Based on Article 132, paragraph 9 of the Law on Higher Education (Official Gazette of R. of Macedonia, number 35/08, 103/08, 26/09, 83/09, 99/09, 115/10, 17/11, 51/11, 123/12, 15/13, 24/13, 41/14, 116/14 and 130/14), Article 39, paragraph 9 of the Law on Scientific Research Activities (Official Gazette of R. of Macedonia, number 46/08, 103/08, 24/11, 80/12, 24/13, 147/13 and 41/14) and Article 64 of the Statute of South East European University, the University Board, at its meeting held on 20. 11. 2014, approved the following:

RULE ON PROMOTION TO TEACHING-SCIENTIFIC AND TEACHING-PROFESSIONAL TITLES AND ASSISTANT (COLLABORATORS)

Article 1

This Rule determines the criteria and promotion process for teaching-scientific and teaching-professional titles and assistants (collaborators).

Appendices 1, 2 and 3 are an integral part of this Rule.

Titles
Article 2

The teaching-scientific titles at the University are: Assistant Professor (Docent), Associate Professor and Full Professor. These titles may only be gained in this order.

For the needs of Faculties, Assistant PhD Students are appointed through public announcement and Intern-Collaborators are appointed by an internal process.

In the field of philological sciences where languages are taught, the following teaching-professional titles exist: Lector and High Lector.

Criteria for promotion to titles
Article 3

The criteria for promotion recognize the priorities of:

- Teaching (T) – Appendix 1;
- Research (R) – Appendix 2;
- Service (S) – Appendix 3.

For each of the criteria for promotion, a value is assigned measured by points, explained in the three Appendices to this Rule.

Article 4

For the title Assistant Professor (Docent), the applicant must hold at least the degree of PhD in the field or equivalent; have at least 8.0 GPA in first and second cycle studies; have at least four publications either in refereed and preferably international scientific journals, or in international scientific publications; or at least two publications or citations in international scientific journals with impact factor; demonstrated achievement in application of scientific results; demonstrated high quality performance in teaching; participation in scholarship of learning and teaching; effective contribution to administrative support and demonstrable relevant proficiency in the English language as evidenced by TOEFL [40 or higher] or IELTS [5 or higher] score. This

requirement does not apply to those who have completed a tertiary degree in a programme delivered in English.

The minimum number of points that the applicant must achieve in order to be promoted to the title of Assistant Professor (Docent) are shown in Table 1 below.

Article 5

For the title Associate Professor, the applicant must hold the degree of PhD in the field or equivalent; and during the previous five year period, have at least five publications either in refereed and preferably international scientific journals, or in international scientific publications; or at least three scientific papers or citations in international scientific journals with impact factor; participation in scientific-research projects; contribution to vocational training of associates and young teachers and researchers; demonstrated achievements in application of scientific results; demonstrated high quality performance in teaching; participation in scholarship of learning and teaching; and substantial effective contribution to administrative support. Those candidates with demonstrable English ability, as evidenced by TOEFL or IELTS scores, may be given promotional priority.

The minimum number of points that the applicant must achieve in order to be promoted to the title of Associate Professor are shown in Table 1.

Article 6

For the title Full Professor, the applicant must hold the degree of PhD in the field; and during the five year period as Associate, have at least six publications either in refereed and preferably international scientific journals, or in international scientific publications; or at least four scientific papers or citations in international scientific journals with impact factor, and have significant influence on the development of science and practice; participation in scientific-research projects; contribution to the vocational training of associates and young teachers and researchers; demonstrated achievements in application of scientific results; demonstrated high quality performance in teaching; participation in scholarship of learning and teaching; substantial and prolonged, effective contribution to administrative support. Those candidates with demonstrable English ability, as evidenced by TOEFL or IELTS scores, may be given promotional priority.

The minimum number of points that the applicant must achieve in order to be promoted to the title of Full Professor are shown in Table 1 below.

For the second promotion process for full professors, the above criteria apply but within a seven year period.

Table 1

The table below shows the minimum number of points that the internal applicant must achieve in order to be promoted to a Teaching-Scientific title from the teaching-scientific field:

Title	Minimum number of points			Minimum number of points (total)
	T	R	S	
Assistant Professor	10	25	5	40

| Associate Professor | 10 | 35 | 5 | 50 |
| Full Professor | 10 | 45 | 5 | 60 |

Table 1.1

The table below shows the minimum number of points for appointment to higher teaching-scientific titles from the teaching-scientific field and is only applied to applicants who were previously promoted to teaching-scientific and scientific titles in other universities defined as higher educational institutions outside SEEU. The additional points required are accumulated from previous periods of promotion.

Title	Minimum number of points			Minimum number of points (total)
	T	R	S	
Assistant Professor	10	25	5	40
Associate Professor	20	60	10	90
Full Professor	30	105	15	150

Article 7

For the title of Lector, the applicant must have graduated in second cycle studies in the field in which s/he is a candidate for election; demonstrated good ability in teaching and research; participated in scholarship of learning and teaching and made an effective contribution to administrative support.

The minimum number of points that the applicant must achieve in order to be promoted to the title of Lector are shown in Table 2 below.

For the title of High Lector, the applicant must have graduated in second cycle studies in the field in which s/he is candidate for election; have published at least 3 relevant professional works; have practical experience in teaching; demonstrated good performance in teaching; participated in scholarship of learning and teaching and made a substantial, effective contribution to administrative support.

The minimum number of points that the applicant must achieve in order to be promoted to the title of High Lector are shown in Table 2 below.

Table 2

The table below shows the minimum number of points for promotion to the title of Lector/High Lector.

Title	Minimum number of points			Minimum number of points (total)
	T	R	S	
Lector	15	5	10	30

High Lector	15	15	10	40

Criteria for appointment of Assistant PhD Students and Intern-Collaborators
Article 8

A person may be appointed as an Assistant PhD Student if s/he has completed second cycle studies (Master's degree) with a GPA of at least 8.5 in first and second cycle studies; is registered in third cycle studies in the relevant scientific field; has achieved professional-level competency in English (as evidenced by TOEFL, IELTS, TOLOS, ILEC or Cambridge Certificate for Preliminary English scores); and possesses evidenced skills for scientific-academic activities.

An Intern-Collaborator may be appointed if s/he is a master student with a GPA of at least 8.5 in the first cycle in accordance with the Ranking and Remuneration Policy for a period of one year, renewable for a second year.

Terms of Promotion
Article 9

Promotion to teaching-scientific title is made in a proscribed, sequential way.

Full Professor, Associate Professor and Assistant (Docent) Professor are promoted for a period of five years. Full Professors are promoted for a period of seven years for their second term of promotion, and the third promotion is for life.

Assistant PhD Students are appointed for a period of five years.

Lectors and High Lectors are appointed for a period of four years.

Promotion is not an automatic process and is competitive for all positions.

Staff members who do not continue to be productive and active as evidenced by publications, conference participation, and/or do not continue to be effective teachers as evidenced by student achievement, peer assessment, teaching observations and student evaluations and/or fail to fulfill their professional administrative duties may not be promoted/re-promoted or retained by the University.

Staff members who show unsatisfactory performance in one or more areas above may be subject to probationary measures and monitoring for a period of up to one academic year. If unsatisfactory performance continues, the contract of employment may be terminated.

Appointment Process
Article 10

The request to advertise an appointment for an academic title for the first time is normally initiated by the Dean, in liaison with the Provost and authorized by the Rector, in consultation with the President of the Board and in line with the University/Faculty strategic plans.

For re-appointment or promotion, the Dean may recommend to the Provost to advertise in the same field, review and revise the field, or to close the position. This proposal is authorized by

the Rector, in consultation with the President of the Board and in line with the University/Faculty strategic plans.

A decision to announce an appointment/re-appointment process must be made six months before the end of the current appointment.

An appointment to a teaching-scientific or teaching-professional title, or associate (collaborator) position, is made through public announcement in the media and on the University website. The announcement specifies the requirements for the position, including the relevant academic-scientific or professional field, the deadline, as well as the general and special criteria for the appointment. The announcement lasts 8 calendar days; during this period, applicants must submit an academic CV/Application Form.

The appointment/re-appointment procedure shall be completed in a reasonably timely manner as defined by this Rule.

The Human Resource Office is responsible for the coordination of the procedure and archiving all records. They advertise the position and collect applications and supporting documentation. They then provide a list of candidates who fulfill the minimum criteria to the relevant Dean, who then provides this to his or her Faculty Council. The Human Resource Office organizes and monitors interviews if required. They also provide advice on human resource issues to the applicants and Review Committee and monitor the objectivity of the process.

Candidates have a further 20 calendar days to submit all supporting documentation to the Human Resource Office.

Early promotion to a higher title
Article 11

In exceptional cases, candidates for teaching-scientific and teaching-professional titles may be promoted to a higher title in the same teaching-scientific field before the end of the specified period. Good reason for early promotion must be provided to the Provost.

They must meet all requirements determined by this Rule.

In addition, they must:

  - have passed at least half of the current period of appointment;
  - have demonstrated extraordinary sustained success in teaching;
  - have made an excellent contribution to the overall development/application of the
     scientific field in which they were appointed;
  - have had a minimum of two scientific publications in refereed, international scientific
     journals with impact factor as listed in the Thomson-Reuters directory;
  - have fulfilled the criteria set out in Article 136 of the Law on Higher Education.

The initiative to request an appointment to a higher title before the end of the normal period is taken by at least two Faculties or organizational units (internal or external) from related teaching-scientific fields for which the appointment is made in liaison with the Provost.

Review Committee
Article 12

The Review Committee is formed by the Faculty Council within a period of no longer than 30 calendar days from the announcement. The Dean, within 8 calendar days, formally informs members of the Review Committee and the HR Office of its establishment and composition.

The Review Committee is constituted of no less than three members. Members of the Review Committee may be internal or external (other Universities in the country and abroad). Each Review Committee for the appointment of Full Professors shall include at least one international member with recognized experience in the field.

At least one member of the Committee must be an internal staff member of South East European University. In cases where there are two external members of a committee, the member of the committee from SEEU is automatically the president of that commission.

Members of the Review Committee may also be retired persons with teaching-scientific title (Associate or Full professor).

Members of the Review Committee cannot have titles lower than the title for which the candidate applies or is promoted.

More than half of the members of the Review Committee consist of persons with teaching-scientific title and/or teaching-professional title in the same field, whereas other members may be in similar fields.

Review Committee Report
Article 13

The Review Committee completes the Forms below (Appendices 1 – 3), evaluates the evidence and provides a written report for all candidates who have applied. The Review Committee may decide to interview candidates, particularly where two or more candidates have similar achievements.

The Report contains:

- the candidates' name and surname;
- evaluation of their pedagogical, scientific, professional, and other achievements which are relevant for the promotion;
- evaluations of scientific and professional work;
- completed forms for each candidate for Teaching (Appendix 1);
- comments about Research, and Scholarship of Teaching and Learning (Appendix 2 - the points for Research are allocated by the Central Research Committee);
- report on Service (Appendix 3).

At the end of the Report, there is a proposal for the appointment of the best candidate or for none of them. The proposal for appointment elaborates on the reasons for this proposal as well as explains why each of the other candidates was not proposed.

The Central Research Committee allocates the points for research which are evidenced in the University Research Database for internal candidates. It is composed of seven members. In case of disputed judgments, the judgments of the Central Research Committee are by majority vote. The Provost leads this body, *ex officio*, and is the arbiter of its judgments. Each of the Faculties nominates a senior professor, approved by that Faculty's Teaching Scientific Council, to serve with the Provost. The final member of the Central Research Council will be an

external member, appointed by the Rector.

For internal candidates, only research that has been entered into the SEEU Research Database is considered as applicable for research promotional points. Staff members are welcome to omit publications of theirs from the Research Database, but those publications will not be eligible for points counting towards promotion.

When a staff member publishes a work, he or she should enter it into the Research Database within 45 days of publication, and provide a copy (either by electronic link or hard-copy) to the Central Research Committee. This Committee meets regularly to allocate points for those staff members who have submitted work for consideration, and will report back within 30 days about allocated points for the submitted work. These allocated points are maintained on the database, so that internal staff members will be able to check the status of their research points at any given time.

When a Review Committee has been formed by a Faculty Teaching Scientific Council, the Dean provides the Committee President with the research database point allocations for internal applicants. For external applicants, the Committee allocates the research points. If there is a dispute amongst the Committee members about the allocation of points to an external applicant, the Central Research Committee will allocate points. The decision of the Central Research Committee is final.

The review Committee allocates points for teaching and service to the university, and may also comment on the applicants' research activities and the content of the applicant's research.

The Review Committee submits its report within 30 calendar days after the receipt of the documents.

If any member of the Review Committee has a different opinion about the proposal for the candidate's promotion, that member is encouraged to submit a "Minority report" to the Dean. This should be a full report in line with the requirements detailed herein. In such cases, the Dean will present both reports to the Faculty Teaching Scientific Council, and will proceed with the report that is approved by the Council. The Faculty Teaching Scientific Council may reject both reports, but cannot adopt both of them for one position.

The University, through the HR office, publishes the Review Committee Report and a minority report if there is one in the University Library for 15 calendar days. Opinions are collated by the HR office and forwarded without comment to the Review Committee within 5 days. Within 15 days, the Review Committee submits its final official Report.

If the Faculty Teaching Scientific Council approves the Report, then it is sent to the Senate for action. If the Faculty Teaching Scientific Council rejects the Report, the procedure ends and the position may be re-advertised.

A University bulletin publicizing all the Reports to be considered by the Senate is published at least 15 days in advance of the Senate Meeting.

Decision for promotion
Article 14

The Senate of the University is responsible for promoting candidates to the teaching-scientific

titles of Assistant Professor (Docent), the Teaching-professional title and Collaborator position, by majority vote.

The Senate of the University makes proposals for promotion to the University Board for the candidates to the teaching-scientific titles of Associate and Full Professor, by majority vote.

The University Board is responsible for promoting candidates to the teaching-scientific titles of Associate and Full Professor, by majority vote.

The Senate or the Board decision respectively is final.
If the academic scientific member and associate for a higher title do not gain the necessary votes during the promotion, the University Senate votes as to whether they retain the same title or not. If not, their employment contract with the University is terminated.

Concluding Provisions
Article 15

This Rule comes into force from 01.12.2014

TEACHING AND RELATED ACTIVITIES FORM

These activities are evaluated for a promotion period

A. Teaching activities with emphasis on evidence of relevant experience

Title & Level of Courses by year of promotion period	Year & Semesters taught	Approx. no. of students	No. of teaching hours per Semester	Form of teaching e.g. lectures, team teaching, tutorial, supervision of practical work, online, mixed mode on & off campus, lab, field teaching.
Total Points for A:				

Indicator: Up to 8 points can be allocated for this activity. Point allocations should reflect number of courses taught; diversity of subjects offered; teaching in different forums (online/in-class); teaching in different cycles; teaching in more than one language; and number of students taught.

B. Quality of learning and teaching

Activity	Points
Teaching observation/peer review	

Student Evaluation

Development of new courses/curriculum development

Total Points for B:

Indicator: Up to 8 points can be allocated for this activity. For teaching observation/peer review, up to 3 points can be awarded as per the following allocation: 3 points for very good/excellent (4.0 on a 5.0 scale) reviews for three years in a row; 2 points for good (3.0) reviews for three years in a row; 1 point for satisfactory/competent (2.0) reviews. The same scale applies for the Student Evaluations report.

For developing a new course or curriculum: 2 points maximum are awardable (total for all courses developed).

C. Mentoring

Name of candidate	Degree	Date of enrolment	Date of completion	Points
Total Points for C:				

Indicator: For supervision (mentoring) of a doctoral candidate up to 2 points can be allocated, and for a master candidate up to 0.5. For candidates for a Lectorship, High Lectorship, or Docentship, evidence of exceptional mentoring or tutoring student work may be allocated up to 3 points. In this category, the maximum points allocated are up to 5 points.

D. Teaching related awards

Year	Award	Summary of contribution and impact
Total Points for D:		

Indicator: For this activity can be allocated up to 3 points.

TOTAL POINTS FOR APPENDIX 1: _____

Appendix 2

RESEARCH AND RELATED ACTIVITIES INCLUDING

SCHOLARSHIP RELATED TO TEACHING AND LEARNING

A. Research outputs

*for joint publications, or multiple authors, the lead author may receive 80% of the full awardable points; second, third, or later authors are eligible for the 60% awardable points, in the categories below;

**for purposes of promotional consideration, an 'international' conference will be defined as a conference, in any location, that describes itself as 'international' and has at least 50% international staff on the organizing committee. A 'regional' conference will be a conference in the Balkans with under 50% international participation in the organizing committee. A 'national' conference will be a conference held in the Republic of Macedonia with under 50% international representation on the organizing committee. Publications from these conferences, will be judged according to these standards, with the international representation on the editorial committee of the proceedings being decisive.

***Publication in the SEEU Review/Versitas is eligible for up to 5 points. Publication in the SEEU Review prior to our cooperation with Versitas should be considered a national journal publication.

	Research output highly respected in the discipline	Number of research publications/outputs since last/re-appointment	Brief statement of contribution and impact of research publications/outputs	Point allocation	Points
A1	Research articles published in International Journal with impact factor indexed by EC Thomson Reuters			10 points per article	
	Research articles published in an International peer-reviewed, or			One article can have up to 7/3 points respectively	

	Regional Journal (both listed and ranked by SEEU)				
	Citations in International Journal on the EC Thomson Reuters listing/ or International Journal			One citation in International Journal: up to 3 points, to a maximum of 9 points	
	Published article (conference proceedings) for an International or Regional Conference in the candidate's field			For article in official conference proceedings: International, up to 5 points; Other, up 4 points	
	International or National Patents			Up to 10/3 points respectively	
A2	Academic Monograph in the candidate's field of expertise			International publisher with peer review process, up to 5 points; Publisher with review process, up to 3 points, Publisher with no review process, 1 point maximum	
	Text Book in the field of expertise			University Reviewed books, up to 3 points; other textbooks, up to 1.5	
	Book chapters			International publisher, up to 5 points; national publisher, maximum 1 point	
A3	Other "research output" which takes into account the practices of the discipline concerned			Up to a maximum 3 points	
	Evidenced participation in international			Maximum 5 points	

research programs or projects.				
Some other form of research output which has been disseminated in a format/venue which is recognized within the discipline as appropriate for the publication of scholarly output including technical reports, training manuals,			Up to a maximum 3 points	

computer software, or development of new procedures processes and techniques; and/or Fellowship for an extended stay (longer than 3 months) at a research institution				
Total Points for A:				

Indicator: The minimum criteria for publication of research activities are described in the Rule for Research.

B. Scholarship of Teaching and Learning

B	Teaching and Learning Initiatives	Brief statement of contribution and impact of initiatives	Points
BI	Effective involvement in, and leadership of, funded and unfunded educational research		
B2	Participation in professional teaching and learning organizations and/or disciplinary teaching and learning groups and their activities		
B3	Contribution to internal or external teaching and learning forums		
B4	Invitations to teach courses/guest lecturing at International institutions		
B5	Editor/referee for scholarly journal in teaching and learning		
B6	Publications and citations relating to teaching and learning in national/international peer reviewed educational journals/ discipline based journals.		
B7	Presentations of conference papers (invited and uninvited) on teaching and learning within discipline or more generally		

Total Points for B:	

Indicator: The maximum number of points is 7 (academic titles), and 10 (Lectors/High Lectors). Maximum 2 points per any evidenced activity.

C. Research income including grants

Title of project and names of chief researchers	Role in project	Source and scheme	Start date	Duration	Total grant amount EURO	Points
Total Points for C:						

Indicator: Maximum 10 points can be allocated in this category based on grant award value.

TOTAL POINTS FOR APPENDIX 2: _____

Appendix 3

SERVICE AND RELATED ACTIVITIES

A. Service in relation to Faculty

Year commenced	Duration	Description of service activity and outcomes	Points
Total Points for A:			

B. Service in relation to University

Year commenced	Duration	Description of service activity and outcomes	Points
Total Points for B:			

C. Service in relation to Discipline/Profession/other

Year commenced	Duration	Description of service activity and outcomes	Points
Total Points for C:			

Indicator: There must be activities and points allocated in at least 2 out of 3 Sections up to a maximum of 10 points.

TOTAL POINTS FOR APPENDIX 3: _____

TOTAL POINTS: _____