



UNIVERSITETI I EVROPËS JUGLINDORE  
УНИВЕРЗИТЕТ НА ЈУГОИСТОЧНА ЕВРОПА  
SOUTH EAST EUROPEAN UNIVERSITY

## **SUMMARY OF NORMATIVE ACTS OF SOUTH-EAST EUROPEAN UNIVERSITY**

**Tetove, September 2011**

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Based on Article 153, paragraph 1 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 and 17/11) and Article 56 of the Statute of South East European University, the University Senate, at its meeting held on 12.04.2011 approved the following:

## **RULE ON FIRST CYCLE STUDIES**

### **General**

#### *Article 1*

The University offers the first cycle degree: Bachelor (baccalaureus/baccalaurea).

The programmes of study leading to the award in paragraph 1 are set out in this Rule. They are administered by the Faculty Councils on behalf of the Senate.

The University also offers Certificates in certain fields for students who may not have completed all necessary degree requirements.

### **Admission and Registration**

#### *Article 2*

Students are admitted to programmes of study on the basis of a competition approved by the Senate. Different Faculty entrance requirements may be specified and can change from year to year.

Registration is subject to completion of the enrolment process including submission of original documents, completion of entrance requirements and payment of the tuition fee approved by or on behalf of the University Board.

After the first semester but before registering for the second semester, students may transfer from one Faculty to another, with the permission of the respective Deans of Faculties and authorized through the Faculty Transfer and Evaluation Commission, appointed by the receiving Faculty Council. Transfer students must satisfy the original entrance requirements for the receiving Faculty and graduation requirements.

### **Transfers from Other Higher Educational Institutions**

#### *Article 3*

Students have the right to transfer from another higher educational institution to SEEU on a permanent basis or for mobility.

To be considered for a permanent transfer, the student must have completed at least one semester at his/her home university or equivalent workload. The maximum number of ECTS credits which may be granted on transfer by the Faculty towards a degree of the first cycle is

90/120 ECTS credits (out of 180/240 ECTS credits respectively). Students should apply through Student Services.

Mobility Transfer is based on Bologna Principles and ECTS. The mobility process is coordinated by the International Relations Office in liaison with the Faculty Dean's Office and Provost. Interested students should apply at least one academic semester in advance.

### **Structure of programmes**

#### *Article 4*

The programmes leading to the awards in Article 1 are modular, expressed in terms of the accumulation of credits according to the European Credit Transfer System (ECTS): a Degree requires 180 or 240 ECTS credits, depending on the programme in which they were enrolled at the beginning of studies. For the Certificate Programmes, the requirements for the ECTS credits are determined by the Programme. The credit points, and the order in which they may be accumulated, depends upon the published curriculum.

The basic module of study is the semester-course with ECTS credit points attached as in the University's approved curricula. The appropriate number of credits is obtained when a semester-course is successfully completed as described in this Rule. Admission to a particular semester-course forming part of the degree programme may require a pass in a prerequisite course or courses.

### **Status**

#### *Article 5*

Depending on the study regime, students are designated as full-time or part-time.

Full-time students are normally expected to complete a first cycle degree in three years (180 ECTS) or four years (240 ECTS). Periods of study may be reduced if, on admission, credit is awarded for previous study. Students must complete their first cycle degree within 5 or 6 years, respectively, from the date of their first registration for classes. Otherwise, their status as students is terminated.

Student transfer is allowed only from full-time studies to part-time studies, by application to the Admissions Office, and in consultation with the appropriate Dean of Faculty and with the Pro-rector for Academic Issues. Such transfers are allowed only during the course registration period and a student cannot transfer between full-time and part-time once the semester has begun. The transfer may only be done with respect to the achievement criteria in the particular programme of full-time studies.

### **Maximum number of credits**

#### *Article 6*

A student may be permitted to register for up to 6 additional ECTS credits per semester (meaning 36 credits per semester) if:

- the student has a GPA of at least 9.0;

- permission is obtained from the Dean of the Faculty;
- payment of any fee.

## **Assessment and Evaluation**

### *Article 7*

The University utilizes various assessment and evaluation methods in order to ascertain the performance of students and to maintain quality and high academic standards. Assessment and evaluation are undertaken in accordance with the published course information, criteria and learning outcomes.

## **Grading**

### *Article 8*

Grades are determined in accordance with the published assessment criteria and weighting. Although some form of final examination or final project may be required, the student's final grade for a given class is based on his or her accumulated work during the semester and is not determined by one final test. The authorized instructor submits these results electronically to the Registrar's Office within 10 calendar days after the completion of the final examination process.

Grades are issued on a grade-point basis. Additionally, a Grade Point Average (GPA) is calculated and displayed on the transcript in accordance with the grade system detailed below.

Grade Scale	Description	Grade	Letter Grade Equivalent
From	To		
95%	-100%	Outstanding	10.0 A/A+
85%	- 94%	Excellent	9.0 A-/B+
75%	- 84%	Very Good	8.0 B-
65%	- 74%	Good	7.0 C
51%	- 64%	Satisfactory	6.0 D
0%	- 50%	Failing	5.0 F
Incomplete (IN)		N/A No	
Record (NR)		N/A	

### Incomplete (IN)

An incomplete grade may be assigned if a student has not finished all course requirements by the end of the semester, but has completed a substantial amount of the work.

It is the student's responsibility to bring pertinent information to the teacher and to reach an agreement on the means by which the remaining course requirements will be satisfied. The instructor submits a final grade to Student Services when the student has submitted all required work. If requirements are not completed within one year, a failing grade is automatically assigned.

### Withdrawn (W)

If a student decides to withdraw from a course, it is essential that he or she completes and submits a Course Withdrawal Form. This form can be obtained from the Student Advisor in the Faculty. Failure to complete this withdrawal process will result in the student receiving a failing mark or grade 5 for that class. A student may withdraw from a course without academic penalty if a Course Withdrawal Form is submitted at the Registry Office by the end of the fourth week of teaching as defined in the Academic Calendar. Withdrawal during the fifth to tenth week of the semester is permitted only in exceptional circumstances and requires the approval of the teacher and the Dean of Faculty. Withdrawals posted during the fifth to tenth week of teaching will result in a "W" included in the student's grade report. This letter "W" does not indicate performance, nor is it used in calculating grade point average.

From the eleventh week of teaching, a student may only withdraw in case of accident, serious illness or circumstances clearly beyond his/her control and only when an 'Incomplete' (IN) is not practicable. Usually, withdrawals of this type mean withdrawal from all courses; although 'Incomplete' may be assigned where sufficient work has been completed. The teacher and the Pro-Dean of the Faculty should sign requests for withdrawal in these circumstances. If the request is approved, the "W" symbol will be assigned for all courses in which the student was not eligible for an incomplete.

#### No Record of Grade Being Issued (NR)

This designation is added to a student's transcript in cases when a student has registered for a class and no grade is assigned by the teacher. This has no effect on the student's overall grade point average and may be changed to a grade when the teacher submits a formal grade.

### **Transcript of records**

#### *Article 9*

Student grades are recorded in the Transcript of records and are provided by Student Services upon request to the student. Transcripts of records may be issued to other authorized personnel.

### **Syllabus**

#### *Article 10*

Teachers are required to provide students with a syllabus at the beginning of the semester that offers a full description of the course, objectives and learning outcomes, and includes the method of evaluation and grading. The syllabus must also contain a description of activities that will take place during the class including dates when the mid-term and final examinations will be given. Approved Syllabi are available on the electronic Learning Management System (Libri) at the start of each Semester.

## **Final Examinations Administration**

### *Article 11*

At University level, there are two regular sessions for final exams, which are held approximately one week after the official ending of the semester.

Exam sessions should not exceed two weeks.

At University level, only one “make up” exam session is organized during the academic year and that will be organized in August, at the end of the academic year. In this session is offered subjects from the whole academic year. The maximum grade that can be achieved in this session is 8 (eight), except when a student has requested to improve on their past grade from the previous exam session.

## **Final Exam Requirements**

### *Article 12*

The final examination should be scheduled according to the regular academic schedule and should not normally exceed three hours.

The examination is to be given during the examination period scheduled by the Academic Planning Office. Requests to hold a final examination at a time other than the official schedule will be accepted by the Office of Student Services and acted on by the Faculty Dean in coordination with Student Services.

External evaluation is regulated by a separate procedure of the University in accordance with the Law on Higher Education.

## **Conduct of Final Examinations and Monitoring**

### *Article 13*

It is the responsibility of the teacher to arrange for and to monitor the conduct of the final examination, or its equivalent. Members of staff must ensure that conditions in the examination room are conducive to quiet, well-ordered and honourable methods of work. This also includes seating arrangement (alternative seats), issue and collection of tests, timing and late arrivals and emergencies. All colleagues are expected to help during this period whether they are scheduled to proctor or not.

The students are expected to maintain the integrity of their own work.

Students with special needs who require additional support for completing the examination should apply in advance through the Student Advisor, who will liaise with Student Services to put these requirements in place.

## **Absence, Lateness and Failure**

### *Article 14*

Whenever possible, teachers should be notified in advance when a student is expected to be absent from an examination.

A student who comes late to a final examination while it is still in session may be allowed, at the discretion of the teacher, to take the examination.

Any student taking a scheduled examination after the regular period must be given an entirely new test so that the contents differ significantly from the first examination.

Unexcused absences by the student will result in the grade of a 5 (failure) on the final examination.

The grade for the course as a whole is determined by the teacher.

## **Grade Change**

### *Article 15*

The student has the right to request a grade change. This may be because the student believes there was an error in the calculation, assigning of the grade or the student failed to officially withdraw in a timely fashion.

### *Article 16*

The instructor of the course has full responsibility for the grade assigned. The instructor should announce grades unofficially prior to them being recorded in order to give the students the possibility for explanation about the grade assigned. It is the responsibility of the student to contact the course instructor to discuss the grade or to make his or her case to have the grade changed. This must be done after the unofficial publication of final exam results by the instructor but before they are officially recorded.

### *Article 17*

The student has the right to appeal the official decision by the instructor after the publication in the transcript of records. S/he should request a Change of Grade Appeal Form and submit the appeal to the Student Advisor within 5 calendar days after the posting of the grades in the transcript of records. A student may request a grade change for technical issues or the forming of a Commission for issues of objectivity or more complex matters. Relevant information from the instructor or others (e.g. test, seminar, paper) must be available as evidence.

In the case of technical issues, the Faculty Council makes a decision and notifies the student, and the decision is final. Alternatively, the Faculty Council appoints a Commission. This consists of 3 members, of which two must be competent in the field. The instructor who is involved cannot be part of this Commission. The Commission investigates the case and makes a decision. The decision is then given to the student in writing. This decision is final.

Such appeal processes must be completed within 20 calendar days after the last official exam in the session.

### **Grade Point Averaging**

#### *Article 18*

The method used to determine a student's average course grade is the grade point average (GPA). The GPA is a number that ranges from 5.0 to 10.0. This average is determined in the following manner: Each grade is assigned a grade-point (GP) value based on the 6-point system described in the table in Article 8. NR & IN grades are not calculated into the GPA.

To calculate a student's overall GPA, the same process is followed by adding the units attempted and grade points separately for all classes to find their totals and then dividing the totals grade points by the units attempted.

### **Academic Progress**

#### *Article 19*

In order for a full-time student to continue from one academic year to the next he/she must fulfill the following criteria:

☐ From 1st academic year to 2nd academic year, a student needs to have earned a minimum of 36 credits during their current academic studies;

☐ From 2nd academic year to 3rd academic year, a student needs to have earned a minimum of 96 credits during their current academic studies;

☐ From 3rd academic year to 4th academic year, a student needs to have earned a minimum of 156 credits during their current academic studies;

☐ All students must fulfill the legal requirements for practical work in each academic year.

Students who fulfill these minimum criteria but have not accumulated the required credits (60/120/180 as appropriate) pay 25% of value of outstanding credits to re-register in these courses.

Students who do not fulfill the above criteria cannot continue studies in the next academic year.

These criteria do not apply to part-time students.

#### *Article 20*

Students who do not fulfill the criteria from Article 19 have the right to re-register the failed courses from the same semester in the following academic year.

In order to re-register, the following steps should be completed

- ☒ The student completes a Re-registration Form from Student Services and delivers it to the Student Advisor. The transcript must be attached;
- ☒ On receipt of this Form, the Pro-dean completes the section describing the conditions of registration: what exams s/he can take from the previous years and payment (charged at 50% of value of all outstanding credits)
- ☒ The completed Form is returned to Student Services by the student for course re-registration and receipt of payment.

For the students who have completed lectures in the last year of studies, but have not graduated on time, the same procedure for re-registration of the academic year applies.

### **Withdrawal from Studies**

#### *Article 21*

In order to withdraw from studies at SEEU, a student must:

- ☒ clear their payment account with the Bursary Office;
- ☒ check with the Library Service and pay any outstanding loans;
- ☒ fill out a Declaration of Withdrawal Form and submit it to the Registry Office;
- ☒ pick up their documents and hand in their student identity card.

### **Academic Calendar and Course Offer Preparation**

#### *Article 22*

Students register for courses before the beginning of the semester. Generally, students register in April-May for the Winter semester and in December for the Summer Semester. Registration of courses is done electronically. Students are able to drop and add classes only during the first four weeks of the semester. After this period, no change in the student's schedule is permitted.

The academic calendar is published on the website annually before the beginning of the academic year.

### **Tuition fees**

#### *Article 23*

The Bursary Office deals with any issues regarding the payment of tuition fees, including outstanding fees and charges.

Students pay their tuition fees in advance for the respective study program and for their respective year of studies. Tuition fees are set annually and students may anticipate some increase over the three years of study. The amount is determined by the University Board and announced at the time of the student competition.

#### *Article 24*

There are several ways of paying tuition fees.

The students may pay their tuition fee for the entire academic year when they register. The fee depends on their mode of study (part-time, full-time study or distance learning). There is a discount of 3% from the annual tuition fee available for students paying tuition fees in advance for the entire academic year.

Students may also pay in either two or four installments.

Students who choose to pay in two installments must make the payments by 30 September for the current Winter Semester and by 28 February for the Summer Semester.

Students who choose to pay in four installments must make four equal payments by the following dates:

September 30

November 31

February 28

April 30

Paying tuition fees in four installments may incur additional small charges. The rate of additional charges is defined by the University Board and published.

#### **Late payments**

##### *Article 25*

If a student's account becomes overdue, the Bursary Office issues a formal reminder and a late fee charge will be added to the balance. The student will then be granted a period of 14 calendar days to pay the overdue amount.

If after this period, the student has not paid, they will be sent a second reminder for overdue fees and will be granted a period of 14 calendar days to pay the overdue amount. However, during this period, access to student services will be suspended. This includes but is not limited to issue of transcripts, certificates and diplomas, access to the computer network (excluding electronic Learning Management System), the Library, the University Information System (matriculation form, class registration, exam registration). These restrictions apply until the obligation is met and the 'blocked' status is cleared by the respective office.

If the student's account is not settled within 14 calendar days of the second reminder, his/her student status will be changed to 'inactive' which means that all academic and administrative services are suspended.

If the student knows that there will be a difficulty in meeting a payment, they should contact the Bursary Office well in advance of the payment date in order to discuss a possible alternative arrangement.

### **Refund of Tuition Fees**

#### *Article 26*

A Student may request a refund of tuition fees if she/he withdraws from the programme.

In this case, the following refund schedule will apply:

☐ Formal withdrawal or agreed leave of absence during the Semester and before the end of week three will result in a refund of 75 % of the tuition paid for the Winter Semester.

☐ Formal withdrawal or agreed leave of absence during the Semester before the end of week four will result in a refund of 50% of the tuition paid for the Summer Semester.

Regardless of the reasons, there will be no refund of tuition and other fees after week four as it is considered that the University has incurred all possible expenses on the services offered to the student.

### **Student Accounts**

#### *Article 27*

Accounts are opened for each student in order to handle both charges and credits. Tuition, housing and other fees are charged to the student.

Credits for work-study, scholarships and other sources are applied to the account during the semester or at the beginning of the next semester. All recipients of financial aid must pay any outstanding balance by the end of each semester.

The University reserves the right to amend the terms and conditions of its financial aid policies, tuition, and other fees.

### **Dormitory fees**

#### *Article 28*

Students pay a fee for their residence in the University's dormitories. The amount is determined by University.com.

Payments must be made by the 5th of every month. In all cases when the student does not fulfill his/her financial obligations, they will be fined 1 Euro daily for every day late, but not longer than 30 days from the deadline. From 30 days after the expiration of the deadline, the student will lose the right to reside in the dormitory.

A student may submit a written request for late payment to the Operations Manager of University.com who will submit this to the Dormitory Commission. They will review the request, make a decision and notify the student.

**Delegation of authority***Article 29*

The Senate may delegate its powers to vary the requirements of this Rule in exceptional circumstances or for particular cases to the Rector's Council.

**Concluding Provisions***Article 30*

This Rule comes into force from 01.09.2011

Based on Article 153, paragraph 1 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 and 17/11) and Article 58 of the Statute of South East European University, the University Senate, at its meeting held on 12.04.2011 approved the following:

## **RULE ON SECOND CYCLE STUDIES**

### **General**

#### *Article 1*

The University offers these degrees in the second cycle:

- Master in the specified field of studies; and
- Other degrees specific to the Faculties.

#### *Article 2*

The University's curriculum is organized according to the European Credit Transfer System (ECTS). Second cycles studies last between one and two years and with their completion students earn 60, 90 or 120 ECTS credits. Individual course credits are determined according to the number of contact hours for in-class activity plus self study. Sixty (60) ECTS credits represent the workload of one academic year of study; and one credit refers to thirty (30) hours of work, including lectures and other forms of instruction such as exercises and seminars, as well as independent work at home and/or in the library.

Depending on the mode of study, students are designated as full-time or part-time (distance or on-line).

These studies may vary if it is in accordance with internationally accepted standards for the profile given. In general, students must complete all work on their 2nd Cycle Degree including their Master's Thesis within a period no longer than double the length of the study programme. In special cases, a fixed extension for the duration of studies may be agreed by a decision of the Teaching-scientific Council of the respective Faculty.

The minimum number of credits that must be achieved by first and second cycle studies is 300 ECTS credits.

### **Admission and registration**

### *Article 3*

Students are admitted to the study programmes in accordance with the competition approved by the University Senate.

Applicants who wish to enroll in three-semester study programmes (90 ECTS), should have a bachelor's degree equivalent to 240 ECTS credits from an accredited University.

Applicants who wish to enroll in four-semester study programmes (120 ECTS), should have a bachelor's degree equivalent to 180 ECTS credits from an accredited University.

Registration is subject to completion of the enrolment process including submission of original documents, completion of entrance requirements and payment of the tuition fee approved by or on behalf of the University Board.

### *Article 4*

The Faculty Commission for Evaluation and Transfer manages the selection of candidates, in accordance with the provisions outlined in the competition for registration in second cycle studies.

Where candidates do not fulfill the prerequisite requirements in the selected field of study, the Commission may propose additional conditions for enrolment in the study programme.

The Commission submits a report to the Central Admissions Commission, through the Academic Planning Office.

After review by the Central Commission, the Rector's Council announces the results.

## **Transfers**

### *Article 5*

Enrolled students who want to change study programmes should submit a written request to the Student Advisor for Graduate Studies, who submits the request to the respective Faculty Dean's Office.

Internal transfer from one programme to another in the University can be done before the start of the second semester of studies. The possibility of transferring depends on the similarity of the study programme and requires the permission of the receiving Faculty Dean, whose duty it is to verify if the student fulfills the admission requirements for the new study programme.

The Dean's office of the Faculty to which the student is transferring reports the decision to the Student Advisor for Graduate Studies, who reports the decision to the Admissions Office.

Students may transfer to the University from other universities and may be awarded transfer credits for their work. However, a student may only transfer 50% of course credits for the programme and should have spent at least one year in second cycle studies.

Mobility Transfer is based on Bologna Principles and ECTS. The mobility process is coordinated by the International Relations Office in liaison with the Faculty Dean's Office and Provost. Interested students should apply at least one academic semester in advance.

## **Organization and management**

### *Article 6*

Each Faculty is responsible for the implementation of the study programmes.

The Pro Dean for Postgraduate Studies, in liaison with the Student Advisor for Graduate Studies, are responsible for supervising academic and professional progress and the career development of the students.

The Student Advisor for Graduate Studies continuously monitors the realization of the classes.

The Academic Planning Office coordinates the administrative processes concerning the preparation of the curriculum offer, provides data concerning the allocation of resources, such as the number of students; and schedules classrooms and exam sessions, in liaison with the Pro-Deans for Postgraduate Studies and the Pro-Rector for Academic Issues.

## **Assessment and Evaluation**

### *Article 7*

In order to gain a Master’s Diploma, students are required to study and be assessed in two ways. Firstly, students are required to follow courses with regular assessments using various evaluation methodologies to maintain quality and high academic standards. Secondly, students must complete and defend a master’s thesis.

## Grading

### Article 8

Grades are determined by the instructor in accordance with the published assessment criteria and weighting. This is based on his or her assessment of a student’s classroom performance (participation in class discussion, presentations etc.) and performance in homework assignments and exams. Although some form of final examination is required, the student’s final grade for a given class is based on his or her accumulated work during the semester and is not determined by one final test.

The instructor reports these results in electronic and spreadsheet format to the Registry Office within ten days after the completion of the final examination process.

Grades are issued on a grade-point basis. Additionally, a Grade Point Average (GPA) is calculated in accordance with the grade system detailed below and displayed on the transcript.

Grade Scale		Description	Grade	Letter Grade Equivalent
From	to			
95%	-100%	Outstanding	10.0	A/A+
85%	- 94%	Excellent	9.0	A-/B+
75%	- 84%	Very Good	8.0	B-
65%	- 74%	Good	7.0	C
51%	- 64%	Satisfactory	6.0	D
0%	- 50%	Fail	5.0	F
		Incomplete (IN)	N/A	
		No Record (NR)	N/A	

The method used to determine a student’s average course grade is the grade point average (GPA). The GPA is a number that ranges from 5.0 to 10.0. This average is determined in the following manner: Each grade is assigned a grade-point (GP) value based on the 6-point system described in the table in Article 8. NR & IN grades are not calculated into the GPA.

To calculate a student's overall GPA, the same process is followed by adding the units attempted and grade points separately for all classes to find their totals and then dividing the totals grade points by the units attempted.

#### Incomplete (IN)

An incomplete grade may be assigned if a student has not finished all course requirements by the end of the semester, but has completed a substantial amount of the work.

It is the student's responsibility to bring pertinent information to the teacher and to reach an agreement on the means by which the remaining course requirements will be satisfied. The instructor submits a final grade to Student Services when the student has submitted all required work. If requirements are not completed within one year, a failing grade is automatically assigned.

#### Withdrawn (W)

If a student decides to withdraw from a course, it is essential that he or she completes and submits a Course Withdrawal Form. This form can be obtained from the Student Advisor in the Faculty. Failure to complete this withdrawal process will result in the student receiving a failing mark or grade 5 for that class. A student may withdraw from a course without academic penalty if a Course Withdrawal Form is submitted at the Registry Office by the end of the fourth week of teaching as defined in the Academic Calendar. Withdrawal during the fifth to tenth week of the semester is permitted only in exceptional circumstances and requires the approval of the teacher and the Dean of Faculty. Withdrawals posted during the fifth to tenth week of teaching will result in a "W" included in the student's grade report. This letter "W" does not indicate performance, nor is it used in calculating grade point average.

From the eleventh week of teaching, a student may only withdraw in case of accident, serious illness or circumstances clearly beyond his/her control and only when an 'Incomplete' (IN) is not practicable. Usually, withdrawals of this type mean withdrawal from all courses; although 'Incomplete' may be assigned where sufficient work has been completed. The teacher and the Pro-Dean of the Faculty should sign requests for withdrawal in these circumstances. If the request is approved, the "W" symbol will be assigned for all courses in which the student was not eligible for an incomplete.

#### No Record of Grade Being Issued (NR)

This designation is added to a student's transcript in cases when a student has registered for a class and no grade is assigned by the teacher. This has no effect on the student's overall grade point average and may be changed to a grade when the teacher submits a formal grade.

## **Transcript of Records**

### *Article 9*

Student grades are recorded in the Transcript of Records in the Registry Office and are provided by this Office upon request to the student. Transcripts of records may be issued to other authorized personnel.

## **Syllabus**

### *Article 10*

Instructors are required to provide students with a syllabus at the beginning of the semester that offers a full description of the course, objectives and learning outcomes, and includes the method of evaluation and grading. The syllabus must also contain a description of activities that will take place during the class including dates when the mid-term and final examinations will be given. Approved Syllabi are available on the electronic Learning Management System (Libri) at the start of each Semester.

## **Final Examination Administration**

### *Article 11*

At University level, there are two regular sessions for final exams, which are held approximately one week after the official ending of the semester.

Exam sessions should not exceed two weeks.

At University level, only one “make up” exam session is organized during the academic year and that will be organized in August, at the end of the academic year. Subjects from the whole academic year are offered in this session.

## **Final Examination Requirements**

### *Article 12*

The final examination should be scheduled according to the regular academic schedule and should not normally exceed three hours.

The examination is to be given during the examination period scheduled by the Academic Planning Office. Requests to hold a final examination at a time other than the official schedule will be accepted by the Office of Student Services and acted on by the Faculty Dean in coordination with Student Services.

External evaluation is regulated by a separate procedure of the University in accordance with the Law on Higher Education.

### **Conduct of Final Examinations and Monitoring**

#### *Article 13*

It is the responsibility of the instructor to arrange for and to monitor the conduct of the final examination, or its equivalent. Members of staff must ensure that conditions in the examination room are conducive to quiet, well-ordered and honourable methods of work. This also includes seating arrangement (alternative seats), issue and collection of tests, timing, late arrivals and emergencies. All colleagues are expected to help during this period whether they are scheduled to proctor or not.

The students are expected to maintain the integrity of their own work.

Students with special needs who require additional support for completing the examination should apply in advance through the Student Advisor, who will liaise with Student Services to put these requirements in place.

### **Absence, Lateness and Failure**

#### *Article 14*

Whenever possible, instructors should be notified in advance when a student is expected to be absent from an examination.

A student who comes late to a final examination while it is still in session may be allowed, at the discretion of the Instructor, to take the examination.

Any student taking a scheduled examination after the regular period must be given an entirely new test so that the contents differ significantly from the first examination.

Unexcused absences by the student will result in the grade of 5 (failure) on the final examination.

The grade for the course as a whole is determined by the instructor.

### **Grade change**

#### *Article 15*

The student has the right to request a grade change. This may be because the student believes there was an error in the calculation, assigning of the grade or the student failed to officially withdraw in a timely fashion.

#### *Article 16*

The instructor of the course has full responsibility for the grade assigned. The instructor should announce grades unofficially prior to them being recorded in order to give the students the possibility for explanation about the grade assigned. It is the responsibility of the student to contact the course instructor to discuss the grade or to make his or her case to have the grade changed. This must be done after the unofficial publication of final exam results by the instructor but before they are officially recorded.

#### *Article 17*

The student also has the right to appeal the official decision by the instructor after the publication in the transcript of records. S/he should request a Change of Grade Appeal Form and submit the appeal to the Student Advisor for Graduate Studies within 5 calendar days after the posting of the grades in the transcript of records. A student may request a grade change for technical issues or the forming of a Commission for issues of objectivity or more complex matters. Relevant information from the instructor or others (e.g. test, seminar, paper) must be available as evidence.

In the case of technical issues, the Faculty Council makes a decision and notifies the student, and the decision is final. Alternatively, the Faculty Council appoints a Commission. This consists of 3 members, of which two must be competent in the field. The instructor who is involved cannot be part of this Commission. The

Commission investigates the case and makes a decision. The decision is then given to the student in writing. This decision is final.

Such appeal processes must be completed within 20 calendar days after the last official exam in the session.

## **Re-registration**

### *Article 18*

If a student does not pass all the final exams in two exam sessions (one regular and one make-up session) for a particular course, s/he is obliged to re-register for that course(s). The fee for this is outlined in the section on Tuition Fees.

If, during a twelve (12) month period, a student has not registered for at least one course, s/he is automatically considered as having an inactive status and s/he is obliged to apply for re-registration in second cycle studies (and to pay the amount for registration), in order to continue his/her studies.

While a student's status is considered inactive, s/he is not allowed to use the University facilities and s/he should not receive services from the faculty or active support from his/her mentor or Commission.

Re-registration is not an automatic process and does not necessarily return the student to the previous status before s/he was transferred into inactive status.

When a student re-registers, s/he should be prepared to accept any and all new requirements of the study programme. Re-registration is, however, automatic for all students whose request for leave or formal absence had been formally approved.

## **Withdrawal**

### *Article 19*

In order for a student to withdraw from studies at the University, a student must:

- clear their payment account with the Bursary Office;
- check with the Library Service and pay any outstanding loans;
- fill out a Declaration of Withdrawal Form and submit it to the Registry Office;

- pick up their documents and hand in their student identity card.

## **Master's Thesis**

### *Article 20*

The Master's Thesis is an integral part of 2<sup>nd</sup> Cycle Studies. In this Rule, the term 'Master's Thesis' also implies a Capstone Project for those faculties where one is permitted.

Every second cycle programme requires a written thesis to be finished and defended in a public defense in the third or fourth semester, depending on the length of the programme.

Students are encouraged to begin their research and preparations for their Master's Thesis early in their 2<sup>nd</sup> Cycle Studies.

The topic of the thesis is chosen by the student in consultation with professors from the respective field.

In the beginning of the third semester (in 90 credit master programmes) or fourth semester (in 120 credit master programmes), a student may enroll in the Master Thesis Semester if s/he has accumulated a minimum of 70% of the course ECTS credits required by the study programme. The instructor in this semester is the mentor for the thesis.

The appointed mentor is the students' main source of academic and administrative guidance during the writing of the thesis. Mentors should be fully qualified academically to assume this role. Mentors must hold the rank of Full Professor, Associate Professor or Assistant Professor.

Mentors must not direct more than ten (10) students for work in their Master's Thesis Semester. In extraordinary circumstances, a Mentor may mentor more students with written agreement from the Faculty and authorization by the Pro-Rector for Academic Issues.

The master thesis syllabus consists of two parts. In the first part, the student, with support from the mentor, prepares the Master Thesis Proposal which includes a thesis plan outlining activities and deadlines. The Master Thesis Proposal Form is then completed by the student. The Form can be downloaded from the University web page or obtained from the Student Advisor for Graduate Studies. In the second part, the mentor provides guidance and support for completing the thesis.

Within 30 days of the submission of the Master's Thesis Proposal, the Faculty must approve or disapprove the Proposal. After approval of the Master Thesis Proposal, the candidate can start to prepare the thesis. The Faculty, at the same meeting, appoints the Commission for Evaluation of the Thesis. If the proposal is not approved, the student may re-write and re-submit it, with support from their mentor.

The Commission for Evaluation of the Thesis consists of 3 members, of whom at least 2 should be from the respective field.

Students and the mentor must report to the Commission for Evaluation of the Thesis on the progress of their work at the end of the thesis Semester. A student who does not complete their Master's Thesis one year after the approval of the Master's Thesis Proposal is considered to have failed and can enroll again in the Master Thesis Semester.

The candidate can request to change the mentor. In these cases, the Faculty Council acts on such requests within 30 days.

A Master's Thesis should consist of at least 50 pages and not more than 100 pages (font size 12, Calibri, 1.5 spacing).

The Master's Thesis should represent a substantial body of work and demonstrate the candidate's mastery of the subject. The language of the Master's Thesis is determined by the Faculty and should be in line with the university's flexible use of language. Abstracts in Albanian, Macedonian and English should be included.

The structure of the Master's Thesis is:

- Front page
- Acknowledgements (if there are any)
- Abstract
- Foreword
- Content by chapters
- Conclusions
- Bibliography

The Master's Thesis front page should consist of:

- University name (in the upper, left corner)
- Faculty name (in the upper, right corner)
- University logo (between the University and Faculty name)
- Thesis topic (in the centre of the page)
- Candidate's name and last name (in the bottom, left corner)
- Mentor's name and last name (in the bottom, right corner)
- Month and year of defending of the Master's Thesis (on the last line, centre of the page)

The Master's Thesis shall include a written and signed declaration stating: "I certify that I am the original author of this work."

Before the submission of the completed Master's Thesis, students should have their work proofread by a licensed and authorized professional.

The Mentor submits a final report about the thesis work to the Committee for Evaluation of the Thesis. At the same time, the thesis is on public display in the University library for 15 days. Information about this is prepared by the Dean's Office and publicized by the PR Office to all university staff. All remarks or considerations are submitted directly to the Chair of the Committee for Evaluation of the Thesis. They have 15 days more to submit a final report to the Faculty Teaching-Scientific Council for approval or rejection.

If approved, the Faculty Teaching-Scientific Council determines the date of the defense, which must take place within a 15 day period from the approval date.

The candidate is notified in writing about the date of the master thesis defense.

If the Faculty Teaching Scientific Council rejects the Committee's report, then the procedure starts from the beginning.

### **Master's Thesis defense**

#### *Article 21*

The candidate publicly defends the Master's Thesis in front of the Commission for Evaluation of the Thesis.

The date and place of the public defense, along with the candidate's name and master thesis topic (prepared by the Pro-Dean for Postgraduate Studies) is sent by the PR Office to all university staff at least 7 days prior to the defense.

The venue of the public defense of the thesis will be inside the University.

If, for objective reasons, only one member of the Commission for Evaluation of the Thesis cannot attend the defense, the public defense is legitimate (majority of voters). The presence of the mentor is obligatory.

During the process of public defense, official minutes are kept which are signed by the Commission members.

The public defense of a Master's Thesis has the following agenda:

- The President of the Commission gives the opening speech, declares the public defense of the Master's Thesis open and presents the candidate;
- The President of the Commission reads the review and evaluation of the Commission;
- The President of the Commission gives the floor to the candidate to present and justify the thesis;
- The President of the Commission gives the floor to the Commission members to give their opinion of the Master's Thesis and address questions to the candidate;
- The President of the Commission gives the floor to the mentor to give the opinion of the Master's Thesis;
- The Commission withdraws in order to make a decision about the defense of the thesis.

The grading of the thesis is done with the following two descriptions of grades:

- The candidate defended the master's thesis.
- The candidate did not defend the master's thesis.

## **Copyright**

### *Article 22*

Before the approval of the thesis, the candidate signs a declaration, in which s/he gives the copyright ownership to the University.

The University keeps the copyright ownership of the above mentioned work for academic and scientific purposes.

## **Plagiarism**

### *Article 23*

The Master's Thesis should be the original work of the author. Any form of copying from published works of different authors, not properly cited, as described in relevant laws, is forbidden.

If the Master's Thesis is proven to contain plagiarized material or is a work of plagiarism, the student is subject to the Student Conduct Rule and may be asked to leave the University immediately with no right of return.

If plagiarism is detected after the mentor has approved the Thesis, the mentor is called before a Disciplinary Commission to explain his/her failure to detect the plagiarism.

## **Graduation**

### *Article 24*

After successful completion of graduate studies, the title degree of Master is awarded in the respective field.

## **Tuition fees***Article 25*

The Bursary Office deals with any issues regarding the payment of tuition fees, including outstanding fees and charges.

Students pay their tuition fees in advance for the respective study programme and for their respective year of studies. Tuition fees are set annually and students may anticipate some increase over the years of study. The amount is determined by the University Board and announced at the time of the student competition.

#### *Article 26*

There are several ways of paying tuition fees.

The students may pay their tuition fee for the entire academic year when they register. There is a discount of 3% from the annual tuition fee available for students paying tuition fees in advance for the entire academic year.

Students may also pay in either two or four installments.

Students who choose to pay in two installments must make the payments by **30 September** for the current Winter Semester and by **28 February** for the Summer Semester.

Students who choose to pay in four installments must make four equal payments by the following dates:

- **September 30**
- **December 31**
- **March 31**
- **May 31**

Paying tuition fees in four installments may incur additional small charges. The rate of additional charges is defined by the University Board and published.

#### **Re-registration Fees**

##### *Article 27*

Students of 2<sup>nd</sup> Cycle Studies who have to re-register for course exams pay 25% of the value of the subject credits.

#### **Late payments**

##### *Article 28*

If a student's account becomes overdue, the Bursary Office issues a formal reminder and a late fee charge will be added to the balance. The student will then be granted a period of 14 calendar days to pay the overdue amount.

If after this period the student has not paid, they will be sent a second reminder for overdue fees and will be granted a period of 14 calendar days to pay the overdue amount. However, during this period, access to student services will be suspended. This includes but is not limited to issue of transcripts, certificates and diplomas, access to the computer network (excluding electronic Learning Management System), the Library,

the University Information System (matriculation form, class registration, exam registration). These restrictions apply until the obligation is met and the 'blocked' status is cleared by the respective office.

If the student's account is not settled within 14 calendar days of the second reminder, his/her student status will be changed to 'inactive' which means that all academic and administrative services are suspended.

If the student knows that there will be a difficulty in meeting a payment, they should contact the Bursary Office well in advance of the payment date in order to discuss a possible alternative arrangement.

## **Refund of Tuition Fees**

### *Article 29*

A Student may request a refund of tuition fees if she/he withdraws from the programme.

In this case, the following refund schedule will apply:

- Formal withdrawal or agreed leave of absence during the Semester and before the end of week three will result in a refund of 75 % of the tuition paid for the Winter Semester.
  
- Formal withdrawal or agreed leave of absence during the Semester before the end of week four will result in a refund of 50% of the tuition paid for the Summer Semester.

Regardless of the reasons, there will be no refund of tuition and other fees after week four as it is considered that the University has incurred all possible expenses on the services offered to the student.

## **Student Accounts**

### *Article 30*

Accounts are opened for each student in order to handle both charges and credits. Tuition, housing and other fees are charged to the student.

Credits for work-study, scholarships and other sources are applied to the account during the semester or at the beginning of the next semester. All recipients of financial aid must pay any outstanding balance by the end of each semester.

The University reserves the right to amend the terms and conditions of its financial aid policies, tuition, and other fees.

## **Dormitory fees**

### *Article 31*

Students pay a fee for their residence in the University's dormitories. The amount is determined by University.com.

Payments must be made by the 5th of every month. In all cases when the student does not fulfill his/her financial obligations, they will be fined 1 Euro daily for every day late, but not longer than 30 days from the deadline. From 30 days after the expiration of the deadline, the student will lose the right to reside in the dormitory.

A student may submit a written request for late payment to the Operations Manager of University.com who will submit this to the Dormitory Commission. They will review the request, make a decision and notify the student.

## **Delegation of authority**

### *Article 32*

The Senate may delegate its powers to vary the requirements of this Rule in exceptional circumstances or for particular cases to the Rector's Council.

## **Concluding Provisions**

### *Article 33*

This Rule comes into force from 01.09.2011

Based on Article 99, paragraph 13 of the Law on Higher Education (Official Gazette of R. of Macedonia, 35/08, 103/08, 26/09, 83/09, 99/09, 115/10 and 17/11) and on the Rule for criteria which must be fulfilled by the distinguished practice expert in the relevant area for the delivery of clinical teaching (Official Gazette of R. of Macedonia 120/2010); and based on Article 56 from the South East European University Statute, the SEEU Senate, on 12.04.2011, approved the following:

## **RULE FOR ORGANIZING CLINICAL TEACHING FOR STUDENTS**

### *Article 1*

This Rule regulates the criteria and process for organizing clinical teaching.

### *Article 2*

The University is obliged to allocate 10% from obligatory subjects and 10% from elective subjects of all study programs from every academic year for clinical teaching.

The Faculty Teaching-Scientific Council decides in which subjects clinical teaching will take place as part of the course syllabus, determines the schedule for the delivery of this teaching and the other organizational aspects for implementation of the curricula balance determined in paragraph 1 of this Article.

### *Article 3*

Clinical teaching will be performed by distinguished practice experts in the relevant area.

### *Article 4*

The decision for who is a distinguished practice expert for delivering clinical teaching is made by a Commission formed by the Faculty Teaching-Scientific Council based on the following criteria;

- At least University diploma;
- At least 10 years working experience in the relevant area;
- To be a distinguished expert in the relevant area and to have achievements in the practical application of scientific knowledge in the given area.

### *Article 5*

Clinical teaching will be implemented through relevant study programs with criteria as defined with this Rule.

### *Article 6*

This Rule comes into force on 01.09. 2011.

Based on Article 99, paragraph 15 from the Law on higher education (Official Gazette of R. of Macedonia 35/08, 103/08, 26/09, 83/09, 99/09, 115/10 and 17/11) Rule on Criteria and Organization of Practical Teaching for Students (Official Gazette of R. of Macedonia 120/10) and based on Article 56 from the South East European University Statute, the University Senate on the meeting held on 12.04.2011 approved the following:

## **RULE ON CRITERIA AND ORGANIZATION OF PRACTICAL TEACHING FOR STUDENTS**

### *Article 1*

This Rule regulates the criteria and organization of practical teaching for students.

### *Article 2*

In accordance with this Rule, SEE University is obliged to organize practical teaching with the determined scope, duration and method of implementation, which cannot be shorter than 30 days.

### *Article 3*

Faculties, in liaison with the Career Centre, provide practical teaching opportunities in cooperation with appropriate legal entities.

### *Article 4*

During the implementation of practical teaching the student is supervised by a mentor from among the academic staff of the relevant Faculty.

The Dean of the Faculty determines the appropriate number of students who will be supervised by a Mentor for the successful completion of practical teaching.

### *Article 5*

With regard to the placement of students, the Mentor, in cooperation with the Dean's office, is responsible for issuing:

- A placement certificate for each student;
- A journal for keeping records of daily activities;

### *Article 6*

Practical teaching is realized within the appropriate study program within the scope defined in this Rule.

Practical teaching is carried out on the premises of the organization or institution where the student is placed with prior agreement between the University and the determined legal entity.

The student is guided by a responsible person in the placement organization during the practical teaching.

*Article 7*

Upon completion of the practical teaching, the student takes the signed and verified placement certificate from the responsible person in the organization and returns it to the Mentor as well as a completed journal of daily activities.

After collecting all the certificates submitted by the students, the Mentor provides a list of students who successfully completed practical teaching to Student Services.

*Article 8*

This Rule enters into force from 01.09. 2011.

Based on Article 61, Article 62 and Article 63 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 and 17/11) and Article 41 of the Statute of South East European University, the University Board, at its meeting held on 07.06.2011 approved the following:

## **RULE ON ORGANIZATION AND WORK OF THE FACULTY TEACHING-SCIENTIFIC COUNCIL**

### *Article 1*

This Rule regulates the structure, management and operation of the Faculty Teaching-Scientific Council (Faculty Council), the convening of meetings, chairing, decision-making, application of decisions and other relevant matters dealing with the work of the Council.

### **Membership**

#### *Article 2*

Membership of the Teaching- Scientific Council is:

- Deans and Pro-Deans (*ex officio*);
- Full professors, Associate professors, Assistant professors (docents);
- Two collaborators who are elected by and from the collaborators in the Faculty. The collaborator's mandate is two years;
- One part-time member of academic staff holding the academic title Assistant Professor (docent) or above who is elected by and from the part-time academic staff in the Faculty. The mandate of part-time academic staff is one year;
- One student representative for each of the three cycles of study is elected by the students of the appropriate group in the Faculty concerned. The mandate of the student representatives is two years;

Attending: Visiting professors, Faculty Departmental Administrator and others invited by the Dean.

### **Scheduling Meetings**

#### *Article 3*

Meetings of the Council are held monthly, and are convened by informing the members via official e-mails. In special cases, the Chair has the right to convene additional meetings. The notification should include the time and place of meeting, as well as the material according to the draft agenda, which should be provided at least three working days before the meeting.

### **Keeping order**

#### *Article 4*

The Chair is responsible for the conduct of the meeting.

The Chair and participants in the Council meeting are obliged to respect this Rule. Staff should conduct themselves professionally and respectfully at all times and the Chair should control unacceptable behavior.

The planned meeting of the Council may be postponed or curtailed in these circumstances:

- if there is not a quorum;
- if the meeting cannot be finished within a reasonable time ;
- if there is unprofessional or disorderly conduct during the meeting;
- if the Chair is not able to conduct the meeting.

The meeting may be curtailed or postponed by the Chair.

### **Decision-making**

#### *Article 5*

The Council may only make a formal decision if quorate (a quorum equals more than half of the total number of voting members). The Council makes a decision by majority of votes from all members with the right to vote.

The discussion on a certain point of the agenda lasts until a conclusion is reached, in the time period determined by the Chair to ensure maximum participation and efficient use of time.

The Faculty Council convenes specified Commissions and considers their proposals in line with other Rules.

The process of academic planning is described in Appendix 1 (Faculty Academic Planning Schedule).

### **Minutes of the Council meeting**

#### *Article 6*

Minutes are taken of each meeting of the Council by the Faculty Departmental Administrator.

Minutes are taken both:

- in writing, and
- by recording in electronic form.

Minutes include essential data of the work of the meeting especially:

- the number, date and location of the meeting;
- the names of members present in the meeting;
- the names of those members who are absent from the meeting;
- the Agenda;
- specific discussion that has particular importance for any relevant issue;
- decisions, actions and deadlines.

Minutes are signed by the Chair after approval by the members and circulated to the Faculty staff and the Rector. Confidential items are recorded separately and are not circulated.

Minutes recording the decisions of the Council are kept under the supervision of the Dean and archived according to the University Archiving Policy.

## Concluding Provisions

### Article 7

This Rule comes into force from 01.09.2011.

## Appendix 1

### Faculty Academic Planning Schedule

For academic planning and scheduling for the next academic year, the following implementation cycle shall apply:

Task	Time	Action	Responsibility
- Yearly Curriculum Review and Confirmation	January	Deans office proposes in liaison with Academic Planning Office, in the framework of Faculty Development Plan	Faculty Council Approves
- Staff Engagements	January	Academic Planning Office sends projected enrolments in liaison with HR and Budget Planning Office	Academic Planning Office, HR and Budget Planning Office
	February/ March	Dean and relevant Pro-Dean discuss with individual staff and collates the engagement proposal within the ranking and remuneration policy.	Dean, relevant Pro-Dean and Faculty Staff
	March	The proposal is sent for review and confirmation to the Pro-Rector Academic Issues in liaison with HR and Budget Planning Office	Pro-Rector Academic Issues, Dean, HR and Budget Planning Office
	March	The proposal goes back for discussion and approval in the Faculty Council, voted in its entirety by consent or	Faculty Council Confirms

		simple majority of votes.	
Peer Review Appeal		With any serious dispute concerning competency within the engagements, staff may appeal in writing to the Pro-Rector Academic Issues who can moderate on the issue either individually or by peer review. The decision of the Pro-Rector is final.	Pro-Rector, Staff
Changes		Any subsequent requests to change the agreed engagements require the approval of the Dean and the Pro-rector Academic Issues, and the Faculty Council is informed.	Dean, Pro-rector, Faculty Council

Based on Article 116 of the Law on Higher Education (Public Gazette of R. of Macedonia 35/08, 103/08, 26/09, 83/09, 99/09, 115/10 and 17/11) and Rule on Content and Format, Guidelines for Preparation of Diploma Supplement and other Documents and pursuant to Article 52 of the South East European University Statute, the SEE University Senate on the meeting held on 12.04 2011 brought the following:

## **RULE ON CONTENT AND FORMAT OF THE DIPLOMA, DIPLOMA SUPPLEMENT AND OTHER DOCUMENTS ISSUED BY THE UNIVERSITY**

### *Article 1*

This Rule regulates the content and format of the diploma, diploma supplement and other documents (certificate, transcript and id).

### **DIPLOMA**

### *Article 2*

The University issues the Diploma for completed higher education from the first cycle of studies. The Diploma from paragraph 1 of this Article is on paper size 420x297 mm.

The Diploma is printed on 125 gr./m<sup>2</sup> high quality paper, with a multicolored unique watermark for all higher educational institutions, with luminous fibres or security elements in two colours without bleach.

The coat of arms of the Republic of Macedonia (made in "blindruk" technique) is imprinted on the diploma.

The text in the Diploma is printed in Macedonian, Albanian and English.

The form of the Diploma from paragraph 1 of this Article is given in Appendix 1 which is constituent part of this Rule.

### *Article 3*

The Diploma of higher education under Article 2 paragraph 1 of this Rule contains the following data: name and coat of arms of the Republic of Macedonia; name and address of the University; the name of the founder of the higher education institution; the number and date of the decision to start the work issued by the Ministry of Education and Science; the title "Diploma for Completion of First Cycle Studies"; name, middle name and surname of the student; place of birth (place, municipality, country); name of university (type and name of study program and field of study); total ECTS credits and Grade Point Average and title gained (professional name for international use); the serial number of the diploma; number and date of the diploma from the main book of the graduates of first cycle studies; place and date of issue of the diploma; signature (Dean / Director), dry place to put the mark of the University; signature (Rector) and the SEEU seal.

### *Article 4*

The University issues the Diploma for completed higher education from the second cycle studies.

The Diploma from paragraph 1 of this Article is on paper size 420x297 mm.

The Diploma is printed on 125 gr./m<sup>2</sup> high quality paper multitonned unique watermark for all higher educational institutions , with luminous fibres or security elements in two colours without bleach.

The coat of arms of the Republic of Macedonia (made in “blindruk” technique) is inprinted on the diploma.

The text in the Diploma is printed in Macedonian, Albanian and English.

The form of the Diploma from paragraph 1 of this Article is given in Appendix 2 which is constituent part of this Rule.

#### *Article 5*

The Diploma of higher education under Article 2 paragraph 1 of this Rule contains the following data: name and coat of arms of the Republic of Macedonia; name and address of the University; the name of the founder of the higher education institution; the number and date of the decision to start the work issued by the Ministry of Education and Science; the title "Diploma for Completion of Second Cycle Studies"; name, middle name and surname of the student; place of birth (place, municipality, country); name of university (type and name of study program and field of study); total ECTS credits and Grade Point Average and title gained (professional name for international use); the serial number of the diploma; number and date of the diploma from the main book of the graduates of second cycle studies; place and date of issue of the diploma; signature (Dean / Director), dry place to put the mark of the University; signature (Rector) and the SEEU seal.

#### *Article 6*

The University issues the Diploma for completed higher education from the third cycle- doctoral university studies.

The Diploma from paragraph 1 of this Article is in paper size 420x297 mm.

The Diploma is printed on 125 gr./m<sup>2</sup> protected paper multitonned unique watermark for all higher educational institutions , with luminous fibres or security elements in two colours without bleach.

In the diploma the coat of arms of the Republic of Macedonia (made in blindruk technique) is inprinted.

The text in the Diploma is printed in Macedonian, Albanian and English.

The form of the Diploma from paragraph 1 of this Article is given in Appendix 3 which is constituent part of this Rule.

#### *Article 7*

The Diploma of higher education under Article 2 paragraph 1 of this Rule contains the following data: name and coat of arms of the Republic of Macedonia; name and address of the University; the name of the founder of the higher education institution; the number and date of the decision to start the work issued by the Ministry of Education and Science; the title "Diploma for Completion of Third Cycle Studies"; name, middle name and surname of the student; place of birth (place, municipality, country); name of university (type and name of study program and field of study); total ECTS credits and Grade Point Average and title gained (professional name for international use); the serial number of the diploma; number and date of the diploma from the

main book of the graduates of third cycle studies; place and date of issue of the diploma; signature (Dean / Director), dry place to put the mark of the University; signature (Rector) and the SEEU seal.

## **DIPLOMA SUPPLEMENT**

### *Article 8*

The University issues a Diploma Supplement together with a Diploma .

The Diploma Supplement referred to in paragraph 1 of this Article is format, size 219x297 mm, a rough sepia color, and contains four linked pages.

The Diploma Supplement is prepared in Macedonian, Albanian and English, and the language is issued under the request of students for the purpose of mobility.

The Diploma Supplement referred to in paragraph 1 of this Article is reproduced in Appendix 4, which is an integral part of this Rule.

### *Article 9*

The Diploma supplement from Article 8 of this Rule contains:

First page: coat of arms, name and address of the University, logo and address of university; the title: "Diploma Supplement"; data for the diploma holder (name, middle name and surname, date, place and country of birth and identification number) ; identification number of the student; data for the acquired qualification; date of issue of the diploma; name of the qualification; name of the study program (the main study area, field and field of studies); name (official language) and status of higher / scientific institution that issues the diploma; name and status of higher education / scientific institution where studies were carried out if different from the institution issuing the diploma; language of instruction; data on degree (cycle) of the qualification; the type of qualification (academic / professional studies); degree (cycle) of the qualification; duration of the study program (expressed in years and ECTS credits); conditions for entering the study program.

Second page: information about the content and results achieved; mode of study (full-time, part-time) requirements and results of the study program that will help with understanding the knowledge, skills and competencies acquired by the student who completed these studies; data for the study program (direction / module, grades and ECTS credits); grading system (grade scheme and criteria for the grades); average grade in the course of studies; data on the use of the qualification: access to further studies, professional status (if applicable); additional information: about the student, the higher education institution (name of institution, address, phone, e-mail, web, etc.); verification of the Diploma Supplement: date and place, name and signature; function of the signatory, and seal.

Third page: information about the system of higher education in Macedonia; types of higher education institutions; kinds of study; accreditation of higher education institutions; the structure of higher education university academic study programs; structure of higher professional study requirements for registration of studies; assessment system.

Fourth page: contains a chart of the educational system of Macedonia.

### *Article 10*

For the preparation of the Diploma Supplement, the University uses the Guidelines for the Preparation of the Diploma Supplement provided by the Minister of Education.

### **Other Documents**

#### *Article 11*

At the end of each academic semester, the University issues a Certificate (Transcript of records) for exams passed in the first, second and third cycles, which documents the student's academic progress and contains data about the extent, nature and content of studies, and results achieved.

The certificate is part of the Diploma Supplement.

The certificate referred to in paragraph 1 of this Article is in the form of sheet size 219x297 mm, white.

#### *Article 12*

At the end of studies, the University issues a certificate of graduation from first, second and third cycles, which proves the graduation of first, second or third cycle.

The certificate of graduation from first, second and third cycle of study includes: coat of arms and name of the Republic of Macedonia; logo, name and address of the higher education/ scientific institution, a logo, the file number, the legal basis for issuing the certificate (paragraph of the law and number the official newspaper and a member of the Statute of higher education / scientific institution) at (address); title: "Certificate of Graduation"; data for the study program: name of study program, department / unit / module; student name, middle name and surname (maiden surname for women students with changed surname); ID number, date, place, municipality and country of birth, citizenship; academic year of study enrollment; ECTS credits required and ECTS credits gained, proposed final thesis: \_\_\_\_\_ ; data for completed study program: student performed all obligations of the study program, with an average grade \_\_\_\_\_, \_\_\_\_\_, ECTS credits; defended the final thesis entitled : \_\_\_\_\_.

For second and third cycle studies, the date of the final defense, professional / scientific title gained \_\_\_\_\_; signature and stamp of Managing Authority of the higher institution.

The certificate referred to in paragraph 1 of this Article is in the form of sheet size 219x297 mm, white.

#### *Article 13*

The University issues student identification card to each student at enrollment.

The student identification card is in a form of a credit card, size 84X54 mm.

The student card contains the following data: the University logo, name and address of university,

year of issue, title "Student ID"; place for student photograph, name of student, student identification number, date of birth, bar code.

*Article 14*

Documents from this Rule are issued only for those study programs listed in the Decision for Accreditation of Study Programs and Decision for Start of Operation.

*Article 15*

This Rule enters in force from 01.09.2011.

Based on Article 5 and 10, paragraph 1 of the Law on Equal Opportunities of Women and Men (Official Gazette of R. of Macedonia, number 66/06 as amended by 117/08) and Article 14, paragraph 1, item 8.4 of the Statute of South East European University, the University Board, at its meeting held on 07.06.2011, approved the following:

## **POLICY ON EQUAL OPPORTUNITY**

### *Article 1*

The University's aim is to create conditions in which all staff, students and visitors are treated as equal and with respect and are not subjected to discrimination in any aspect of University life. All staff and students, whether existing or potential, should expect to receive fair and equitable treatment when applying to or working as members of the University. The University values diversity in its staff and students and does not tolerate discrimination on the grounds of age, gender, ethnicity, nationality, language, disability, socio-economic background, family circumstances, marital status, religious belief, philosophical or political affiliation, or sexual orientation.

### *Article 2*

In order to achieve equality of opportunity, the University is committed to ensuring:

- fair and equitable procedures are operated in relation to the recruitment, selection and promotion of staff, professional development and other performance management processes;
- teaching, learning and research environments are accessible to all;
- procedures related to students' learning experience, such as admission and assessment, ensure fair and equitable treatment;
- existing procedures are reviewed and examined to ensure they are not directly or indirectly discriminatory in principle or operation;
- language used in official and general oral and written communication reflects the diversity of the University and upholds the letter and spirit of this policy;
- monitoring the implementation of this policy is an ongoing process, which involves monitoring of the University's workforce and student population to ensure that the staff and student profile reflects a multi-cultural environment; and that staff and students are enabled to reach their full potential;
- a procedure for resolving complaints of discrimination is communicated (in written and electronic format) to those who may wish to use it, implemented rigorously and consistently;
- any infringement or report of infringement of this Policy by staff or students is treated seriously and breaches may be dealt with through the Grievance, Complaints and Disciplinary procedures;

### *Article 3*

The Equalities Committee of the University, appointed by the Rector, coordinates the development of the Equality Action Plan with appropriate monitoring and reporting once a year to the Senate.

Equalities data such as staffing and student profile, achievement, recruitment and promotion is analyzed regularly by the Faculty or Department and the senior management team, with an annual report to the Senate and Board.

*Article 4*

Staff, students and visitors are expected to support this policy actively, accept the principle that there is equal opportunity for everyone in all aspects of University life and not be party to situations which could lead to discrimination.

*Article 5*

This Rule comes into force from 01.09.2011.

Based on Article 18 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 and 17/11) and Article 25, paragraph 1, item 4 of the Statute of South East European University, the University Board, at its meeting held on 06.07.2011, approved the following:

## **POLICY ON QUALITY ASSURANCE AND MANAGEMENT**

### *Preamble*

Quality is in the centre of all university activities embedding Quality as a culture and developing the system of Total Quality Management. The University aims to manage its work in line with national and international standards and best practice, particularly with regard to trends in the European Higher Education Area and Bologna Guidelines.

### *Article 1*

This Policy describes the Quality Assurance and Management system at the University.

### *Article 2*

When creating, developing, implementing, monitoring and evaluating policies, procedures, structures and quality initiatives, the University takes an integrated approach incorporating quality assurance and management, defined as follows:

- Quality assurance focuses on academic matters and teaching and learning and links closely with those services which directly support students, such as the Library, Student Services and the Career Centre;
- Quality management targets the effective development, implementation and monitoring of policies and procedures and the quality of administrative sections and services.

### *Article 3*

Quality policies, procedures, processes and initiatives focus on continuous improvement through regular self-assessment with targets, standards/performance criteria, review of progress and summary evaluation.

At institutional and unit level, academic and administrative leaders prioritize and articulate their strengths, weaknesses and priorities in Development and Action Plans which are moderated, widely disseminated and used actively.

The University promotes a culture in which every faculty, department and individual sees quality improvement as both a personal and collective responsibility.

Related work is made known to all stakeholders in order to ensure that everyone is involved in the development of a quality culture in which achievements are recognized and rewarded and performance, including under performance, is effectively managed.

Data and other analytical material and evidence are used to ensure that judgments and decisions are open, transparent and clearly supported with relevant information.

#### *Article 4*

The University maintains and regularly reviews an internal quality structure which is fit for purpose.

This incorporates the following entities and roles:

- The University Board adopts the Strategic Plan, of which quality assurance and management are important parts, and has ultimate responsibility.
- The Rector leads the quality process and is responsible to the Board. S/he is responsible for the production of a University wide Quality Self-Assessment Action Plan linked to priorities in different areas. This is presented to the Board and Senate and is monitored in the QAMC.
- The Quality Assurance and Management Commission (QAMC), consisting of the Rector, Provost, Secretary General, Pro-Rectors and Executive Advisor, produces, implements and monitors the Annual Quality Self-Assessment Action Plan. They also prepare the annual report to the Senate and Board for critical review. Technical support is provided by the Quality Assurance Officer. The Commission meets at least two times each academic year.
- Quality Assurance Teams in every Faculty/Centre and teams for Administrative/Support Departments (QATs) are responsible for the self-evaluation process and for implementing QA Action Plans within their area. Faculty Teams consist of the Dean, Pro-Deans, Academic Staff Representative, Student Representative and an External member (stakeholder) elected by the Faculty Council with a mandate for one year which may be renewed. The Administrative/Support team consists of Heads of Service. All report to the Quality Assurance and Management Commission on progress on a regular basis. They meet at least two times during the year.
- A Quality Assurance Office coordinates the operation of quality assurance activities and ensures that information is disseminated and the quality culture is promoted through a range of communication mechanisms.
- Academic and Administrative staff, students and stakeholders are encouraged to participate actively in the development of evaluative modes and in their operation and review.

#### *Article 5*

In order to develop a quality culture, the University uses a range of internal mechanisms, linked externally as appropriate, including but not limited to the following:

- Curriculum development and approval takes place according to strict guidelines. The National Accreditation and Evaluation Board approve and revalidate study programs and students are assessed in line with assessment guidelines.

- The quality of learning and teaching is maintained and developed through an annual Teaching Observation scheme, yearly student evaluations, individual staff evaluation and professional development opportunities.
- The annual procedure for staff evaluation provides an important measure for assessing individual performance as a basis for contract renewal, progress and promotion.
- ISO standards for policies and procedures are monitored through trained internal audit teams on an annual basis, and are approved by external ISO validation.
- University Finances are monitored by the Internal Auditor and also by an External Audit Office which is internationally accredited.
- The use and development of facilities and resources is planned and monitored through an annual self assessment and planning process, with priorities linked to the strategic plan.
- Staff and student satisfaction is also reviewed through student evaluation and staff satisfaction surveys.

#### *Article 6*

In order to develop a quality culture, the University also uses a range of external evaluative mechanisms, including but not limited to the following:

- The European Universities Association (EUA) which provides objective external evaluation on a four year cycle.
- SEEU Quality Champion (QC) who provides at least twice yearly audits and reviews, with recommendations for improvements and follow-up.
- The Ministry of Higher Education and other national bodies such as the National Accreditation and Evaluation Board who are responsible for carrying out external audits and evaluations, licensing new programs and re-approving existing ones.
- External Program Reviews on a four to six year cycle to provide Faculties and/or academic units with analysis and recommendations to support their development.
- ISO external standards are applied, with annual re-validation, in order to verify the effectiveness of key policies and procedures.

#### *Article 7*

The Policy on Quality Assurance and Management is reviewed on an annual basis by the Quality Assurance and Management Commission and Faculty/Departmental Quality Teams.

#### *Article 8*

This Policy comes into force from 01.09.2011.

Based on Article 51 and 52 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 and 17/11) and Articles 21 to 28 of the Statute of South East European University, the University Board, at its meeting held on 07.06.2011 approved the following:

## **RULE ON ORGANISATION AND WORK OF THE UNIVERSITY SENATE**

### *Article 1*

This Rule regulates the composition, management and operation of the University Senate, convening of the meeting, chairing, decision-making, application of decisions and other relevant matters dealing with the Senate's work.

### **Composition**

#### *Article 2*

Members of the Senate with the right to vote are:

- Rector, Pro-rectors, Deans;
- Two representatives from the Faculty academic staff elected directly by each Faculty Teaching-Scientific Council;
- Directors of the Institute for Environment and Health, the Language Centre and the E-Learning Centre;
- One representative elected from and by the University administration;
- One elected student representative from each Faculty\*.

Attending: the Secretary-General, the Rapporteur and other invited persons.

\*Student representatives are excluded from voting on the issues of academic appointment and promotion.

### **Verification of the mandate**

#### *Article 3*

At the beginning of each meeting of the Senate, the Secretary General introduces the new members for verification of their mandate.

The proposal for a new member is submitted to all Senate members three working days before the Senate meeting.

Voting for the proposed members is done individually after discussion, without the presence of the candidate proposed. The decision by majority vote to either accept or reject verification of an individual mandate is final.

After verification of the mandate, new members of the Senate give a solemn undertaking, by signing the declaration text as follows: 'I declare that I will accomplish the tasks with honour and respect, with justice and integrity, with scruples and responsibility, that I will work in order to

accomplish the Senate work, that I will represent the interests of the University with conscience and dedication, and that I will be loyal and devoted and carry out duties set out elsewhere in the Statute of the University’.

The mandate of Senate members is four years, students’ mandate is two years, and Ex-officio members for the duration of the appointment.

### **Scheduling Meetings**

#### *Article 4*

Senate meetings are chaired by the Rector.

They are convened by the Rector at least five working days before the meeting takes place, except in extraordinary circumstances. The Agenda together with the materials for review are sent to members of the Senate at least five working days before the meeting takes place.

The Senate meets at least twice a year, but can also have extraordinary meetings.

During the compilation of the Agenda, the Rector especially takes care that:

- The Agenda includes issues which according to the Statute belong to the competences and purviews of the Senate;
- The Agenda also includes issues which require timely resolution.

The Rector prepares and proposes the Agenda in cooperation with the Secretary-General and Deans.

In case of the Rector’s absence, the meeting is prepared and chaired by the Pro-rector for Academic Issues (or in case of his/her absence, by one of the other Pro-rectors who is present), authorized by the Rector in writing.

The Rector is obliged to convene an extraordinary meeting of the Senate if at least the majority of the Senate members (with a right to vote), the University Board or the Rector request it.

### **Beginning of the meeting and adoption of the agenda**

#### *Article 5*

At the beginning of the meeting, the Chairperson notes who is present and who is absent, notes if there is a quorum, proposes the agenda, opens discussion on the agenda and records any stated conflict of interest. Senate members have the right to propose changes in the agenda. The Chairperson verifies adoption of the Agenda. The Agenda cannot be changed after its adoption.

### **Role of the Chairperson**

#### *Article 6*

The Chairperson opens the meeting according to the Agenda, gives the floor to the discussant, notes closing remarks of a certain subject, puts the issue to the vote, notes the adoption or rejection of the proposal, notes actions and deadlines, undertakes measures for ensuring successful progress of the meeting, notes the conclusions of the meeting and undertakes other actions necessary for conducting the meeting in line with this Rule.

### **Course of the meeting**

#### *Article 7*

After adoption of the agenda, the meeting continues with reviews and decisions on issues according to the Agenda. The report and explanation of the agenda is presented by the Chairperson or appointed person after whom the Chairperson opens the debate. Members of the Senate participate in discussion by presenting opinions and proposals on the relevant issues.

The Chairperson gives the floor following the order for debate.

No one may intervene in the discussion without obtaining permission of the Chairperson by raising his/her hand.

For each point of the Agenda, each participant is limited to two opportunities for speaking. The participant who takes the floor is obliged to keep to the issue that is being discussed, and may debate only concerning the point of the Agenda. If the participant in his/her discussion does not abide by this, he or she will be warned by the Chairperson.

Any participant who finds that any fact is distorted in relation to his contribution has the right, with the Chairperson's permission, to reply immediately after the previous participant concludes his/her contribution.

The reply to the same issue is allowed to the participant in debate only twice and for a maximum of five minutes.

The discussion on a certain point of the agenda lasts until a conclusion is reached, in the time period facilitated by the Chairperson to ensure maximum participation.

With the Chairperson's permission, those who are not members of the Senate may also contribute to the discussion. If the Chairperson does not give the floor to a particular discussant, the Senate may decide. The Senate according to the proposal of the Chairperson or any other member of the Senate may decide to postpone the discussion on some issue and to prepare details for the following meeting.

If materials which are confidential documents are reviewed in the meeting, the Chairperson warns those present emphasizing that these are confidential documents and must be treated as such, collecting the materials after the conclusion of the Meeting.

### **Decision-making**

#### *Article 8*

Before the decision is made, the Chairperson summarizes the proposals for decision or conclusions concerning that point of the agenda.

After reviewing and conclusion of the discussions, according to the Agenda, the Senate reaches a decision or a conclusion by consent or by voting as specified below.

The Senate may only make a formal decision if quorate (quorum equals more than half of the total number of eligible voting members present). The Senate makes a decision with the majority of votes by all members with the right to vote.

In case of tied votes, the Chairperson has the casting vote.

Proposals for decision or conclusions put forward by organs of the University are voted on before other individual proposals.

The Senate may make a decision by acclamation, open voting or, when a majority of the Senate members request this, by secret ballot.

Open voting is made by a show of hands or individual declaration. The declaration is: 'Pro', 'Contra' and 'Abstention'.

If a senate member requests a secret ballot, the Chairperson decides whether to put this request to an open vote or not. After voting, the Chairperson notes whether the secret ballot is agreed or not.

The procedure for a secret ballot is implemented by the Secretary General.

### **Keeping order**

#### *Article 9*

The Chair is responsible for the conduct of the meeting.

The Chair and participants in the Senate meeting are obliged to respect this Rule. Staff should conduct themselves professionally and respectfully at all times and the Chair should control unacceptable behavior.

The planned meeting of the Senate may be postponed or curtailed in these circumstances:

- if there is not a quorum;
- if the meeting cannot be finished within a reasonable time ;
- if there is unprofessional or disorderly conduct during the meeting;
- if the Chair is not able to conduct the meeting.

The meeting is curtailed or postponed by the Chair.

### **The Senate member's rights and duties**

#### *Article 10*

A member of the Senate has the right and duty to

- prepare fully for the meeting and take active part in the discussion;
- propose changes or additions to the agenda;
- take an active part in reviewing the agenda issues;
- ask for explanation and information on issues which are under the Senate's competency;
- vote or abstain;
- ask questions to the Chairperson of the Senate.

A member of the Senate is obliged to participate in every meeting and must have a reasonable excuse for absence from the meeting.

The Chairperson of the Senate must be informed in advance of a member's absence.

### **Minutes of the Senate meeting**

#### *Article 11*

Minutes are taken of each meeting of the Senate by the professional service of the University.

Minutes are taken both:

- in writing, and
- by recording in electronic form.

Minutes include essential data of the work of the meeting especially:

- the number, date, and location of the meeting;
- the names of members present in the meeting;
- the names of those members who are absent from the meeting;
- the Agenda;
- specific discussion that has particular importance for any relevant issue;
- decisions, actions and deadlines.

Minutes are signed by the Chairperson after approval by the Senate.

Minutes are sent to Senate members and a summary of minutes is circulated to the University staff. Confidential items are recorded separately and are not circulated.

Minutes recording the decisions of the Senate are kept under the supervision of the Rector and archived according to the University Archiving Policy.

### **Commissions**

#### *Article 12*

The Senate may establish Commissions to assist its work according to the Statute and within their Terms of Reference.

### **Senate authorities**

#### *Article 13*

The Senate makes:

- Decisions;
- Conclusions;
- Recommendations.

The Senate gives the authentic interpretation of the acts which it adopts.

### **Concluding and Transitional Provisions**

#### *Article 14*

The mandate of all members that are not covered in Article 2 ends after this Rule comes to force.

#### *Article 15*

This Rule comes into force from 01.09.2011.

Based on Article 56 and 57 of the Law on Higher Education (Official Gazette of the Republic of Macedonia, number 35/08, 103/08, 26/09, 83/09, 99/09, 115/10 and 17/11 ) and Articles 29-32 of the Statute of the Southeast European University, the University Board, at its meeting held on 07.06.2011, approved the:

## **RULE ON ORGANISATION AND WORK OF THE RECTOR'S COUNCIL**

### *Article 1*

This Rule regulates the structure, management and operation of the Rector's Council, convening of meetings, chairing, decision-making, application of decisions and other relevant matters dealing with the work of the Council.

### **Membership**

#### *Article 2*

Members of the Council are:

- The Rector, Pro-Rector and Secretary General
- Deans of Faculties, Directors of the Institute of Environment and Health, Language Centre and e-Learning Centre,
- President of the Student Parliament (non-voting)

Directors of other academic or administrative units may attend as required.

### **Scheduling Meetings**

#### *Article 3*

Meetings of the Rectors Council are held monthly, and are convened by informing the members via official e-mails. In special circumstances, the Chairperson has the right to convene additional meetings. The information should include the time and place where the meeting will take place, as well as the material according to the draft agenda, which should be provided at least three working days before the meeting.

Meetings of the Council are prepared and chaired by the Rector or by a person authorized by the Rector. The authorized person must be a member of the Council.

The Rector or the authorized person, during the management of meetings, shall respect the provisions of the Statute and this Rule. The Agenda is approved by a majority of the members present in the meeting.

### **Keeping order**

#### *Article 4*

The Chair is responsible for the conduct of the meeting.

The Chair and participants in the Council meeting are obliged to respect this Rule. Staff should conduct themselves professionally and respectfully at all times and the Chair should control unacceptable behavior.

The planned meeting of the Council may be postponed or curtailed in these circumstances:

- if there is not a quorum;
- if the meeting cannot be finished within a reasonable time ;
- if there is unprofessional or disorderly conduct during the meeting;
- if the Chair is not able to conduct the meeting.

The meeting may be curtailed or postponed by the Chair.

### **Decision-making**

#### *Article 5*

The Council may only make a formal decision if quorate (quorum equals more than half of the total number of voting members). The Council makes a decision by majority of votes from all members with the right to vote.

The discussion on a certain point of the agenda lasts until a conclusion is reached, in the time period facilitated by the Chairperson to ensure maximum participation and efficient use of time.

### **Minutes**

#### *Article 6*

Minutes are taken of each meeting of the Council by the professional service of the University.

Minutes are taken both:

- in writing, and
- by recording in electronic form.

Minutes include essential data of the work of the meeting especially:

- the number, date, and location of the meeting;
- the name of members present in the meeting;
- the names of those members who are absent from the meeting;
- the Agenda;
- specific discussion that has particular importance for any relevant issue;
- decisions, actions and deadlines.

Minutes are signed by the Chair after approval by the Council.

Minutes are sent to all Council members and a summary is circulated to University staff.

Minutes recording the decisions of the Council shall be kept under the supervision of the Rector and archived according to the University Archiving Policy.

## **Concluding Provisions**

### *Article 7*

This Rule comes into force from 01.09.2011.

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 and 15/13), Article 39, paragraph 9 of the Law on Scientific Research Activities (Official Gazette of R. of Macedonia, number 46/08, 103/08, 24/11, and 82/12) and Article 64 of the Statute of South East European University, the University Board, at its meeting held on 07 June, 2013 approved the following:

**RULE ON PROMOTION TO TEACHING-SCIENTIFIC, TEACHING-PROFESSIONAL AND ASSOCIATE  
(COLLABORATOR) TITLE**

*Article 1*

This Rule determines the criteria and promotion process for teaching-scientific, teaching-professional, and associate (collaborator) title.

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, Assistants-PhD students are appointed through public announcement.

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 by 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; must have held this degree for a minimum of one year before being eligible for a Docentship; have at least two publications in refereed and preferably international scientific journals, or two reviewed proceedings in relevant international conferences, or two citations in international scientific journals with impact factor, or any combination of two thereof, or at least one scientific work in scientific journals with impact factor; demonstrated achievement in application of scientific results; demonstrated excellent 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 IELTS [5 or higher] or TOEFL [40 or higher] scores).

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 four publications in refereed and preferably international scientific journals, or four reviewed proceedings in relevant international conferences, or four citations in international scientific journals with impact factor, or any combination of four thereof, or two scientific works in 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 excellent 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 five publications in refereed and preferably international scientific journals, or five reviewed proceedings in relevant international conferences, or five citations in international scientific journals with impact factor, or any combination of five thereof, or three scientific works in 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 excellent 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 IELTS or TOEFL 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.

**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.

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	95	15	140
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### 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	10	15	5	30
High Lector	10	25	5	40

### Criteria for appointment of Assistants – PhD students

#### Article 8

A person may be appointed as an Assistant – PhD student (Collaborator) if s/he has completed second cycle studies (Master’s degree) and is registered in third cycle studies in the relevant scientific field; has achieved

professional-level competency in English (as evidenced by IELTS, TOEFL, TOLES, ILEC, or Cambridge Certificate for Preliminary English scores); and possesses evidenced skills for scientific-academic activities.

## **Terms of Promotion**

### *Article 9*

Promotion to teaching-scientific titles is made in a systematic way.

Full Professor, Associate Professor and Assistant (Docent) Professor are promoted for a period of five years.

Assistants – PhD students are appointed for a period of five years.

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 or re-promoted or retained by the University.

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

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 decision to advertise an appointment for an academic title for the first time is normally initiated by the Dean, in liaison with the Provost/Pro-Rector for Academic Affairs, 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/Pro-Rector for Academic Affairs 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 end of the current appointment.

An appointment to a teaching-scientific or teaching-professional title, or collaborator position, is made through public announcement in the media and on the University website. The announcement shall specify 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 15 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 to the relevant Dean, who will then provide to his or her Faculty Council, a list of the candidates who fulfill the minimum criteria. They organize and monitor 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/Pro-Rector for Academic Affairs.

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 EC Thomson-Reuters directory; or
- have fulfilled the criteria set out in article 136 of the Law of HE

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 the same teaching-scientific field for which the appointment is made in liason with the Provost/Pro-Rector for Academic Affairs.

## **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 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), Service (Appendix 3), and comments about Research and Scholarship of Teaching and Learning (Appendix 2)—where the points will be allocated by the University Research Council.

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 University Research Council, which will allocate the points for research, evidenced—for internal candidates—in the University Research Database, will be composed of seven members. In case of disputed judgments, the judgments of the Research Council will be by majority vote. The Pro-Rector for Research will lead this body, *ex officio*, and be the arbiter of its judgments. Each of the Faculties will nominate a senior professor, approved by that Faculty's Teaching Scientific Council, to serve with the Pro-Rector for Research. The final member of the 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 will be 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 Research Council. This Council will meet with regularity, to allocate points for those staff members who have submitted work for consideration, and will report to submitants within 30 days to allocate the points for the submitted work. These allocated points will also be maintained on a digital 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 will provide to the Committee President the research database point allocations for internal applicants. For external applicants, the Committee will allocate the research points. If there is a dispute amongst the Committee members about the allocation of points to an external applicant, the University Research Council will allocate points.

A Committee may appeal the points allocated to a candidate by the Research Council. In such cases, the Provost will assess the points for research proposed by the Research Council and the Review Committee. The Provost will then make the final decision, based upon a peer-review of at least two experts in the field, about how the points for research shall be allocated.

Review Committees properly constituted by a Faculty Teaching Scientific Council retain full rights to apply points for teaching and service to the university as they believe is appropriate, and also to render comment on the applicants' research activities and the content of the applicants research. The Research Council will only adjudicate points relating to 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 retains the right to reject both reports, but may not adopt both of them for one position.

The University, through the HR office, publishes the Review Committee Report (and, when produced, the minority report) 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 Council approves, the Report is sent to the Senate for action. If the Faculty 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 title 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 worker 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 01.09.2013

## **Appendix 1**

### **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.
<b>Total Points for A:</b>				

*Indicator: Up to 3 points can be allocated for this activity.*

### **B. Quality of learning and teaching**

Activity	Points
Teaching observation/peer review	
Student Evaluation	
Development of new courses/curriculum development	
<b>Total Points for B:</b>	

*Indicator: Up to 7 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.*

*For developing a new course or curriculum: 1 point maximum is awardable.*

### **C. Mentoring**

Name of candidate	Degree	Date of enrolment	Date of completion	Points
<b>Total Points for C:</b>				

*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 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
<b>Total Points for D:</b>		

*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
<b>A1</b>	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 Regional Journal (both listed and ranked by SEEU)			One article can have up to 7/3 points respectively	
	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 to 4 points	

	International or National Patents			Up to 10/3 points respectively	
<b>A2</b>	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	
<b>A3</b>	Other "research output" which takes into account the practices of the discipline concerned			Up to a maximum 3 points	
	Evidenced participation in international research programs or projects.			Maximum 5 points	
	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				
<b>Total Points for A:</b>				

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

## **B. Scholarship of Teaching and Learning**

<b>B</b>	<b>Teaching and Learning Initiatives</b>	<b>Brief statement of contribution and impact of initiatives</b>	<b>Points</b>
<b>B1</b>	Effective involvement in, and leadership of, funded and unfunded educational research		
<b>B2</b>	Participation in professional teaching and learning organizations and/or disciplinary teaching and learning groups and their activities		
<b>B3</b>	Contribution to internal or external teaching and learning forums		
<b>B4</b>	Invitations to teach courses/guest lecturing at International institutions		
<b>B5</b>	Editor/referee for scholarly journal in teaching and learning		
<b>B6</b>	Publications and citations relating to teaching and learning in national/international peer reviewed educational journals/ discipline based journals.		
<b>B7</b>	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
<b>Total Points for C:</b>						

*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
<b>Total Points for A:</b>			

**B. Service in relation to University**

Year commenced	Duration	Description of service activity and outcomes	Points
<b>Total Points for B:</b>			

**C. Service in relation to Discipline/Profession/other**

Year commenced	Duration	Description of service activity and outcomes	Points
<b>Total Points for C:</b>			

*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:** \_\_\_\_\_

Based on Article 146 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 and 17/11) and Article 73 of the Statute of South East European University, the University Board, at its meeting held on 07.06.2011 approved the following:

## **RULE ON SABBATICAL LEAVE FOR ACADEMIC STAFF DEVELOPMENT**

### *Article 1*

All full time academic staff having a teaching-scientific title who are employed for more than one year and staff with a collaborator or professional title who are employed for more than three years are entitled to apply for both short and long sabbatical leave.

### *Article 2*

Short sabbatical leave can be used by academic staff for academic professional development such as scientific research, specialization, third cycle studies, or post-doctoral studies and can last up to one year.

### *Article 3*

In the case of short sabbatical leave, the University shall pay the academic staff member 50% of base salary plus benefits for the agreed duration unless the leave is paid as part of a project or external funds.

The number of academic staff, across academic units, who may benefit from this provision in one academic year, is planned in accordance with budgetary limitations.

### *Article 4*

Academic staff can also apply for long sabbatical leave for academic professional development such as scientific research, specialization, third cycle studies, or post-doctoral studies. This can last up to three years and up to four years for PhD studies only in the United States of America.

### *Article 5*

In the case of long sabbatical leave, the academic member of staff does not receive monthly compensation or payment of benefits.

The University guarantees the reinstatement of the employment relation after the long sabbatical leave has ended, though this may not be with the same specific duties.

The number of academic staff across academic units benefitting from this provision is not limited but consideration is given to the effective function of the Faculty/Institute/Centre.

### *Article 6*

After short or long sabbatical leave, the academic staff member is obliged to work full-time at the University for at least the duration time of the sabbatical leave after his/her return.

If a member of staff chooses to leave University employment before the end of this period, the

University will recoup costs.

*Article 7*

Academic staff may use their right for short sabbatical leave only once in five years.

Academic staff may use their right for long sabbatical leave only once in ten years.

Exceptions to paragraphs one and two of this article are cases of academic staff who attend academic professional development such as scientific research, specialization, third cycle studies, or post-doctoral studies at one of the top 100 Universities according to the ranking of Universities from Jiao Tong University or US News and Report or Times Higher Education Supplement –World University Rankings.

*Article 8*

The preliminary selection from the requests submitted by academic staff in a Faculty is made by the Dean/Director of the respective academic unit in accordance with Faculty plans and needs.

Based on the proposal of the Dean/Director of the respective academic unit, the final decision is made by the Rector's Council.

*Article 9*

This Rule comes into force from 01.09.2011.

Based on Articles 70 to 93 of the Law on Labor Relations (Official Gazette of R. of Macedonia, number 158/10), Article 155 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 and 17/11) and Article 14 and Article 80 of the Statute of South East European University, the University Board, at its meeting held on 07.06 2011 approved the following:

## **DISCIPLINARY RULE**

### **Purpose**

#### *Article 1*

This Rule regulates disciplinary action for the University staff. It deals with employment related action(s) or behavior which are unacceptable and which have a real or potentially adverse effect.

The Rule includes both informal and formal stages including the function of the Disciplinary Commission.

### **Identification**

#### *Article 2*

Disciplinary action or behavior may be dealt with as a performance management issue or may be identified as minor or major.

The Head of Unit judges the nature of the noticed, reported or repeated offence and determines if it falls within the category of performance management, minor disciplinary offence or major disciplinary offence. The Head may seek advice from the HR Office.

### **Definitions**

#### *Article 3*

Actions or behavior which may be regulated through active performance management, the first time they occur, include but are not limited to:

- Inappropriate emails;

- Negative reactions to instructions or dealing with routine problems;
- Unwillingness to accept or complete routine tasks in a reasonable time;
- Time wasting;
- Small acts of deliberate non-cooperation;

Minor disciplinary offences include but are not limited to:

- the examples above on a recurring basis;
- repeatedly coming to work late;
- short, unauthorized absence from work;
- misconduct likely to cause inefficiency or create problems with the work or colleagues;
- encouraging others in non-compliance.

Major disciplinary offences include but are not limited to:

- refusal or failure to perform any of the tasks defined in the employment or deed contract;
- stealing, cheating, falsification of information or documentation;
- plagiarism or failure to discover and report plagiarism in other's work;
- unauthorized absence from work for 3 consecutive days or 5 calendar days during the year, or reported persistent unjustified absence from work;
- discrimination, direct or indirect abuse of any other person at the University, based on age, gender, ethnicity, nationality, language, disability, socio-economic background, family circumstances, marital status, religious belief, philosophical or political affiliation, or sexual orientation;
- harassment of any kind, abusing another person's dignity which is undesirable and insulting and arouses animosity, or threatening and frightening any person in the workplace;
- aggressive behavior, intimidation or rudeness in the workplace, and other similar violent behavior anticipated by Law and other University acts;
- conducting oneself badly in and out of the workplace that can discredit the reputation and credibility of the University;
- damaging assets deliberately and/or unauthorized use of University assets and property;
- breach of confidentiality;
- giving false declaration for personal interest or in order to cause conflict;

- failure to report conflict of interest;
- serious incapacity during working hours caused by alcohol or drugs.

## **Competencies**

### *Article 4*

The Head of Unit and other designated managers are responsible for performance management and minor disciplinary issues within the department.

The University Disciplinary Commission, established by the Rector, investigates and makes decisions or proposals about cases pertaining to alleged major disciplinary offences.

The Commission is composed of three permanent members: the Secretary-General (ex-officio), one member from the Rector's Executive Team, and one other member from the academic staff. In addition, the relevant Head appoints two ad-hoc members from the department of the alleged offender.

The mandate of permanent members of the Disciplinary Commission is one year. The maximum length is four years.

All members must declare in writing that they have no conflict of interest. In cases of conflict of interest, the member of the Commission is substituted with another temporary member.

The Legal Services Office provides support to the Disciplinary Commission as follows:

- advice and instructions to members of the Commission;
- gathering documented evidence;
- preparation of sessions' schedule;
- notification of persons needed to be present (place, date and time of the sessions);
- keeping minutes and files for the disciplinary sessions and attaching them to the staff record;
- informing all relevant people about decisions;
- other issues necessary for implementing the procedure.

## **Performance management**

### *Article 5*

Heads and other designated managers actively manage performance and deal with lesser issues as they arise on an informal and verbal basis. Such informal approaches may be recorded and reported and considered during other stages of the rule. They may also be discussed and resolved with other processes such as the new staff Probation, the annual Staff Evaluation Procedure and Staff Development.

## **Minor disciplinary offences**

### *Article 6*

Minor offences are dealt with within the specific unit.

In such cases, the Head investigates the matter and collates statements from all relevant people. Based on the evidence, the Head decides what measures are appropriate in accordance with the provisions of this Rule.

This decision is communicated to the alleged offender and to other relevant people including the Human Resource Office.

The Head keeps these records and sends a copy of the decision and sanction if relevant to the HR Office who files this in the individual's dossier.

### *Article 7*

The measures decided by the Head regarding the proved disciplinary offence against the offender may be applied consecutively, as follows:

- a written warning;
- a second written warning and 10% salary reduction for the next month.

Failure to use the electronic learning management system "Libri" for every course, or unjustified failure to submit grades on the university grading system, results in an automatic salary reduction of 10% for the next month.

If the minor offence is repeated for the third time, it is automatically categorized as a major offence.

## **Major disciplinary offence**

### *Article 8*

Major offences are dealt with by the Disciplinary Commission.

In cases involving serious accusations of misconduct, the Rector/ Secretary General has the right to instruct the alleged offender to stay off all university premises for the duration of the investigation, until invited to the Commission meeting.

In cases when the alleged offence is of major character, the Head reports the case in writing to the Administrator of the University Disciplinary Commission (Legal Services Office).

The Administrator informs the Chair of the Commission who analyzes the case and decides whether to start the procedure or refer the case back to the original reporter for resolution within the department. The Chair of the Commission may seek advice from the HR and/or Legal Services Offices.

If the procedure is initiated, the Legal Services Office organizes, in consultation with the Chair the initial meeting of the Disciplinary committee. This is normally within 7 working days. The administrator takes the following actions in preparation for the meeting:

- Requests written statements from the alleged offender and other witnesses;
- Requests that the Head of the alleged offender's department appoint two ad-hoc members to the Commission;
- Collates and provides all relevant documentation.

## **Disciplinary Commission**

### *Article 9*

The meetings are chaired by the Chair of the Commission. In case the Chair is absent, the Commission appoints an ad-hoc Chair of the Commission.

In the initial meeting, the Chair reports the case to the Commission and the administrator presents the supporting documentation.

Based on the support documentation and the presentation of the case, the Commission decides what additional documentation is needed and instructs the administrator to:

- ask for and collate supplementary evidence as requested;
- schedule the main meeting of the Commission within five working days;
- invite in writing the alleged offender and the witnesses to come to the main meeting and testify in person in front of the Commission (the meeting should be scheduled during the working hours of the alleged offender);

#### *Article 10*

The Commission at the main meeting analysis the facts, witness statements and written documentation.

If one or more parties do(es) not attend the meeting with a reason (eg. health), the Commission meets anyway to conduct the interview with any of the present parties and decides to organize an additional meeting for the absent party to testify and/or give a written statement.

Any absence of one or more parties not reported in writing and in advance of the meeting is not excused and the Commission's work will continue without them.

After the facts have been discussed, the Commission makes their conclusions and proposals based on this Rule.

#### *Article 11*

The Measures for major disciplinary offences which can be decided or proposed by the Commission are:

- final written warning;
- salary cut from 10% to 15% for the next 3 months;
- demotion to a lower post for up to three years;
- termination of the employment/deed contract;

Evidenced, unauthorized absence from teaching or consultation hours within the designated schedule will result in an automatic 15% salary reduction.

The disciplinary measures in paragraph one of this article are in order of weight and should be applied in accordance with the weight of the offence.

At the end of the disciplinary procedure, the Commission gives their decision, with any sanction in writing to the Rector.

The Rector enforces the proposal of the Commission. The decision brought by the Rector is communicated to the alleged offender and to other relevant people by the Human Resource Office.

In case the Rector disagrees with the proposals and measure, s/he gives his/her reasons in writing to the Commission. They re-convene to consider this and submit their final proposal which could be the same or different. The Rector brings a final decision based on the final proposal from the Commission or if there is still disagreement, the Commission is automatically dissolved and the procedure starts again.

### **Appealing a decision**

#### *Article 12*

The Decision of the Rector can be appealed within 15 days.

The appeal is addressed to the Executive Committee of the University Board and submitted to the Archive of the University.

The Executive Committee members should not have been involved in any other part of the current disciplinary issue and must declare in writing that they have no conflict of interest.

At their next meeting, the Committee reviews the whole documentation of the disciplinary case. After this review, a final Decision is made with a simple majority of the membership.

The Committee informs the Rector and the HR Office, and the appealing party through its Secretary.

This decision is final.

### **Concluding Provisions**

#### *Article 13*

This Rule comes into force from 01.09.2011.

Based on Article 116 and Article 123 of the Law on Labour Relations (Official Gazette of R. of Macedonia, number 158/10) and Article 14, paragraph 1 of the Statute of South East European University, the University Board, at its meeting held on 07.06.2011, approved the following:

## **RULE ON WORKING TIME AND ALLOCATION OF WORKING TIME**

### *Article 1*

The purpose of this Rule is to ensure that staff:

- are accountable and make efficient, productive use of their working time;
- work effectively and flexibly according to the needs of the position, students, department, University and stakeholders;
- are managed fairly and consistently, especially in the application of sanctions;
- are able to demonstrate their punctuality, attendance and effective use of time as part of other performance processes such as Staff Evaluation, promotion and sabbatical leave and that this aspect of work is given due but not excessive weight.

### *Article 2*

The University's hours of operation are Monday to Saturday, 8am until 8pm. All full-time staff must work 40 hours per week to fulfil their contractual and professional responsibilities, and are expected to be productive during this time. All full-time employees have the right to take a lunch break of half an hour, normally from 12.00 until 12.30 although this may vary according to the needs of the position or unit. Attendance and working time is monitored by managers and by internal audit authorized by the Rector.

### *Article 3*

Academic staff are required to register their attendance electronically at the start and end of every taught class.

For non-teaching periods at the University, the attendance of academic staff is evidenced with the electronic system located at the entrance of each Faculty/administrative building, at the beginning, breaks and end of day over a minimum of three days per week, which should include consultation hours.

In addition to teaching, academic staff have a significant number of obligations which require their presence on campus, such as student consultation/mentoring/support, assessment, Faculty/Centre meetings, curriculum development activities, staff development and training activities and academic administration. This amounts to about 32 out of the 40 hours when staff should be on campus, distributed over no less than 4 days. Teaching hours are spread across the week sensibly. Student consultations should be 4 hours spread out over at least two days per week over the whole year and must be scheduled and implemented/evidenced with the same commitment as teaching.

In agreement with the Dean/Director and in accordance with the needs of the individual position and Faculty/Centre, academic staff could then work off-campus for the remaining time. This could be for activities such as marking or research which have clear outcomes. It is also a flexible use of time if staff have to work during evenings and Saturdays.

Two or more teaching hours in SEEU Skopje Centre are calculated as one working day.

Participation in external activities such as scientific conferences or representing the University in different forums, authorized in advance by the Rector/Dean/Director, are calculated as presence at work for the duration of the event.

#### *Article 4*

Administrative staff are required to register their attendance electronically at the start, lunch time, and end of every working day. They have a normal working time of 08.00 – 16.00 but within the overall framework of 08.00 – 20.00, this may vary according to the needs of the position or department. Some specific services may have other working schedules as agreed within the organization of the department and specified in Job Descriptions.

There is the possibility of a more flexible start and finish time, agreed between the employee and manager. The flexibility can be within 08.00 to 09.00 in the morning and 16.00 to 17.00 in the afternoon, not less than 8 hours per day.

Lunch time is 30 minutes, normally from 12pm, with some flexibility. Staff can take 20 minutes during the day for short breaks.

Administrative staff are obliged to fulfil the minimum monthly working hours of 176; the supervisor may allow absence up to 8 hours per month.

All administrative staff are obliged to participate in regular meetings, training and other relevant forums, organized by the University.

Participation in external activities such as work-related conferences or representing the University in different forums, authorized in advance by the Secretary General/Director/Head, are calculated as presence at work for the duration of the event.

#### *Article 5*

Electronic records are monitored by “managers” on a monthly basis. They analyse the data, check with staff on the reasons for any unauthorized absence or related issue, and make a report to the Human Resource Office by the 15<sup>th</sup> of the month for the previous month’s attendance. The Human Resource Office then takes action using the manager’s evidence in accordance with the Rule. Managers also check their faculty/centre/departmental records on a monthly basis and follow up on any issues with staff.

#### *Article 6*

In cases where the Rule is not respected, the following sanctions apply sequentially:

- Written warning, kept in individual staff dossier;
- For absence or lack of punctuality which is unexplained, 15% financial penalty from monthly base salary;
- For persistent, unjustified absence from work during the same academic year, the case is forwarded to the University Disciplinary Commission.

An employee who is absent without notifying their manager and without justification for more than 3 consecutive working days or 5 days in total during one year may have their employment terminated in accordance with the Law on Work Relations.

#### *Article 7*

This Rule comes into force from 01.09.2011.

Based on Article 5, paragraph 1 and Article 23, paragraph 2 and 3 of the Law on Personal Data Protection (Official Gazette of R. of Macedonia, number 07/05, 103/08 and 124/10), Article 27, paragraph 1 of the Law on Electronic Communications (Official Gazette number 13/05, 98/08, and 83/10) and Article 14, paragraph 1, item 8.3 of the Statute of South East European University, the University Board, at its meeting held on 07.06.2011 approved the following:

## **RULE ON COMPUTER AND NETWORK USE**

### *Article 1*

When members of the University are granted access to a shared computer system or computer network, they become part of a community of users. This Rule applies to all users of University computers and network resources. Additional policies may also apply to specific systems.

### **Computer and Network Use**

#### *Article 2*

User accounts and network connections (be it via the Computer Centre or a University office) are for individual, work related use. A computer account is to be used only by the person to whom it has been issued. All members are responsible for all actions originating through their accounts or network connections. They must not impersonate others or misrepresent or conceal their identity in electronic messages and actions.

#### *Article 3*

While the University's network administration desires to provide a reasonable level of privacy, users should be aware that the data they create on the systems remains the property of the University.

#### *Article 4*

Unless information is specifically made public or accessible to a member, that member should assume that anything on the network is confidential. Just because members may have the ability, through a loophole, someone's carelessness, etc., to access files, directories, or information that does not belong to them, they do not have the right to do so. Any attempt to circumvent computer, network or file security or to take advantage of security lapses is prohibited.

#### *Article 5*

E-mail communication is an official communication within the University. Everyone is obliged to read and check their e-mail regularly.

Postings by employees from a University email address to external media should contain a disclaimer stating that the opinions expressed are strictly their own and not necessarily those of the University.

Users must use extreme caution when opening e-mail attachments received from unknown senders, which may contain viruses, e-mail bombs, or Trojan horse code.

#### *Article 6*

Disruptive and/or invasive actions using computer systems and networks are strictly prohibited. Examples of this include, but are not limited to, viruses, threatening or harassing messages, "spamming", packet sniffing, self-perpetuating programs, excessive volume of file transfers, network traffic or printing, and other programs, files, hardware, software, or actions that deliberately or unintentionally degrade or disrupt system or network performance, compromise or circumvent system or network security, or interfere with the work of others. Due to its adverse impact on the University's systems and networks, the sending of chain letters and similar "pass-along" e-mail messages is explicitly prohibited.

Security breaches include, but are not limited to, accessing data of which the user is not an intended recipient or logging into a server or account that the employee is not expressly authorized to access.

Port scanning or security scanning is expressly prohibited without authorization from the Director of IT.

Executing any form of network monitoring which will intercept data not intended for the user's host is expressly prohibited, unless this activity is a part of their normal job/duty or if it is used for academic purposes under controlled conditions and with approval of the Director of the IT Department.

Interfering with or denying service to anyone (for example, making a denial-of-service attack) is expressly prohibited, unless this is for academic purposes under controlled conditions and with the approval of the Director of the IT Department.

Using any program/script/command, or sending messages of any kind, with the intention of interfering with, or disabling a user's session, via any means, locally or via the internet is expressly prohibited, unless this is for academic purposes under controlled conditions and with the approval of the Director of the IT Department.

#### *Article 7*

Respect for intellectual labour and creativity is vital to academic discourse and enterprise. This principle applies to works of all authors and publishers in all media. It encompasses respect for the right to acknowledgement, right to privacy, and right to determine the form, manner and terms of publication and distribution. Because electronic information is easily erased or reproduced, respect for the work and personal expression of others is especially critical in computer environments. The burden of proof of ownership or obtaining permission from the copyright owner is upon the account holder. Upon receiving proper notification, as defined by law, of a

potential infringing activity, the IT Department will where possible remove or block access to the material in question. Verified reports of repeated copyright infringements will lead to termination of computer/network services and/or other University/legal actions.

#### *Article 8*

The University is obliged to have its computer systems and networks available at all times. However, availability may be affected as part of regular maintenance and other planned and unforeseen activities; or actions taken by providers beyond the control of the University where systems and networks may be unavailable at any particular time. The University reserves the right to restrict or terminate access to its computer and network resources as necessary. The University computer systems and networks are for non-commercial individual use, related to the educational mission of the University, by its faculty, staff and students, and for approved University business activities. The academic staff will be allowed access to lab equipment (servers, computers etc) using remote connections or other methods such as VPN.

The University provides wireless network connection on its campuses, and the IT Department is responsible for promoting the ease of access to this network to clients with user accounts (students, faculty and staff) and others (not affiliated to the university) with guest accounts.

The University provides wired Internet connection in the dormitories. This type of service is for connecting computers for individual use, and cannot be used for installation of rogue devices like access points, routers that may violate the security and privacy of other users.

The IT department will routinely monitor the quality of the Internet connection in the dormitories, and respond to reported problems in a timely manner (within 24hrs of receipt of the report).

For security and network maintenance purposes, authorized individuals within University may monitor equipment, systems and network traffic at any time.

The University reserves the right to audit networks and systems on a periodic basis to ensure compliance with this policy.

Authorized users are responsible for the security of their passwords and accounts. System level passwords should be changed quarterly and user level passwords every six months.

#### *Article 9*

All users are required to familiarize themselves with the provisions of the relevant Laws of the Republic of Macedonia relating to the use of computers, telecommunications, intellectual property rights, data protection and other relevant issues. These Laws must be respected by all users. Ignorance of such Laws will not be accepted as an excuse for any illegal activity. All users must also abide by all University rules and policies.

#### *Article 10*

The University will take reasonable steps to ensure that user files and e-mail messages remain private, and does not routinely monitor the contents of user files or messages. However, given the

nature of computers and electronic communications, the University cannot guarantee the absolute privacy of user files and information. Users must take reasonable precautions and understand that there is a risk that in some circumstances others can, either intentionally or unintentionally, gain access to files and messages. Where it appears that the integrity, security or functionality of the University's computer or network resources are at risk, or in instances of abuse of University policies, codes, or the Laws and regulations of the Republic of Macedonia, the University reserves the right to take whatever actions it deems necessary such as monitoring activity to investigate and resolve the situation.

#### *Article 11*

The University may impose restrictions on the use of its computer and network systems and/or take additional actions in response to verified complaints of violations of this Rule or other University policies, or codes, or the Laws or Regulations of the Republic of Macedonia.

#### **Content**

#### *Article 12*

The University reserves the right to remove any material from the system with prior notification. Information sponsors and providers are responsible for ensuring that their information complies with the following standards:

- Any information placed on the University's intranet or web-page must be suitable for distribution to both the campus community and, potentially, the rest of the world.
- Some examples of suitable material are: calendars or announcements of upcoming events; descriptions of services offered; course descriptions and schedules;
- Some examples of material that would be considered inappropriate are: commercial advertisements, endorsements or logos except when used to recognize sponsorship, further the academic mission of the University, or promote a University business service offering; material that is illegal; confidential information
- Material should be checked for accuracy and updated regularly;
- Copyrighted material may only be posted with the permission of the copyright holder.
- The format of material must conform to the University standard page layout and design.
- Every document must contain the following information:
  - The provider's name, organization, and e-mail address
  - The author of the document (if different from the provider)
  - The document's last revision date
  - Any known problems with the information

**Reporting Violations***Article 13*

If a user believes that a violation of this Rule has occurred, that user should notify the Director of the IT Department in writing.

**Concluding Provisions***Article 14*

This Rule comes into force from 01.09.2011

Based on Article 27, paragraph 1 of the Law on Electronic Communications (Official Gazette of the Republic of Macedonia, number 13/05, 98/08, and 83/10) and Article 14, paragraph 1, item 8.3 of the Statute of the South-East European University, University Board, at its meeting held on 07.06.2011 approved the following:

## **RULE ON USAGE OF TELEPHONE NETWORK**

### *Article 1*

All persons employed at the University have the right to use the telephone network for work related use to order to accomplish tasks, obligations and official responsibilities.

### *Article 2*

To ensure a cost-effective service, the Secretary General regulates policies limiting access to the network by individuals and by types of call (local, national, mobile, international).

### *Article 3*

Telephone usage is monitored on a monthly basis by the IT Director and reports are submitted to the Secretary General.

### *Article 4*

Usage of the telephone network which is outside this Rule such as for private purposes, without authorization, use in excess of set limits is reported to the Human Resource Office who may issue a warning followed by the levy of a fine according to the cost of the call(s) and/or take disciplinary action.

### *Article 5*

This Rule comes into force from 01.09.2011.

Based on Article 3, paragraphs 1 and 2, Article 3a of the Law on Safety on Traffic Road (Official Gazette of R. of Macedonia, number 54/07, 86/08, 64/09 and 161/09) and Article 14, paragraph 1, item 8.3 of the Statute of South East European University, the University Board, at its meeting held on 07.06.2011 approved the following:

## **RULE FOR TRAFFIC CONTROL**

### *Article 1*

The speed limit on campus is 20 km/h.

### *Article 2*

There are designated parking spaces for University staff, students and visitors and vehicles must be correctly parked in these places.

Students must park only in designated student parking spaces.

### *Article 3*

It is not permitted to drive vehicles in the designated pedestrian areas unless permitted by the security service for disability access, delivery or emergency.

Deliveries for the restaurants and other commercial units shall be done only between 17.00 and 08.00.

### *Article 4*

The Security Service is charged with implementing and enforcing this traffic Rule.

### *Article 5*

Contravention of this Rule is recorded by the Security Operators who may issue warnings. Repeated contraventions are reported to the Human Resource Office who will levy the specified fine and/or take disciplinary action.

### *Article 6*

This Rule comes into force from 01.09.2011.

Based on Article 28, paragraph 1 of the Law on Environment (Official Gazette of the R. of Macedonia, number 53/05, 24/07, 48/10 and 124/10) and Article 14, paragraph 1, item 4 of the Statute of South East European University, the University Board, at its meeting held on 07.06.2011 approved the following:

## **RULE FOR PROTECTION OF THE UNIVERSITY ENVIRONMENT**

### *Article 1*

The University is committed to being environmentally friendly, developing sustainable use of energy and promoting awareness of environmental issues. Therefore, staff, students and visitors are expected to contribute to this commitment by reducing the use of energy to a minimum and by respecting the campus environment.

### *Article 2*

It is forbidden to litter anywhere on the University campus or any premises. All staff, students and visitors must use the bins and other receptacles provided for this purpose.

Paper, plastic and cans must be placed in the designated containers for recycling.

### *Article 3*

It is forbidden to walk on the grass or to damage the trees and plants.

### *Article 4*

It is forbidden to spit anywhere on the University premises.

### *Article 5*

It is forbidden to damage any building (either inside or outside) or any property of the University.

### *Article 6*

The University Security and Maintenance Service will monitor compliance with this Rule.

### *Article 7*

Contravention of this Rule is recorded by the Security and Maintenance operators who may issue warnings. Repeated contraventions are reported to the Human Resource Office who will levy a fine related to the damage done and/or take disciplinary action.

### *Article 8*

This Rule comes into force from 01.09.2011

Based on Article 2 of the Law on Protection from Smoking (Official Gazette of R. of Macedonia, number 36/95, 103/08 and 140/08) and Article 14, paragraph 1, item 8.3 of the Statute of South East European University, the University Board, at its meeting held on 07.06.2011 approved the following:

## **RULE ON NON-SMOKING, NON-ALCOHOL AND DRUG FREE ENVIRONMENT**

### *Article 1*

Alcohol is not permitted on University premises at any time, except for special events organized by the Rector's Office, on the authorization of the Secretary-General.

The University prohibits the sale, distribution, possession or use of narcotic and other illegal substances on its property or as part of any of its activities.

Staff and students, who sell, distribute, consume or are under the influence of alcoholic beverages or narcotic substances are dealt with in accordance with the Disciplinary Rule. Visitors are expected to conform to this environment.

Smoking is not permitted in any University building at any time. Contravention of this non-smoking provision is recorded by the Security operators and reported to the Human Resource Office who will take disciplinary action and/or forward names to the state authorities. Smoking is only permitted in designated Smoking Zones located outside of each building where there is no safety risk.

### *Article 2*

University Security will enforce this rule.

### *Article 3*

This Rule comes into force from 01.09.2011

Based on Article 14, paragraph 1, item 8.3 of the Statute of South East European University, the University Board, at its meeting held on 07.06.2011 approved the following:

## **RULE ON WORK AND STUDY**

### *Article 1*

This Rule determines benefits that students gain from the Work-study programme in line with the financial policies of the University.

The University allocates a budget for this programme each academic year which may vary according to budgetary constraints.

### *Article 2*

As part of a financial aid package, the University offers students employment in the form of work-study with the following conditions:

- No student may earn more than the cost of tuition for one year;
- Students engaged in this programme are allowed to work up to 15 hours per week;
- Selection of the students is made on financial need and relevant skills for the position;
- Any conflict of interest must be declared in advance and may affect the placement.

### *Article 3*

All full-time students are eligible for the Work-study programme.

### *Article 4*

Students may not work continuously for two years in the Work-study programme. However, a student may be retained for the following year only if they have demonstrated high performance and a concourse has not produced any suitable replacement. The conditions in Article 2 still apply.

### *Article 5*

Students who receive a scholarship or financial support from another fund are not allowed to apply for the Work-study programme in the same academic year.

### *Article 6*

Students wishing to take advantage of this opportunity must apply to the Financial Aid Office. The Office, in turn, is responsible for posting job vacancies as well as processing and screening the applications.

Once the applications are processed and screened, students undergo an interview and testing process carried out by representatives of the departments where they have applied.

The division, department, or office seeking to fill a position makes the final decision.

A student who is not accepted may appeal in writing to the Director of Student Services who can request a review of the decision.

*Article*

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Departments' representatives keep evidence of the hours of work of the work-study students and provide a monthly report concerning hours worked to the Financial Aid Office. They also provide a report on the students' performance after six month and a final report/reference at the end.

*Article*

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After completion of the engagement in the Work-study programme, the Financial Aid Office provides the engaged students with detailed information about the amount earned as a result of the completed work.

*Article*

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This Rule comes into force from 01.09.2011.