistant Professor (these condition can be replaced by adequate conditions in case of architecture, tourism or social geography), average mark for pedagogical skills greater than half of maximum possible grade obtained by student evaluation processes, positive evaluation of pedagogical skills given by faculty, at least two international conference participations with presentation (of scientific paper) or two presentations at international artistic exhibitions;
- For Full Professor: Associate Professor conditions fulfilled, at least 20 points for research work with at least two papers published in journal from SCI/SCIE or SSCI list (candidate must be the first author for both papers), at least 10 points for pedagogical skills, all after promotion to Associate Professor (these condition can be replaced by adequate conditions in case of architecture, tourism or social geography), average mark for pedagogical skills greater than half of maximum possible grade obtained by student evaluation processes, positive evaluation of pedagogical skills given by faculty, at least three international conference participations with presentation (of scientific paper) or three presentations at international artistic exhibitions; published book or monography or part of monography, participation in national and international scientific project.

Serbia

Academic promotion at universities in Serbia is regulated by the Law of Higher Education in Serbia, Minimal criteria for promotion of academic staff at universities adopted by the National Council for Higher Education in Serbia in November 2015, and university rules.

University of Belgrade

University of Belgrade grants following academic titles to academic staff employed:

- Professor emeritus
- Full professor
- Associate professor
- Assistant professor
- Senior lecturer
- Lecturer
- Senior language teacher

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- Language teacher
- Teaching assistant
- Teaching associate
- Visiting professor

All criteria listed in questionnaire (see Annex) play role in promotion of academic staff.

The evaluation of the results of the candidate's teaching is based on the results shown in their work with students, pursuant to the general act adopted by the Senate. If the candidate for promotion in the lecturers titles has no teaching experience, their capability for teaching shall be evaluated based on the quality of a special lecture open to public where all members of the promoting committee are present. The evaluation of the results of the candidate's involvement in the teaching advancement and development of other activities of the higher education institution the evaluation of results achieved in providing young teachers and scientists shall be obtained from the higher education institution where the candidate teaches. When promoting candidates in lecturer's titles, only published papers shall be taken into consideration i.e. the results of scientific research in the period since the previous promotion, except when promoting candidates in full professor when the whole candidate's opus is evaluated. The evaluation of the candidate's participation in professional organisations and other activities relevant for the development of science and the higher education institution shall be based on the information submitted by the candidate.

Detailed description of requirements is given in the following documents "Pravilnik o načinu i postupku sticanja zvanja i zasnivanja radnog odnosa nastavnika Univerziteta u Beogradu" (2008) with amendments (2009, 2011, 2016), and "Pravilnik o minimalnim uslovima za sticanje zvanja nastavnika na Univerzitetu u Beogradu" (2016) with amendments (2016).

Procedures for academic promotion are following:

1. Faculty announces publically free position(s) for academic promotion in media and on the web-site,
2. Commission is responsible for writing report about applicant(s) in 60 days' time,
3. Faculty Elective Council makes proposal on candidate(s) based on Commission report and sends it to the University together with all supporting documents,
4. University puts the proposal and supporting documentation on the web-site and calls for University Scientific Council meeting,
5. University commission is checking the validity of the Faculty decision and produces and validity of supporting documents,
6. University Scientific Council makes decision on the titles assistant professor or associate professor, and gives its opinion about promotion to full professor,
7. University Senate is making decision on the title full professor,
8. Candidates have right to appeal the decision in next 15 days,
9. Faculty Elective Council may give its opinion about appeal,
10. University Scientific Council is considering candidates appeal and gives its opinion about it,
11. University Senate decides on appeal based on candidates appeal and opinions,
12. Candidate has a right to appeal to the court about Senate decision.

University of Kragujevac

Academic titles	Scientific titles
Teaching Associate	Junior Researcher



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Teaching Assistant	Research Assistant
Assistant Professor	Research Associate
Associate Professor	Senior Research Associate
Full Professor	Scientific Advisor

For promotion of teaching staff, each candidate should have:

- Positive mark on entry lecture,
- Positive mark of pedagogical work with students (students' surveys).

Specific criteria for academic promotion are given by:

- Assistant Professor – from 1 to 3 papers from SCI list and from 1 to 5 papers from international conferences (the number of criteria depends on Faculty)
- Associate Professor – from 2 to 5 papers from SCI list; from 1 to 5 papers from international conferences; minimum 1 university book or monograph; 1 or 2 papers in domestic journals (published by Faculty); BSs and/or MSc mentoring, participating in PhD commission (the number of criteria depends on Faculty)
- Full Professor - from 1 to 5 papers from SCI list; from 2 to 5 papers from international conferences; university book; Mentor of 1 finished PhD thesis; Mentor of minimum 3 BSc and/or MSc thesis; 1 or 2 papers in domestic journals (published by Faculty); coordination or participating in scientific projects.

Criteria for academic promotion related to Community Engagement are given by:

- Cooperation with industry and academic society,
- Coordination and participation in expert studies and projects relevant for industry,
- Innovator, patent author/co-author or technical improvements.

University of Niš

At the University of Niš each candidate for promotion to any academic title must meet prescribed criteria in all three elements: teaching, research and community engagement. Academic titles are: assistant professor, associate professor and full professor.

The University's rules require a positive evaluation of teaching. This evaluation may be based on the department's opinion, or on student evaluation. Elements for the student evaluation of teachers and teaching process are the following:

- Teaching methods (lectures, exercises, practice, seminars and projects ...) correspond to the course content,
- Equipment and technical support appropriate to the forms of teaching,
- Curriculum allows obtaining adequate level of knowledge,
- Student workload is consistent with the assigned ECTS points,
- Teaching is interactive and includes practical examples,
- Student work is monitored and evaluated during classes,
- Evaluation of students during classes and at the final exam is professional and in accordance with defined criteria,

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- The professor evaluates the ability of students to understand and apply the acquired knowledge, and analytical thinking,
- The professor comes prepared to the classes,
- The professor regularly holds classes and all forms of teaching according to the established schedule,
- The professor encourages active participation of students,
- The professor is available for all student questions and consultations.

Minimum requirements for promotion of teachers prescribe research criteria for every academic title, and for each scientific field separately. It is contained in a special document adopted by University of Niš.

Community engagement can be evaluated through the following elements:

- supporting extracurricular activities of students,
- participation in educational activities that do not carry ECTS credits,
- membership in University and Faculty bodies and committees,
- directing and managing Faculty and University activities,
- contribution to the activities that enhance the reputation and status of Faculty and University,
- professional activities intended as a contribution to the local and wider community,
- management of professional organizations,
- reviewing scientific papers for publishing,
- evaluation of scientific and professional projects for other institutions,
- **organization and management of scientific or art events,**
- **participation in local, regional, national and international conferences and art events,**
- reputation based on invitations for evaluation of professional performance in public meetings,
- participation in legislative committees and bodies,
- membership in bodies and committees which deal with issues of importance for the community,
- creative activities which contribute to the improvement of the University as a learning community.

Each academic title requires a different level of achievements in elements that measure contribution to academic and wider community.

Procedure phases are as follows:

13. Faculty announces free position for academic promotion publicly,
14. Faculty Elective Council proposes Commission for writing report about applicants,
15. University Scientific Council nominates the Commission,
16. Commission is writing the report and sends it to the Faculty,
17. Commission Report is publically accessible for 30 days,
18. Commission is responding to eventual objections about the Report,
19. Faculty Elective Council is grading 4 areas for each candidate:

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- a. Scientific and research area,
 - b. Pedagogical work,
 - c. Work with and involvement of young researchers,
 - d. Community work.
20. Faculty Elective Council is making the decision on the elected candidate and academic title,
 21. University commission is checking the validity of the Faculty decision and produces the Report on fulfilment of the minimal criteria for academic promotion and title,
 22. University Scientific Council makes decision on the titles assistant professor or associate professor, and gives its opinion about promotion to full professor,
 23. University Senate is making decision on the title full professor,
 24. Candidates have right to appeal the decision,
 25. Faculty Elective Council gives its opinion about appeal,
 26. University Senate decides on appeal based on Faculty opinion and candidates appeal,
 27. Candidate has a right to appeal to the court about Senate decision.

University of Novi Sad

Academic and scientific titles recognized by University of Novi Sad are:

Academic titles	Scientific titles
Assistant Professor	Research Associate
Associate Professor	Senior Research Associate
Full Professor	Scientific Advisor

Detailed description of criteria for academic promotion is given by „Rules on detailed minimum conditions for appointment to teaching positions at the University of Novi Sad“ adopted by the Senate in March 2016. Criteria are divided by the following scientific and research areas:

- Natural Sciences and Mathematics,
- Medical Sciences,
- Technical and technological Sciences,
- Social Sciences,
- Humanities,
- Art.

There are specific indicators of scientific and professional competence and success measured by points.

Assistant professor

Sci.area	Assistant professor
Nat. Sci. and Math.	PhD degree; positive mark on entry lecture; positive mark of pedagogical work with students; at least two papers in relevant international journals (as of October 2018 candidate must be the first author or corresponding author for at least one paper);
Medicine	PhD degree; positive mark on entry lecture; positive mark of pedagogical work with students; at least one papers in relevant



	international journals (as of October 2018 candidate must be the first author or corresponding author for at one paper);
Tech. Sci.	PhD degree; positive mark on entry lecture; positive mark of pedagogical work with students; at least one papers in relevant international journals (as of October 2018 candidate must be the first author or corresponding author for at one paper); for Architecture one paper could be replaced by recognized artistic work
Social Sci.	PhD degree; positive mark on entry lecture; positive mark of pedagogical work with students; at least one papers in relevant international journals (as of October 2018 candidate must be the first author or corresponding author for at one paper); for History and Law one paper could be replaced by three papers published in relevant national (domestic) journal
Humanities	PhD degree; positive mark on entry lecture; positive mark of pedagogical work with students; at least one papers in relevant international journal or three papers published in relevant national (domestic) journals (as of October 2018 candidate must be the first author or corresponding author for one paper); for Psihology and Pedagogy at least one papers in relevant international journal (as of October 2018 candidate must be the first author or corresponding author for one paper)
Art	PhD degree or MSc degree or BSc degree with 240 ECTS and recognized artistic work; positive mark on entry lecture; positive mark of pedagogical work with students; three representative references

Associate professor

Sci.area	Associate professor
Nat. Sci. and Math.	Assistant professor condition fulfilled; positive mark of pedagogical work with students; at least three papers in relevant international journals (as of October 2018 candidate must be the first author or corresponding author for at least one paper); original professional achievement or leadership or participation in project; published at least one of the following: monography or teaching book or chapter in teaching book, or exercise book or praticum
Medicine	Assistant professor condition fulfilled; positive mark of pedagogical work with students; at least two papers in relevant international journals (as of October 2018 candidate must be the first author or corresponding author for at one paper); original professional achievement or leadership or participation in project; published at least one of the following: monography or teaching book or chapter in teaching book, or exercise book or praticum
Tech. Sci.	Assistant professor condition fulfilled; positive mark of pedagogical work with students; at least two papers in relevant international journals (as of October 2018 candidate must be the



	first author or corresponding author for at one paper); original professional achievement or leadership or participation in project; published at least one of the following: monography or teaching book or chapter in teaching book, or exercise book or praticum ; For Architecture two papers, for one first author or realized two recognized artistic works
Social Sci.	Assistant professor condition fulfilled; positive mark of pedagogical work with students; at least two papers in relevant international journals (as of October 2018 candidate must be the first author or corresponding author for at one paper); original professional achievement or leadership or participation in project; published at least one of the following: monography or teaching book or chapter in teaching book, or exercise book or praticum For History and Law one paper could be replaced by three papers published in relevant national (domestic) journal
Humanities	Assistant professor condition fulfilled; positive mark of pedagogical work with students; at least two papers in relevant international journal or one paper replaced by three papers published in relevant national (domestic) journals (as of October 2018 candidate must be the first author or corresponding author for one paper); original professional achievement or leadership or participation in project; published at least one of the following: monography or teaching book or chapter in teaching book, or exercise book or praticum For Psihology and Pedagogy at least two papers in relevant international journal (as of October 2018 candidate must be the first author or corresponding author for one paper)
Art	Assistant professor condition fulfilled; positive mark of pedagogical work with students; six representative references from at least two different categories; mentorship of two thesis for any cycle of study (could be replaced by one representative reference).

Full professor

Sci.area	Full professor
Nat. Sci. and Math.	Associate professor conditions fulfilled; positive mark of pedagogical work with students; at least four papers in relevant international journals (as of October 2018 candidate must be the first author or corresponding author for at least two papers); one plenary lecture at international or national scientific conference or two talks; published at least one of the following: monography or teaching book or chapter in teaching book, or exercise book or praticum; membership in at least three commities for defence of specialist or master thesis; completed mentorship of at least one PhD candidate (could be replaced by two papers in relevant international journals), at least 10 non-self-citations;



Medicine	Associate professor conditions fulfilled; positive mark of pedagogical work with students; at least three papers in relevant international journals (as of October 2018 candidate must be the first author or corresponding author for at least one paper); one plenary lecture at international or national scientific conference or two talks; published at least one of the following: monography or teaching book or chapter in teaching book, or exercise book or praticum; membership in at least three commities for defence of specialist or master thesis; completed mentorship of at least one PhD candidate (could be replaced by two papers in relevant international journals), at least 10 non-self-citations;
Tech. Sci.	Associate professor conditions fulfilled; positive mark of pedagogical work with students; at least four papers in relevant international journals (as of October 2018 candidate must be the first author or corresponding author for at least two papers); one plenary lecture at international or national scientific conference or two talks; published at least one of the following: monography or teaching book or chapter in teaching book, or exercise book or praticum; membership in at least three commities for defence of specialist or master thesis; completed mentorship of at least one PhD candidate (could be replaced by two papers in relevant international journals), at least 10 non-self-citations;
Social Sci.	Associate professor conditions fulfilled; positive mark of pedagogical work with students; at least two papers in relevant international journals and five papers in domestic journals (as of October 2018 candidate must be the first author or corresponding author for at least two papers); one plenary lecture at international or national scientific conference or two talks; published at least one of the following: monography or teaching book; membership in at least three commities for defence of specialist or master thesis; completed mentorship of at least one PhD candidate (could be replaced by one paper in relevant international journals), at least 10 non-self-citations;
Humanities	Associate professor condition fulfilled; positive mark of pedagogical work with students; at least two papers in relevant international journals and five papers in domestic journals (as of October 2018 candidate must be the first author or corresponding author for at least two papers); one plenary lecture at international or national scientific conference or two talks; published at least one of the following: monography or teaching book; membership in at least three commities for defence of specialist or master thesis; completed mentorship of at least one PhD candidate (could be replaced by one paper in relevant international journals), at least 10 non-self-citations;
Art	Associate professor condition fulfilled; positive mark of pedagogical work with students; nine representative references



	from at least three different categories; mentorship of six thesis for any cycle of study (each could be replaced by 12 representative references). and one PhD thesis (could be replaced by 12 representative references).
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Based on the partners Report, the following is proposed

LIST OF RECCOMENDATIONS

1. Revise the University / Faculty documents regarding the procedures for academic promotions to have clear description of all phases and instruction in case of appeal,
2. Universities should adopt detailed description of the criteria for academic promotion based on scientific areas and titles,
3. Common template for reporting on academic promotion should be developed by University,
4. All documents regarding procedures and criteria for academic promotion should be available on the University web-site,
5. All academic promotion procedures will be conducted in respect of academic autonomy,
6. The written Report on Implementation of Recommendations should be written by the end of June and sent to the coordinator of the Project.

ANNEX A

QUESTIONNAIRE ON ACADEMIC PROMOTION

(to be returned to University of Sarajevo as soon as possible, e-mail: senadak@pmf.unsa.ba)

1. Please list academic and/or scientific titles awarded/promoted by your Institution:

2. Academic promotion is based on:

_____ **Teaching**

(includes:

- _____ activities related to teaching performance,
- _____ leadership in learning and teaching,
- _____ student-centred learning and teaching,
- _____ research-enhanced learning and teaching,
- _____ periods of teaching spent abroad or out of the home institution,

_____ **student evaluation**

_____ **other (describe) :** _____)

_____ **Research**

(Includes

- _____ activities related to research performance,



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____ leadership in research,
____ research mentoring and training (at master and/or PhD level),
____ published scientific papers,
____ research collaborations,
____ membership of national/international research organization
____ membership of editorial board of scientific journal
____ conference/congress participation,
____ invited talks,
____ national / international awards for research activities
____ **other (describe) :** _____)

____ **Community Engagement**

(includes ____ contributions to internal University, faculty and/or department communities (i.e. membership of committees, boards, bodies, leadership, proactive involvement to promote the sustainability and growth of the University),

____ contributions to external community and professional organisations, government agencies, non-government organisations, public intellectual discussion and the general community,

____ **other (describe) :** _____)

3. Please give us detailed description of criteria for academic promotion related to Teaching (you may send us docemnts which regulate this part – university rules, related articles from legislation, etc.)

4. Please give us detailed description of criteria for academic promotion related to Research (you may send us documents which regulate this part – university rules, related articles from legislation, etc.)

5. Please give us detailed description of criteria for academic promotion related to Community Engagement (you may send us documents which regulate this part – university rules, related articles from legislation, etc.)

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