### TABLE OF ACHIEVED / PLANNED RESULTS

<table>
<thead>
<tr>
<th>Title and reference number of the work package (WP)</th>
<th>WP2 Excellent university for the researchers</th>
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</table>

#### Indicators of achievement and or/performance as indicated in the project proposal

- At least 18 existing university centres/offices are reinforced
- At least 9 trainings for researchers realised
- Three visits $3 \times 29 = 87$ participants trained
- Relevant bylaws adopted
- $9 \times 4 = 36$ administratives trained
- 24 representatives of the management boards educated
- Four trainings of trainers organized
- Promotion procedures bylaws revised
- Trainings organized for 36 members of ethical committees

#### Activities carried out to date to achieve this result:

<table>
<thead>
<tr>
<th>Activity N°</th>
<th>Activity Title</th>
<th>Start date</th>
<th>End date</th>
<th>Place</th>
<th>Description of the activity carried out</th>
<th>Specific and measurable indicators of achievement</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1</td>
<td>Creation and adoption of bylaws relevant for HR enhancement</td>
<td>November 2016</td>
<td>March 2017</td>
<td>Each WB partner university</td>
<td>UES was assigned to perform the analysis of present situation at the WBP Universities concerning existence of research centers and HR offices and existence of different bylaws, documents and procedures regulating research, with the recommendations how to improve it. All the WBP Universities made reports containing information about the current situation at their institutions with a particular emphasis on the following:</td>
<td>10 reports: 9 reports, each made by a WBP university, and the final one. All reports are available at the following link: <a href="http://rewbc.ni.ac.rs/documents-2/">http://rewbc.ni.ac.rs/documents-2/</a></td>
</tr>
</tbody>
</table>
1. Information about concrete bylaws on institutions regulating the status of researchers and research in general,
2. Main elements of research strategy such as strategic aims and action plans,
3. Information about bylaws regulating the work of research centers.

After a detailed analysis of the current situation based on the above mentioned reports, the University of East Sarajevo made the final report containing concrete suggestions for further possibility of improvement.

| 2.2. Training of WBC administrative staff related to research services | 01.04.2016 | 23.09.2016 | University of Novi Sad | A training for administrative staff of the WB partner Universities was organized at the University of Novi Sad. It was conducted by experienced trainers, one from each EU partner university, with the goal of improving administrative staff competences in the field of C&C and provided them with necessary skills and knowledge to better and more efficiently handle researchers' career development issues. 36 participants (mostly members of administrative staff) were trained. |
| 2.3. Seminar by EU and P1 partners on HRS4R strategy for UNI management | 01.02.2016 | 08.06.2016 | University of Belgrade | A seminar was organized at the Rectorate of the University of Belgrade at which members of the university management were educated on the Charter and Code implementation through the “HR Excellence in Research”. The total number of participants was 17, among which were the Rectors of UNI and UB, Vice rectors from UNS, UB, UNIKG, UNSA and the aid minister for sciences of Serbia. 17 representatives of the management boards adequately educated. |
| 2.4. | Preparing and adopting HRS4R strategy at all WBC partner universities. | February 2016 | March 2017 | Each WBC partner university except UNI | At each of the WBP universities, except at UNI, a work group was formed and charged with the task of designing a HRS4R strategy and presenting it to the Rectorates and Senates. In the initial phase of its work consulted with the EU partners and UNI, that had already adopted HRS4R, concerning the methodology of adoption of HRS4R, and later on as the workgroup was designing it, it actively made use of the comparative analysis (which planned in 1.3) as well as the experiences of the EU partners related to the problems of overcoming the difficulties that are likely to present themselves during the process. HRS4R strategies were prepared and adopted by the following 5 universities: the University of East Sarajevo, the University of Sarajevo, the University of Novi Sad, the University of Kragujevac and the University of Vlora. |
| 2.5. | Training trainers by EU partners. | December, 2016 | April, 2017 | University of Coventry, University of Belgrade | In order to have a firmly established practice, that would continue to live on also after the termination of the project, of organizing trainings for researchers on various important topics, WBP professors are to be appropriately educated by EU experts and received proper qualification to conduct such trainings themselves. Two of the envisaged trainings have already been organized: 1) Training for trainers at Coventry University, 15-16th December 2016, Coventry 2) Training for trainers, 05 - 07 April 2017, |

- Strategies adopted at the 5 WB universities.  
- One award is granted, three are expected to be granted after re-assessment of revised applications.

Two trainings of the trainers realized; 16+ researchers trained. 8 presentations and 2 reports made.
Two more trainings, for which the agendas have already been prepared, are expected to be held in Liege and Torino in May 2017.

| 2.6. | Revising and improving university by-laws regulating academic promotion procedures. | October 2016 | March 2017 | Each WBC partner university | The University of Sarajevo was assigned to perform the analysis of present situation at the WBP Universities concerning the bylaws regulating the promotion procedures with the recommendations how to improve them. The University of Sarajevo designed a common template for evaluation reports. All the WBP Universities made reports containing all the relevant information about the current situation at their institutions. The University of Sarajevo collected all the reports into one internal report with the analysis of the situation and with a list of recommendations. | 10 reports: 9 reports, each made by a WBP university, and the final one. All reports are available at the following link: http://rewbc.ni.ac.rs/documents-2/ |
| 2.7. | Plagiarism monitoring tools implementing | October 2016 | April 2017 | Each WBC partner university | The process of purchasing the plagiarism monitoring tools has been finished in all Serbian partner universities and the University of Montenegro, and is almost finished in those in Bosnia and Herzegovina. It was completed by both Albanian partners. The plagiarism monitoring tools purchased and installed and 5 WBP universities. |
| 2.8 | Enhancing of ethical committees through legislative | November 2016 | March 2017 | Each WBC partner university | A training for EC members was organized by EU partners from Coventry and Liege, with the goal of improving the quality of work of. 19 participants 19 members of EC were trained. The training report is available |
| improvements and trainings. | University of Kragujevac | from WBP universities were trained. The participants from the University of Sarajevo and of Montenegro did not take part in this training. Within this activity the University of Vlora was assigned to perform an analysis on the current situation of the ethics committees at the WB Universities and to come up with some suggestions for improvement. All the WBP Universities made reports containing all the relevant information about the current situation at their institutions. After a detailed analysis of the current situation the University of Vlora collected all the reports into one internal report along with an analysis of the situation and a list of recommendations. | at the following link: http://mngt.rewbc.ni.ac.rs/projects/wp2-committee/dmsf10 reports: 9 reports, each made by a WBP university, and the final one. All reports are available on the following link: http://rewbc.ni.ac.rs/documents-2/ |
| 2.9. Establishing links with scientific diaspora by creating and updating databases | November 2016 March 2017 | Each WBC partner university | The University of Tirana was assigned to perform an analysis on the current situation at the Western Balkan Universities concerning cooperation with scientific diaspora and Alumni and to offer recommendations as to how to improve it. All the WBP Universities made reports containing all the relevant information about the current situation at their institutions. | 10 reports: 9 reports, each made by a WBP university, and the final one. All reports are available at the following link: http://rewbc.ni.ac.rs/documents-2/ |
After a detailed analysis of the current situation the University of Tirana suggested that the partner universities lacking the alumni database needed to create more permanent structures and a list of databases of academics living and working abroad who are willing to come to their home country and contribute to the Institutions of Higher Education there, engaging in various development projects or undertaking teaching assignments at universities. This would result in the constitution of Alumni networks.

### Activities to be carried out to achieve this outcome (before the end of the project)

<table>
<thead>
<tr>
<th>Activity N°</th>
<th>Activity Title</th>
<th>Start date</th>
<th>End date</th>
<th>Place</th>
<th>Description of the activity to be carried out</th>
<th>Specific and measurable indicators of progress</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1.</td>
<td>University centers and HR offices reinforced</td>
<td>March 2017</td>
<td>July 2017</td>
<td>All WB universities</td>
<td>The University of East Sarajevo as a Task leader proposed, as common action plan for all WB Universities within this activity, to develop research strategy with common minimal principles, developing all documents and bylaws regulating research on the University using existing good regional and European practice and regulating role of research centers and institutes on the similar way by using also good existing practices.</td>
<td>- Relevant bylaws adopted</td>
</tr>
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**Bylaws adopted by UV:**

1. Regulation for a new research centre at the Faculty of Technical Sciences.
2. New organizational structure in accordance with the new bylaws issued by the ministry and in line with its priorities and the
2.4. **HRS4R strategy created and adopted at partner universities**  
| University of East Sarajevo, University of Vlora, University of Novi Sad, University of Sarajevo, University of Belgrade, University of Tirana and University of Montenegro | March 2017 - December 2017 | The University of East Sarajevo, University of Vlora and University of Novi Sad were asked to make minor revisions and re-submit revised versions of their applications following the feedback of the assessors. Once the revised applications are reassessed, the European Commission is expected to grant the “HR Excellence in Research” award to these Universities as well. The University of Vlora was granted the award after the revision of the application. The University of Tirana, University of Belgrade and University of Montenegro are expected to adopt the HRS4R and together with the University of Sarajevo are expected to submit their applications to the European Commission and to obtain the award. |

2.5. **Training trainers**  
| University of Belgrade, University of Liege and University of Torino | March 2017 - May 2017 | The following three trainings will be organised at the University of Belgrade on April 5-7, 2017 and topics to be covered will be: inter-cultural communications, researcher ethics, writing research proposal, University of Liege on May 8-11, 2017 and topics to be covered will be: HR strategy for researchers, merit based and transparent recruitment of researchers, scientific staff interested in the recruitment of researchers; |

- Strategies adopted at 3 more WB universities  
- Seven awards granted  
UV adopted the strategy and was awarded the label.
and University of Torino May 23-26, 017 with the following topics: soft skills and entrepreneurship.

| 2.6. | Promotion procedures improved | March 2017 | July 2017 | All WB universities | The University of Sarajevo, Task leader, collected all the reports into one internal report with the analysis of the situation and with the list of the following recommendations:
- Revise the University / Faculty documents regarding the procedures for academic promotions to have clear description of all phases and instruction in case of appeal,
- Universities should adopt detailed description of the criteria for academic promotion based on scientific areas and titles,
- Common template for reporting on academic promotion should be developed by each university,
- All documents regarding procedures and criteria for academic promotion should be available on each university's web-site,
- All academic promotion procedures will be conducted in respect of academic autonomy,
- The written Report on Implementation of Recommendations should be written by the end of June and sent to the coordinator of the Project.
- Promotion procedures bylaws revised
UV carried out the following:
- A new administrative sector, the Sector for Academic Promotion and Scientific Publications set up with the purpose to aid the academic staff in preparing the documentation for promotion as well to collect and store all information which regards their progress in terms of academic achievements and achievements.
- A new regulation for PhD studies. |

| 2.7. | Plagiarism monitoring tools implemented | March 2017 | April 2017 | All WB universities | The WB partner universities are expected to purchase the plagiarism monitoring tool and to implement it. | - Plagiarism monitoring tools implemented |
UV carried out the following:
1. Regulation on the use of the software.
2. Use of the software for conference publications.

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<tr>
<th>2.8.</th>
<th>Ethical committee procedures improved</th>
<th>March 2017</th>
<th>July 2017</th>
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The following recommendations for improvement made by the University of Vlora, the Task leader, are expected to be realised:
- Despite the fact that each of the WB universities has adopted several laws, bylaws and regulations regarding ethics and ethical behavior, there is still a need for a more detailed legal framework that addresses all aspects of ethics in research and of scientific integrity and that is handy to use by the institutions and researchers.
- Need for a common framework of ethics assessment.
- Less centralized ethics committee.
- Clearly defined ethical principles and issues applying to all types (and each type) of research. Drafting an exhaustive list.
- The composition of the ethics committees revisited: Who should sit on the committee? (Expertise, background and characteristics of the members.)
- Clearly defined procedures for ethical assessment.
- Need to draw a clear-cut distinction between the role, scope, tasks and responsibilities of ethics committees and those of scientific integrity boards. Most

- Ethical committee procedures improved
UV has passed a new regulation on ethics.
partner universities do not seem to have one. Is it time to go separate?
- Facilitating the work of the ethics committees through proper legal, institutional and technical instruments.
- Improve and enhance the efficiency of the work of the Ethical committees. Consider the possible effects of the existing sanctions and their adaptation.
- Periodic analysis of situation and control in respect to the principle of legal and ethical norms and standards of research. Defining the measures in case of determining discrepancies in respect of ethical principles and norms.
- Defining the model for the transformation of the Court of Honor of the University to the Ethics Committee. Analysis of viability and possibility for introducing the Ombudsman in order to protect rights of researchers at the university level.
- Adoption of the regulation at university level which would define the principles of determining disciplinary liability and enforcement proceedings in cases of violations of the Code of Ethics, plagiarism, infringement of intellectual property rights etc.
- Precise definition of actions that indicate a violation of professional ethics.
- Increasing the number of measures that can be imposed for violations of professional ethics.
- Refinement of procedures under which the
Committee for ethical issues gives its recommendations.
- Clear delineation of the cases of disciplinary proceedings from the cases in which the procedure is conducted by the Committee.

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<tr>
<th>2.9.</th>
<th>Cooperation with scientific diaspora established</th>
<th>March 2017</th>
<th>July 2018</th>
<th>All WB universities</th>
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The University of Tirana, after detailed analysis of the current situation at all WB universities suggested that the partner universities lacking the alumni database need to create more permanent structures and a list of databases of academics living and working abroad who are willing to come to their home country and contribute to the Institutions of Higher Education in their home countries, engaging in various development projects or undertaking teaching assignments at university. This would result in the constitution of real Alumni networks.

Having established the database, the universities (all WB partners) need to implement a diaspora strategy.

The one diaspora strategy cannot fit all the countries. Countries clearly differ in terms of their macroeconomic circumstances, the history of their diaspora, their size, geography and general resources to successfully pursue a diaspora strategy. While many governments acknowledge the importance of diaspora engagement, many still lack the capacity to design and implement a diaspora strategy.

UV has:
Implement effective policies on a meaningful scale. But, successfully engaging the diaspora is a long-term endeavour that requires perseverance and patience.

**Changes that have occurred in this result since the original proposal:**

There is no major changes.