

## TABLE OF ACHIEVED / PLANNED RESULTS

<b><u>Title and reference number of the work package (WP)</u></b>	WP2 Excellent university for the researchers
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<b><u>Indicators of achievement and or/performance as indicated in the project proposal</u></b>	<p>At least 18 existing university centres/offices are reinforced</p> <p>At least 9 trainings for researchers realised</p> <p>Three visits 3X29=87 participants trained</p> <p>Relevant bylaws adopted</p> <p>9X4=36 administratives trained</p> <p>24 representatives of the management boards educated</p> <p>Four trainings of trainers organized</p> <p>Promotion procedures bylaws revised</p> <p>Trainings organized for 36 members of ethical committees</p>
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### **Activities carried out to date to achieve this result:**

Acti vity N°	Activity Title	Start date	End date	Place	Description of the activity carried out	Specific and measurable indicators of achievement
2.1.	Creation and adoption of bylaws relevant for HR enhancement	November 2016	March 2017	Each WB partner university	<p>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.</p> <p>All the WBP Universities made reports containing information about the current situation at their institutions with a particular emphasis on the following:</p>	<p>10 reports: 9 reports, each made by a WBP university, and the final one.</p> <p>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></p>

					<p>1. Information about concrete bylaws on institutions regulating the status of researchers and research in general,</p> <p>2. Main elements of research strategy such as strategic aims and action plans,</p> <p>3. Information about bylaws regulating the work of research centers.</p> <p>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.</p>	
2.2.	Training of WBC administrative staff related to research services	01.04.2016	23.09.2016	University of Novi Sad	<p>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&amp;C and provided them with necessary skills and knowledge to better and more efficiently handle researchers' career development issues.</p> <p><b>UNSA – 4 participants attended this training</b></p>	<p>36 participants (mostly members of administrative staff) were trained.</p> <p>- <b>Attendance lists</b></p>
2.3.	Seminar by EU and P1 partners on HRS4R strategy for UNI management.	01.02.2016	08.06.2016	University of Belgrade	<p>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,</p>	<p>17 representatives of the management boards adequately educated.</p>

					UNIKG, UNSA and the aid minister for sciences of Serbia.	
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.	- Strategies adopted at the 5 WB universities.
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	Two trainings of the trainers realized; 16+ researchers trained. 8 presentations and 2 reports made.  UNSA took part in trainings in Liege and Torino in May 2017 (4 participants in total)

					<p>2) Training for trainers, 05 - 07 April 2017, University of Belgrade, Belgrade</p> <p>Two more trainings, for which the agendas have already been prepared, are expected to be held in Liege and Torino in May 2017.</p>	
2.6.	Revising and improving university by-laws regulating academic promotion procedures.	October 2016	March 2017	Each WBC partner university	<p>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.</p> <p>All the WBP Universities made reports containing all the relevant information about the current situation at their institutions.</p> <p>The University of Sarajevo collected all the reports into one internal report with the analysis of the situation and with a list of recommendations.</p>	<p>10 reports: 9 reports, each made by a WBP university, and the final one.</p> <p>All reports are available at the following link:</p>
2.7.	Plagiarism monitoring tools implementing	October 2016	April, 2017	Each WBC partner university	<p>The process of purchasing the plagiarism monitoring tools has been finished in all Serbian partner universities and the University of Montenegro, and is finished in those in Bosnia and Herzegovina, while it is yet to start in Albania.</p> <p>UNSA - - Equipment purchased and installed; Establishment of Commission to draft Rules of Procedure for Plagiarism Monitoring Tools at the UNSA.</p>	<p>The plagiarism monitoring tools purchased and installed at 5 (6 incl. University of Sarajevo) WBP universities.</p> <p>The University of Sarajevo has adopted the Rulebook on Procedures to use Plagiarism Detection Software.</p> <p>- Plagiarism Detection software</p>

						purchased and installed;
2.8	Enhancing of ethical committees through legislative improvements and trainings.	November 2016	March 2017	Each WBC partner university University of Kragujevac	<p>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 from WBP universities were trained. 2 participants from the University of Sarajevo participated in this activity. University of Montenegro did not take part in this training.</p> <p>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.</p> <p>All the WBP Universities made reports containing all the relevant information about the current situation at their institutions.</p> <p>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.</p>	<p>19 members of EC were trained.</p> <p>The training report is available at the following link:</p> <p><a href="http://mngt.rewbc.ni.ac.rs/projects/wp2-committee/dmsf">http://mngt.rewbc.ni.ac.rs/projects/wp2-committee/dmsf</a></p> <p>10 reports: 9 reports, each made by a WBP university, and the final one.</p> <p>All reports are available on the following link:</p> <p><a href="http://rewbc.ni.ac.rs/documents-2/">http://rewbc.ni.ac.rs/documents-2/</a></p>
2.9.	Establishing links with scientific diaspora by creating	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	10 reports: 9 reports, each made by a WBP university, and the final one.

	<p>and updating databases</p>				<p>scientific diaspora and Alumni and to offer recommendations as to how to improve it.</p> <p>All the WBP Universities made reports containing all the relevant information about the current situation at their institutions.</p> <p>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.</p> <p><b>Improvement of the UNSA Alumni network</b> The Alumni network of the University of Sarajevo exists since 2015. During the reporting period UNSA Service for Teaching and Academic Affairs has undertaken steps to expand the network.</p>	<p>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></p> <p>UNSA Alumni network currently numbers 9002 members, which is increase of 40% since October 2016 (6389) when alumni network report is generated for the project. Network data available at <a href="https://www.linkedin.com/school/university-of-sarajevo/alumni/">https://www.linkedin.com/school/university-of-sarajevo/alumni/</a></p>
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**Activities to be carried out to achieve this outcome (before the end of the project)**

<b>Activity N°</b>	<b>Activity Title</b>	<b>Start date</b>	<b>End date</b>	<b>Place</b>	<b>Description of the activity to be carried out</b>	<b>Specific and measurable indicators of progress</b>
2.1.	University centers and HR offices reinforced	March 2017	July 2017	All WB universities	<p>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.</p> <p>Research activities at the University of Sarajevo are undertaken at 25 faculties and academies and 5 scientific-research institutes. Research Service Office is active at the level of Rectorate. In order to improve services to be provided for UNSA researchers and research projects, the UNSA established the Centre for Research and Development in charge of coordination and support to research activities (participating and applying to domestic and international projects as well as developing new knowledge and providing a more effective approach to knowledge transfer in accordance with needs of industry and society)</p>	- Relevant bylaws adopted UNSA – decision of the Senate; the Centre in place implementing projects

2.2.	Administrative staff competences improved				<p>Seminar on soft skills and entrepreneurship, 23-26 May</p> <p>UNSA Participants:</p> <p>-prof. dr Senada Kalabušić</p> <p>-doc. Dr. Zenan Šabanac</p>	- Seminar organized; attendance lists, photos;
2.4.	HRS4R strategy created and adopted at partner universities	March 2017	December 2017	<p>University of East Sarajevo, University of Vlora, University of Novi Sad, University of Sarajevo, University of Belgrade, University of Tirana and University of Montenegro</p>	<p>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 feed-back of the assessors. Once the revised applications are re-assessed, the European Commission is expected to grant the "HR Excellence in Research" award to these Universities as well.</p> <p>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.</p>	<p>- Strategies adopted at 3 more WB universities</p> <p>- Seven (+UNSA) awards granted</p> <p>- EC "Excellence in Research" award granted to the University of Sarajevo in January 2019 after the re-submission</p>
2.5.	Training trainers	March 2017	May 2017	<p>University of Belgrade, University of Liege and</p>	<p>UNSA representatives actively participated in organized trainings:</p> <p>Belgrade, Serbia, April 5-6, 2017</p>	- Three trainings of trainers realized



				<p>University of Torino</p> <p><b>Training on:</b></p> <ul style="list-style-type: none"> <li>- Writing research proposals</li> <li>- Researcher ethics</li> </ul> <p><b>UNSA participants:</b></p> <ul style="list-style-type: none"> <li>- prof. dr Senada Kalabušić,</li> <li>- dr. sc. Zenan Šabanac</li> <li>- Nedim Čović, MA</li> <li>- Nina Begović, MA</li> </ul> <p><b>Liege, Belgium, May 8-12, 2017</b></p> <p><b>Staff Training - "In search for Excellence in Research"</b></p> <ul style="list-style-type: none"> <li>- OTMR European frame; HRS4R</li> <li>- Supervision of PhD candidates;</li> <li>- Recruitment of Researchers</li> </ul> <p><b>UNSA participants:</b></p> <ul style="list-style-type: none"> <li>- Nedim Čović, MA</li> <li>- Nina Begović, MA</li> </ul> <p><b>Torino Training on</b></p> <p><b>Seminar on soft skills and entrepreneurship, 23-26 May</b></p>	
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					<p><b>UNSA Participants:</b></p> <p><b>-prof.dr Senada Kalabušić</b></p> <p><b>-doc. Dr. Zenan Šabanac</b></p>	
2.6.	Promotion procedures improved	March 2017	July 2017	All WB universities	<p>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:</p> <ul style="list-style-type: none"> <li>- Revise the University / Faculty documents regarding the procedures for academic promotions to have clear description of all phases and instruction in case of appeal,</li> <li>- Universities should adopt detailed description of the criteria for academic promotion based on scientific areas and titles,</li> <li>- Common template for reporting on academic promotion should be developed by each university,</li> <li>- All documents regarding procedures and criteria for academic promotion should be available on each university's web-site,</li> <li>- All academic promotion procedures will be conducted in respect of academic autonomy,</li> <li>- The written Report on Implementation of Recommendations should be written by the end of June and sent to the coordinator of the Project.</li> </ul> <p><b>University of Sarajevo established working group to draft new criteria for academic promotion procedures (based on the new Law on HE)</b></p> <p><b>- University of Sarajevo established Commission to</b></p>	<p>- Promotion procedures bylaws revised</p> <p><b>Adopted new UNSA Statute (prescribing bylaw to regulate procedure of academic promotion, and</b></p>

					<p>draft new Rules of Procedure for third cycle of study (including new criteria for mentors, chairs and candidates)</p>	<p>deleting the article which allowed advancement based on two peer-reviewed scientific papers regardless of publication or indexing (November 2018);</p> <p>New bylaw and criteria for academic career advancement in procedure</p> <p>- Adopted new Rules of Procedure for III cycle studies (December 2018)</p>
2.7.	Plagiarism monitoring tools implemented	March 2017	April 2017	All WB universities	<p>The WB partner universities are expected to purchase the plagiarism monitoring tool and to implement it.</p> <p>UNSA - the University of Sarajevo adopted the Rulebook on Procedures to use Plagiarism Detection Software.</p>	<p>- Plagiarism monitoring tools implemented</p> <p>- decision on adoption of the Rulebook; plagiarism monitoring tool in use</p>
2.8.	Ethical committee procedures improved	March 2017	July 2017	All WB universities	<p>The following recommendations for improvement made by the University of Vlora, the Task leader, are expected to be realised:</p> <p>- 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.</p>	<p>- Ethical committee procedures improved</p> <p>- UNSA – decision on appointment of new members of the Ethic Committee;</p>

				<ul style="list-style-type: none"><li>- Need for a common framework of ethics assessment.</li><li>- Less centralized ethics committee.</li><li>- Clearly defined ethical principles and issues applying to all types (and each type) of research. Drafting an exhaustive list.</li><li>- The composition of the ethics committees revisited: Who should sit on the committee? (Expertise, background and characteristics of the members.)</li><li>- Clearly defined procedures for ethical assessment.</li><li>- Need to draw a clear-cut distinction between the role, scope, tasks and responsibilities of ethics committees and those of scientific integrity boards. Most partner universities do not seem to have one. <b>Is it time to go separate?</b></li><li>- Facilitating the work of the ethics committees through proper legal, institutional and technical instruments.</li><li>- Improve and enhance the efficiency of the work of the Ethical committees. Consider the possible effects of the existing sanctions and their adaptation.</li><li>- 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.</li><li>- 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.</li></ul>	
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				<ul style="list-style-type: none"><li>- 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.</li><li>- Precise definition of actions that indicate a violation of professional ethics.</li><li>- Increasing the number of measures that can be imposed for violations of professional ethics.</li><li>- Refinement of procedures under which the Committee for ethical issues gives its recommendations.</li><li>- Clear delineation of the cases of disciplinary proceedings from the cases in which the procedure is conducted by the Committee.</li></ul> <p>Through the new UNSA Statute, adopted in November 2018, the Re@WBC team proposed changes of the tasks of the University Ethical Committee in terms of its co-operation with the member institutions' boards on ethics of research, as well as in terms of providing opinions related to recruitment and work conditions (Charter &amp; Code).</p> <p>UNSA recently appointed new members to the Ethic Committee which is expected to develop new documents for researchers and actively participate in the implementation of the HRS4R Action Plan.</p>	
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2.9.	Cooperation with scientific diaspora established	March 2017	July 2018	All WB universities	<p>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.</p> <p>Having established the database, the universities (all WB partners) need to implement a diaspora strategy.</p> <p>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 effective policies on a meaningful scale.</p> <p>But, successfully engaging the diaspora is a long-term endeavour that requires perseverance and patience.</p>	- Alumni networks created and the existing networks improved.

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

There is no major changes.