



UNIVERSITETI I EJL
ЈНЕ УНИВЕРЗИТЕТ
SEE UNIVERSITY

H A N D B O O K

OF LEGAL PROVISIONS FOR GOVERNANCE AND STUDY REGIME

June 2005

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Section IV

STATUTES

IV-1 STATUTE OF THE SEE UNIVERSITY AT TETOVO FOUNDATION

Deed of the SEE University Foundation

Based upon the provisions of Article 33, para 3 and Article 34, para 4 and Article 2, para 1 of the Law on Citizens' Associations and Foundations of the Republic of Macedonia,

and in view and due consideration of Articles 34 ff, and 64 para 2 of the Law on Higher Education of the Republic of Macedonia (Official Gazette of the Republic of Macedonia No 64/02000) is brought the

STATUTE OF THE "SEE UNIVERSITY AT TETOVO FOUNDATION"

Part I: General Provisions

Article 1

The Foundation at Tetovo will conduct its activities in its own name and shall be domiciled at the following location, SEE University, Ilindenska bb, 1200 Tetovo, Republic of Macedonia.

Article 2

The Foundation at Tetovo shall have its own seal, containing the name of the Foundation and the insignia of the Foundation,

The Foundation may use a seal stating the name "SEE University Foundation"

The form, insignia and the manner of their usage shall be determined by the statutes of the Foundation.

Article 3

Any decision to change the name and headquarters of the Foundation is taken by the Foundation Board.

Part II: Definitions

Article 4

In this Statute and the Schedules hereto (the responsibilities of the Foundation), unless the context otherwise requires:

“the Statute” means this Statute together with the Schedule as each is for the time being in force.

“Effective Date” means the date of adoption of this Statute.

“clear days” in relation to the period of a notice means that period excluding the day when the notice is given or deemed to be given and the day for which it is given or on which it is to take effect.

“executed” includes any mode of execution.

“Secretary” means the Secretary of the Foundation, being the Secretary-General of the University or any other person appointed to perform the duties of the secretary of the Foundation, including a joint, assistant or deputy secretary.

“Secretary-General” means the Secretary-General of the University.

“University Board” means the University Board of the University and “Board” and “Member of the Board” shall be construed accordingly.

“The Faculties” mean the Faculties of the University.

“the University” means the SEE University whose principal office is situated at Ilindenska bb, 1200 Tetovo, Republic of Macedonia.

“the Rector” means the Rector of the University.

“the Director of the Foundation” means the Director of this Foundation.

“the Schedule” means the Schedule hereto.

“the Senate” means the Senate of the University.

“the Council” means the Council of the University.

“Students’ Union” means any association of the generality of Students of the University, to further the educational purposes of the University and the interests of Students as Students.

“Students” means persons registered by the University for the purposes of full-time, part time or occasional study or research in higher education as defined by law.

“Academic Staff” means such Members of Staff as the Board may recognise for the time being as Academic Staff of the University.

“Members of Staff” means all persons who are employees of the Foundation and the University.

“Rules” means Rules made by the Board or the Senate pursuant to this Statute.

Part III: Objects and Responsibilities

Article 5

The object for which the Foundation is established is the advancement of education and in pursuance thereof:

- (a) To enter into an agreement relating to the use of assets with SEE University (the University), registered according to the provisions of the Law on Higher Education on 19 November 2001, and in so doing to assist the University:
- (i) to advance learning and knowledge in all their aspects and to provide industrial, commercial, professional and scientific education and training;
 - (ii) to provide programmes of education or technical study for students at all levels and in all branches of higher education;
 - (iii) to provide opportunities and facilities for research of any kind, including the publication of results, papers, reports, treatises, theses or other material in connection with or arising out of such research;
 - (iv) to advance the development locally, nationally and internationally of the contemporary indigenous languages and cultures of the Republic of Macedonia; and
 - (v) to provide for the recreational, personal and social needs of students.
- (b) *To assist with the provision of buildings for teaching and research, residential accommodation for staff and students, libraries, canteens and all other facilities appropriate to the needs of staff and students of the University.*
- (c) *To purchase or otherwise acquire office or other premises, buildings, furniture, fixtures, fittings, equipment, vehicles and all other effects of every description necessary or convenient for use in connection with or for the purpose of all or any of the objects of the University.*
- (d) *To employ and train staff of the Foundation.*
- (e) *To formulate and implement such other proposals, strategies and plans as are appropriate to the achievement of the Foundation's objects and accordingly either directly or through the organs of the University to consult educationalists, academics, management and financial consultants, representatives of national and local government, education authorities, universities, colleges, other institutions of higher education and centres of learning and other appropriate professional and technical advisers.*
- (f) *To commission studies, research and reports and to engage, retain or employ and enter into agreements with persons, firms and other bodies whose services are necessary or desirable for all purposes intended to promote the objects of the Foundation or the University.*

- (g) *To publicise by any means the objects and activities of the Foundation and to publish and distribute any newsletter, periodical, magazine, book, pamphlet, circular, leaflet, sound or video recording, film or other publication which the Foundation may consider desirable for the promotion of its objects.*
- (h) *To hold, sponsor, arrange or organise meetings, conferences, lectures, presentations and talks in furtherance of the purposes of the Foundation.*
- (i) *To enter into any arrangement with any government or authority (supreme, municipal, local or otherwise) or any University, college or other centre of learning, corporation, company, or person either within the Republic of Macedonia or foreign that may seem conducive to the attainment of the Foundation's objects or any of them.*
- (j) *To accept, acquire, take, or receive gifts, donations, grants, contributions, legacies and bequests and to solicit and invite the provision of funds for all or any of the purposes of the Foundation and without prejudice to the foregoing to receive funds from governmental or any other sources.*
- (k) *To take any gift of property for any one or more of the objects of the Foundation.*
- (l) *To undertake and organise schemes for the raising of money, other financial support and assistance in kind, and appeals both public and private.*
- (m) *To hold, sell, convey, transfer, mortgage, exchange, lease or otherwise dispose of any real or personal property and any rights or privileges which may be necessary or convenient for the promotion of the objects of the Foundation and to construct, maintain and alter any buildings or premises necessary or convenient for the work of the Foundation.*
- (n) *To borrow or raise money for the objects of the Foundation on such terms and on such security as may be thought fit, and whether by the creation and issue of debentures or debenture stock or otherwise.*
- (o) *To advance money on loan with or without security and upon such terms as the Foundation may deem expedient.*
- (p) *To draw, make, accept, endorse, discount, execute and issue promissory notes, bills, cheques and other instruments and to operate bank accounts.*
- (q) *To invest the monies of the Foundation not immediately required for its purposes in or upon such investments, securities or property as may be thought fit, subject nevertheless to such conditions (if any) and such consents (if any) as may for the time being be imposed or required by law and subject also as hereinafter provided.*
- (r) *To establish, promote, or assist any foundations or other bodies with objects any of which are similar to the objects of the Foundation for the purpose of disposing of all or any of the Foundation's property, rights and liabilities or for the purpose of*

carrying on any activity which the Foundation is authorised to carry on or for any other purpose directly or indirectly calculated to benefit the Foundation in the furtherance of its objects.

- (s) *To promote companies whose activities may further one or more of the objects of the Foundation, or may generate income to support the activities of the Foundation, acquire and hold shares in such companies and carry out, in relation to any such company which is a subsidiary of the Foundation, all such functions as may be associated with a holding company.*
- (t) To give indemnity for, or to guarantee, support or secure whether by personal covenant or by any such mortgage, charge, or lien, or by all or any such methods, the performance of all or any of the obligations (including the repayment or payment of the principal and premium of, and interest on, any securities) undertaken on behalf of the Foundation by any company which is for the time being a wholly owned subsidiary.*
- (u) Subject to the requirements of any law, to purchase or otherwise acquire and undertake all or any of the property, assets, liabilities and engagements or any one or more of the associations, societies or bodies with which this Foundation is authorised to co-operate or federate.*
- (v) To accept payment for any property, assets or rights disposed of or dealt with or for any services rendered by the Foundation, or in discharge or satisfaction of any debt, obligation or liability to the Foundation either in cash or in shares, with or without deferred or preferred rights in respect of dividend or repayment of capital or otherwise, or in any other securities, or partly in one way and partly in another and generally on such terms as may be considered expedient.*

Article 6

The respective responsibilities of the Foundation and the University in pursuance of the objects of the Foundation are defined in the Schedule hereto and in the Statute of the University.

Part IV: Legal personality and Initial Assets

Article 7

The Foundation has legal personality with all the rights and obligations of a legal person including:

- a) the right to sue and be sued;
- b) the right to ownership of all immovable and personal property, including intellectual property rights, granted or acquired in its own name or by or on behalf of the former SEEU Foundation Switzerland and the former SEE University Foundation Tetova and which have been lawfully assigned to it by the said Foundations for the benefit of the University;

- c) the right to adopt a flag, seals and other emblems for itself;
- d) the right to restrict the use of its title and the University title solely to persons or organisations having the authorisation of its Board.

Article 8

The President or any member of the Foundation delegated by him or her shall exercise on behalf of the Foundation the full and binding authority of the Foundation in any and all legal matters relating to immovable and personal property owned or administered by the Foundation.

Article 9

The initial assets of the Foundation are €

Part V: Membership of the Foundation

Article 10

Any person who is for the time being a Member of the University Board shall be qualified to become a member of the Foundation: the Initial Members of the University Board are:

Members appointed by or on behalf of the Advisory Board of the University

Professor Dr Dr h.c. Rolf Dubs (President)
Dr Dennis Farrington

Members appointed by the University Board being staff of the University or continuing members of the former University Board

Dr. Murtezan Ismaili, ulica "161" br. 15, Tetovo, Republic of Macedonia (Vice-President)
Dr Teuta Arifi
Dr. Zamir Dika, "11 Oktomvri" bb, Skopje, Republic of Macedonia.

Members appointed by the University Board from the community

Dr. Bajram Pollozhani, Ul. "Orce Nikolov" 75 2/2, Skopje, Republic of Macedonia
Prof Dr Aleksander Ančevski
Prof Dr Ferit Muhić

Member co-opted by the University Board

Article 11

Any person may, after becoming qualified to become a member of the Foundation, signify by writing to the Secretary his or her desire to become such member and the Secretary shall thereupon enter the name and address of such person in the books of the Foundation and upon such entry that person shall become a member accordingly.

Article 12

Any member of the Foundation who shall cease to be a Member of the Board shall ipso facto cease to be a member of the Foundation and his or her name shall be removed from the register of members accordingly.

Article 13

A member may at any time withdraw from the Foundation by giving at least seven clear days' notice to the Secretary. Membership of the Foundation shall not be transferable and shall cease on death.

Article 14

The Foundation may, by special resolution, expel any person from membership of the Foundation. Any member of the Foundation who wishes to propose at any meeting a resolution for the expulsion of any person from membership shall lodge with the Secretary written notice of his or her intention to do so (identifying the member concerned and specifying the grounds for the proposed expulsion) not less than six weeks before the date of the meeting.

Article 15

The Secretary shall, on receipt of a notice under the preceding article, forthwith send a copy of the notice to the member concerned who shall be entitled to make written representations to the Secretary with regard to the notice. If representations are made the Secretary shall (unless such representations are received by the Secretary too late for it to do so)

- (a) State the fact of the representations having been made in the notice convening the meeting at which the resolution is to be proposed; and
- (b) Send a copy of the representations to every person to whom notice of the meeting is or was given.

Article 16

Whether or not a copy of written representations has been given to each of the persons entitled to receive notice of the meeting, the member of the Foundation who is concerned shall be entitled to be heard on the resolution at the meeting.

Article 17

Failure to comply with any of the provisions of Articles 14-16 shall render any resolution for the expulsion of a person from membership of the Foundation invalid.

Article 18

A person validly expelled from membership of the Foundation shall cease to be a member with effect from the time at which the relevant resolution was passed.

Part VI: Meetings of the Foundation

Article 19

All general meetings other than annual general meetings shall be called extraordinary general meetings.

Article 20

An extraordinary general meeting shall be convened by the Board on requisition by members of the Foundation or on requisition by a resigning auditor.

Article 21

Subject to the preceding article and to the requirement to hold an annual general meeting, the Board may convene general meetings whenever they think fit.

Article 22

An annual general meeting and an extraordinary general meeting convened for the passing of a special resolution or a resolution requiring special notice shall be called by at least twenty one clear days' notice; all other extraordinary general meetings shall be called by at least fourteen clear days' notice.

Article 23

A notice convening a meeting shall specify the time and place of the meeting; it shall also state the terms of any resolution which is to be proposed as a special resolution or extraordinary resolution or which constitutes a resolution requiring special notice and shall indicate the general nature of any other business to be transacted at the meeting.

Article 24

A notice convening an annual general meeting shall specify the meeting as an annual general meeting. Notice of every general meeting shall be given to all the members and to the auditors.

Article 25

The accidental omission to give notice of a meeting to, or the non receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate the proceedings at that meeting.

Article 26

No business shall be transacted at any meeting unless that quorum of members of the Foundation which constitutes a quorum of the Board as defined in Schedule 2 is present. If this quorum is not present within half an hour after the time appointed for the meeting, or if during a meeting such a quorum ceases to be present, the meeting shall stand adjourned to such time and place as may be fixed by the chair of the meeting.

Article 27

The President of the Board (or, in his or her absence, the Vice-President) shall preside as chair of the meeting; if neither the President of the Board nor the Vice-President is present within half an hour of the time appointed for holding the meeting, the members of the Foundation who are present shall elect one of their number to act as chair.

Article 28

The chair may, with the consent of the meeting at which a quorum is present (and shall if so directed by the meeting), adjourn the meeting from time to time and from place to place.

Article 29

No business shall be transacted at an adjourned meeting other than business which could properly have been transacted at the meeting which was adjourned if the adjournment had not taken place.

Article 30

Where a meeting is adjourned for thirty days or more, at least seven clear days' notice shall be given specifying the time and place of the adjourned meeting and indicating the general nature of the business to be transacted; in any other case, it shall not be necessary to give any notice of an adjourned meeting.

Article 31

A resolution put to the vote of a meeting shall be decided on a show of hands unless before, or on the declaration of the result of, the show of hands, a poll is demanded by the chair, or by two members of the Foundation present at the meeting.

Article 32

Unless a poll is demanded in accordance with the preceding article, a declaration by the chair that a resolution has been carried or carried unanimously or by a particular majority or lost or not carried by a particular majority, and an entry to that effect is made in the minutes of the meeting, shall be conclusive evidence of the fact without proof of the number or proportion of the votes recorded in favour of or against the resolution.

Article 33

The demand for a poll may, before the poll is taken, be withdrawn but only with the consent of the chair; a demand so withdrawn shall not invalidate the result of a show of hands declared before the demand was made nor the result of a show of hands declared after the demand is so withdrawn.

Article 34

If a poll is demanded, it shall be taken at once by means of a secret ballot of all the members of the Foundation who are present in person, at the meeting, conducted in such manner as the chair may direct; the result of such poll shall be declared at the meeting at which the poll was demanded.

Article 35

A resolution in writing executed by all the members of the Foundation shall be as effectual as if it had been passed at a general meeting duly convened and held; it may consist of several documents in the same form each executed by one or more members of the Foundation.

Article 36

A member of the Foundation may participate in a general meeting of the Foundation by means of a conference telephone, audio visual or similar communicating equipment (electronic or otherwise) whereby all persons participating in the meeting can hear each other. Participation in a meeting in this manner shall be deemed to constitute presence in person at the meeting.

Article 37

For the purpose of voting by secret ballot on a poll votes may be cast by members participating in the meeting by the method specified in the previous paragraph by electronic communication sent to an address specified for the purpose of receiving votes in the notice convening the meeting or as the chair may direct.

Article 38

At a general meeting, every member of the Foundation shall have one vote which must be given in person. In the case of an equality of votes, whether on a show of hands or on a poll, the chair of the meeting shall be entitled to a casting vote.

Article 39

No objection may be raised as to the validity of any vote except at the meeting at which the vote objected to is tendered, and every vote not disallowed at the meeting shall be valid; any such objection shall be referred to the chair of the meeting whose decision shall be final and conclusive.

Article 40

The Board shall ensure that minutes are made (in books kept for the purpose) of all proceedings at general meetings, meetings of the Board and meetings of committees of the Board; a minute of a meeting of the Board or of a committee of the Board shall include the names of the Members present or participating by video conference or telephone conference call.

Part VII: The Seal

Article 41

The seal of the Foundation shall only be used by the authority of the Board or of a committee of the Board authorised by the Board.

Article 42

Every document to which the seal is affixed shall be signed by any one Member or the Secretary.

Part VIII: Accounts

Article 43

No member of the Foundation shall (as such) have any right of inspecting any accounting records or other book or document of the Foundation except as conferred by law or as authorised by the Board or by ordinary resolution of the Foundation.

Article 44

The respective financial responsibilities of the Foundation and the University shall be in accordance with Schedule 1 hereto.

Part IX: Management of the Foundation

Article 45

The Director of the Foundation shall be the Rector of the University for the time being.

Article 46

The management and accounting services for the Foundation shall be provided by the expert service of the University.

Part X: Notices

Article 47

All notices to be given in pursuance of this Statute shall be in writing.

Article 48

The Foundation may give any notice under this Statute to a member of the Foundation either personally or by sending it by post in a pre-paid envelope addressed to the member at his or her registered address or by leaving it at that address or by sending it by electronic mail to an address specified to the Secretary by the member concerned.

Article 49

A member of the Foundation may give any notice under this Statute to the Foundation by sending it by post in a pre-paid envelope addressed to the Foundation at the address of its registered office or by leaving it at that address or by sending it by electronic mail to an address specified by the Secretary.

Article 50

Any notice, if sent by post, shall be deemed to have been given at the expiry of forty eight hours after posting (seven days in the case of Members resident outside the Republic of Macedonia); for the purpose of proving that any notice was given, it shall be sufficient to prove that the envelope containing the notice was properly addressed and posted.

Article 51

Any notice sent by electronic mail shall be deemed to have been given at the expiry of twenty four hours after sending; for the purpose of proving that any notice was given, it shall be sufficient to produce the archive log of the server from which or to which the notice was sent.

Article 52

A member present at any meeting of the Foundation shall be deemed to have received notice of the meeting and, where requisite, of the purposes for which it was called.

Part XI: Indemnity

Article 53

Subject to the provisions of law but without prejudice to any indemnity to which a Member may otherwise be entitled, every Member, the Director, the Secretary or other officer or auditor of the Foundation shall be indemnified out of the assets of the Foundation against any loss or liability which he or she may sustain or incur in connection with the execution of the duties of his or her office including, without prejudice to that generality, any liability incurred by him or her in defending any proceedings, whether civil or criminal, in which judgement is given in his or her favour or in which he or she is acquitted or for which relief is granted to him or her by the court from liability for negligence, default, breach of duty or breach of trust in relation to the affairs of the Foundation.

Part XII: Provision of copies of Statute and Rules

Article 54

A copy of this Statute and all Rules made pursuant hereto shall be given to every member of the Board and shall be available for inspection upon request by every member of staff and every student.

Part XIII: Amendment or replacement of this Statute

Article 55

This Statute may be amended or replaced by resolutions of the Foundation and, where appropriate either with the approval of or as required by the court.

Schedule

Matters which are the responsibility of the Foundation

Article 1

The Foundation has the following responsibilities in relation to the University:

- 1) exercising all rights and obligations relating to all immoveable, personal or virtual assets acquired, donated or otherwise obtained for the benefit of the University by the former SEE University Foundation Switzerland, the former SEE University at Tetova Foundation and the Foundation;
- 2) putting in place measures to ensure the effective and efficient use of resources, the solvency of the Foundation and the safeguarding of its assets.

Article 2

The Foundation shall be a not-for-profit entity. It may derive its funding from among the following sources:

- (i) grants in aid from the state budget of the Republic of Macedonia, from local authorities and other legal entities within the Republic;
- (ii) donations and endowments from individuals, associations or foundations within and outside the Republic of Macedonia;
- (iii) any other source permitted by the laws of the Republic of Macedonia.

Article 3

The Board shall determine the banking arrangements for the Foundation.

Article 4

The Board may appoint independent auditors to conduct an audit annually on the proper use of resources and avoidance of fraud and to issue a certificate thereon. The auditors shall also report, as and when requested by the Board or the Foundation, on the

adequacy of financial control measures in the Foundation, the cost-effective use of resources or value for money issues.

Article 5

The auditors appointed under the preceding Article shall not have any direct personal or professional relationship with any member of the Board or Senate of the University.

Article 6

The President of the Board, Director, the Secretary-General and the auditors shall have unrestricted rights of access to all official records and documents of the Foundation and of all its staff.

Article 7

The financial responsibilities of the University shall be defined in the Statute of the University.

IV-2 STATUTE OF THE SEE UNIVERSITY

*Pursuant to the Law on Higher Education of the Republic of Macedonia (“Official Gazette of the Republic of Macedonia” No 64/2000) (‘the Law on Higher Education’):
By Resolution of 16 December 2004 acting as the Founder of the University, pursuant to Article 8 of the Law on Higher Education and to the Statute of the SEE University Foundation, the SEEU Foundation adopts the bylaw in the Schedule hereto which shall bear the name ‘Statute of the SEE University.’*

This bylaw shall replace the bylaw adopted by the Founder on 22 September 2002.

Signed at Tetovo, 16 December 2004

Rolf Dubs

President of the SEEU Foundation

President of the University Board

SEE UNIVERSITY

Schedule to the Act on Approval of the Statute dated 16 December 2004

Statute of the SEE University

Part I: General Dispositions

Article 1

- 1.1 The name of the University in the English language shall be ‘South East European University’ which may be abbreviated to SEE University’
- 1.2 The name of the University in the Albanian language shall be ‘Universiteti i Evropës Juglindore’ abbreviated to ‘Universiteti i EJL’
- 1.3 The name of the University in the Macedonian language shall be ‘Универзитет на Југоситочна Европа’ abbreviated to ‘ЈИЕ универзитет.’
- 1.4 The ceremonial name of the University in the Latin language shall be ‘Universitas Europae Orientalis Meridionalis.’
- 1.5 The University is located at Пинденска б.б., 1200 Тетово, Republic of Macedonia; Пинденска р.н., 1200 Тетовѐ, Republika e Maqedonisë, Илинденска бб,1200 Тетово, Република Македонија.

Article 2

The SEE University (‘the University’) will

- (i) pursue excellence in teaching and research;
- (ii) be open to all on the basis of equity and merit regardless of ethnicity;
- (iii) actively seek co-operation with other universities, both in the Republic of Macedonia and in South East Europe as a whole

and will have as its main aims:

- (i) to contribute to the solution of the problem of Albanian language higher education;
- (ii) to promote inter-ethnic understanding;
- (iii) to ensure a multilingual and multicultural approach to teaching and research; and
- (iv) to develop its teaching programme in a broad international and European perspective.

Article 3

3.1 The University enjoys institutional autonomy within the Law on Higher Education (“Official Gazette of the Republic of Macedonia,” No.64/2000, hereinafter referred to as the Law on Higher Education), free from any political or other external interference or influence on its activities.

3.2 Staff and students of the University enjoy:

- (i) freedom of association and expression within the structures provided by this Statute and policies promulgated by the University;

- (ii) the right not to be discriminated against, directly or indirectly on any actual or presumed ground such as sex, race, sexual orientation, marital status, colour, language, religion, political or other opinion, national, ethnic or social origin, association with a national community, property, birth or other status.

Article 4

4.1 The University has legal personality with all the rights and obligations of a legal person including:

- (a) the right to sue and be sued;
- (b) the right to ownership of all immovable and personal property, including intellectual property rights, granted or acquired in its own name;
- (c) the right to adopt a flag, seals and other emblems;
- (d) the right to restrict the use of the University title solely to persons or organisations having the authorisation of its Board.

4.2 The University is registered within the provisions of the Law on Higher Education on 19 November 2001.

4.3 The University may enter into an Agreement with the SEEU Foundation relating to use of assets owned by the Foundation.

4.4 No Faculty, Higher School or other unit forming part of the University shall have legal personality in any form whatsoever and may not own or dispose of any immovable or personal property or intellectual property rights. Faculties, Higher Schools and other units shall only have authority as provided in this Statute.

Article 5

The University shall be autonomous within the law in its academic work in teaching, research and public communication. It shall have the power subject to the provisions of this Statute:

- 1) to plan and determine the content and structure of its academic, scientific, artistic and professional programmes of teaching and research;
- 2) to determine the teaching and learning methodologies which it employs;
- 3) to elect its academic officers;
- 4) to appoint, to regulate the employment of, and to dismiss professors, other academic staff and support staff;
- 5) to admit students and to prescribe conditions for such admission;
- 6) to grant degrees and diplomas and, for good cause, to deprive persons of degrees and diplomas granted by it;

- 7) to grant scientific titles and honorary awards;
- 8) to regulate its internal organisation.

Article 6

Within the meaning of Article 64 of the Law on Higher Education the principal organs of the University shall be an Advisory Board, a University Board, a Rectorate, a Senate and a Council.

PART II: The Advisory Board

Article 7

7.1 The membership of the Advisory Board shall consist of up to seven persons, not being citizens of the Republic of Macedonia.

7.2 The members of the Advisory Board shall be appointed by the University Board for a period of five years, renewable once.

7.3 The University Board shall ensure that no two members of the Advisory Board have the same citizenship, or in the case of persons holding dual citizenship, their declared principal citizenship.

7.4 The Advisory Board shall elect its Chairperson from among its members.

7.5 Members of the Advisory Board shall not receive any remuneration other than travel and subsistence expenses in accordance with University Rules.

Article 8

8.1 The functions of the Advisory Board shall be

- (1) to advise on the academic development of the University;
- (2) to consider and advise on any matter referred to it by the University Board, its Executive Committee or the Senate;
- (3) subject to the provisions of Part XVII of this Statute, to nominate two members of the University Board.

8.2 The Advisory Board shall hold one Annual Meeting and such other meetings as are requested by the University Board or the Senate.

8.3 Meetings of the Advisory Board shall normally be held by videoconference with the participation of its Chairperson.

Part III: The University Board

Article 9

9.1 Subject to the provisions of Part XVII of this Statute, the initial membership of the University Board shall consist of members appointed by two nominating bodies:

- 1) Two members nominated by the Advisory Board;
- 2) Three members, being citizens of the Republic of Macedonia, and members of the University staff nominated by the University Board;
- 3) Three members, who shall not be staff or students of the University, nominated by the University Board to reflect ethnic and gender diversity in the Republic of Macedonia.

9.2 All members of the University Board shall have had experience of, and have shown broad capacity in, industrial, commercial or employment matters or the practice of any profession or have had experience in higher education.

9.3 The initial members of the University Board shall hold appointment for a period of four years from the date of this Statute entering into force.

9.4 The President and Vice-President of the University Board (hereinafter 'the President' and 'the Vice-President' shall be elected by the University Board from among its members.

9.5 The University Board may co-opt one additional member who shall hold appointment for a period of four years.

Article 10

10.1 At the expiry of the initial period of membership in Article 9.3, and on the expiry of subsequent periods of membership, the nominating bodies shall appoint their successors ('successor members').

10.2 The provisions of Articles 9.2 and 9.3 shall apply mutatis mutandis to the successor members of the University Board.

10.3. Each successor member of the University Board shall hold appointment for a term of four years, provided that no person shall be appointed or re-appointed who has reached the age of 70 years or has completed two periods of appointment.

10.5 The periods of office of the President and Vice-President shall correspond to their periods of membership of the University Board or their earlier death, resignation or removal as hereafter provided for.

10.6 A member nominated under Article 9.1 or under the provisions of this Article may be removed by a two-thirds majority vote of the nominating body for good cause, defined as:

- (a) Conviction for a serious criminal offence as defined in the laws of the Republic of Macedonia;
- (b) Acting in a manner that is likely to bring discredit on the University;
- (c) Inability to discharge the functions of the position through physical or mental incapacity evidenced by the report of an independent medical practitioner appointed by the nominating body; and
- (d) Conduct constituting failure or persistent refusal or neglect or inability to perform the duties of the position.

Article 11

11.1 The President shall chair the University Board.

11.2 The Vice-President shall chair the University Board in the absence of the President and exercise all other functions of the President during the President's illness or other incapacity.

11.3 The Chair of the University Board for the time being shall have both an original and a casting vote.

11.4 The President and the other member of the University Board normally resident outside the Republic of Macedonia may participate in the activities of the University Board by such means other than physical attendance as the University Board may prescribe by Rule.

11.5 The President of the University Board may delegate to the other member appointed under Article 9.1(1) responsibility for exercising the functions of the President under this Statute other than those reserved to the Vice-President, provided that any action taken under this provision is reported to the University Board at its next meeting.

Article 12

12.1 The University Board shall appoint an Executive Committee consisting of:

- (1) The President who shall be Chair;
- (2) The Vice-President;
- (3) The other member appointed under Article 9.1(1);
- (4) One other member.

12.2 Meetings of the Executive Committee may be called

- (1) By the President;
- (2) By the Rector;
- (3) By a majority of the members of the University Board.

12.3 The Executive Committee shall exercise such powers and duties of the University Board as are delegated to it by the University Board and shall report to the University Board at each meeting.

12.4 The Chair of the Executive Committee for the time being shall have both an original and a casting vote.

12.5 The President, and any member of the Executive Committee normally resident outside the Republic of Macedonia, may participate in the activities of the Executive Committee by such means other than physical attendance as the University Board may prescribe by Rule.

Article 13

The Secretary-General of the University shall be the Secretary of the Advisory Board, the University Board and of the Executive Committee.

Article 14

The University Board may in the exercise of its powers under this Statute establish other organs, committees and commissions with specific duties and disestablish them.

Article 15

The University Board shall be the management organ of the University within the meaning of Article 64 of the Law on Higher Education.

Article 16

16.1 Subject to the provisions of this Statute and the Law on Higher Education the University Board shall have the following responsibilities:

- 1) framing the overall educational character and mission of the University including research, scholarship and teaching on the proposal of the Rectorate or Senate or otherwise having consulted with the Rectorate and Senate and overseeing its continuing activities;
- 2) approving procedures for the appointment, assignment, grading, appraisal, suspension, dismissal and determination of the pay and conditions of service of members of staff and, according to the provisions of this Statute, approving senior appointments;

- 3) the consideration and, as appropriate, approval of the annual estimates of income and expenditure and accounts of the University prepared by the Rectorate in a form approved by the Board in accordance with law;
- 4) putting in place measures to ensure the effective and efficient use of resources, the solvency of the University and the safeguarding of its assets;
- 5) making plans for securing adequate resources from both public and private sources; including the establishment within the law of subsidiary companies to exploit commercially the academic work of the University;
- 6) to supervise the maintenance of accurate records of the income and expenditure of the University;
- 7) to approve a scheme for delegation of authority over resources and other administrative matters to the Faculties and other units of the University;
- 8) to arrange for financial audit as hereinafter provided for;

and it shall be the duty of the Board:

- 1) after consultation with representatives of the staff, and with due regard to its obligation to ensure that academic staff of the University have freedom within the law to question and test received wisdom and to put forward new ideas and controversial or unpopular opinions, without placing themselves in jeopardy of losing their job or any privileges they may have at the University, to make Rules relating to:
 - i) the conduct of staff;
 - ii) procedures for affording to members of staff the opportunity to seek redress of any grievance relating to their employment;
 - iii) the suspension or dismissal of members of staff;
 - iv) appeal against such suspension or dismissal;
- 2) to determine the tuition and other fees payable to the University;
- 3) to make such Rules in regard to the government, conduct and management of the University as may be required by this Statute or as it may deem to be desirable and consistent therewith;
- 4) to uphold, and ensure that all parts of the University uphold, equality of opportunity in employment and equal access to study and research, regardless of sex, race, sexual orientation, marital status, colour, belonging to an ethnic or national minority, political or religious belief and, so far as is reasonably practicable, age, physical or mental impairment;
- 5) to conduct themselves in accordance with the highest standards of selflessness, integrity, objectivity, accountability, openness, honesty and leadership: in discharging his or her duties no member shall act as a delegate of any group of any

description and shall neither seek nor accept any mandate: all members must act at all times solely in the interests of the University as a whole; and

- 6) to decide the form and content of flag, seal, symbols and diploma in accordance with the Laws of the Republic of Macedonia.

16.2 Any decision of the University Board in relation to the following matters shall require a majority of three-fourths of members present and voting, including at least one member nominated under each of the provisions of Article 9.1(1) and 9.1(3):

- 7) amendment of this Statute;
- 8) closure, merger or transformation of the University;
- 9) other issues as determined by the University Board.

Article 17

17.1 The procedures for meetings of the Board shall be determined by the University Board with the advice of the Secretary-General.

17.2 The University Board and its Executive Committee may delegate, upon such conditions as it may determine, and may revoke the delegation of, any of its functions to the President of the Board necessary for the good order and conduct of the University.

Part IV: The Rectorate

Article 18

The Rectorate shall consist of

- (1) the Rector
- (2) up to three Pro-Rectors if the University Board or its Executive Committee so resolves;
- (3) the Secretary-General.

Article 19

19.1 Under the leadership of the Rector, the Rectorate shall be responsible to the University Board for the effective working and good order of the University and for its management within the policies determined by the University Board.

19.2 The Rector, as the principal academic officer of the University, shall chair the Senate and the Council, shall have the right to attend all meetings of the University Board and of its Executive Committee (other than where personal issues relating to the Rector are under discussion) and shall represent the Rectorate within and outside the University.

19.3 The Rectorate shall have all such powers as are necessary to enable the duties set out in paragraph (1) of this Article to be exercised. In particular the Rectorate shall be responsible for:

- 1) presentation of proposals to the University Board concerning the educational character and mission of the University, taking into account the recommendations and opinions of the Senate and the Council;
- 2) implementation of the decisions of the University Board and of its Executive Committee;
- 3) the organisation, direction and management of the University and leadership of the staff;
- 4) the preparation of annual estimates of income and expenditure for consideration by the University Board, and the management of budget and resources within the estimates approved by the University Board.

19.4 The Rector shall propose to the Executive Committee of the University Board for approval the specific areas of policy development and co-ordination to be the responsibility of the Pro-Rectors.

19.5 Pro-Rectors shall not have line management responsibility except where acting in the temporary unavailability or incapacity of the Rector.

Article 20

20.1 Subject to the provisions of Part XVII of this Statute, the Rector shall be appointed by the University Board on the nomination of the Council. The appointment shall be for a period of four years, renewable once.

20.2 The Rector may not simultaneously hold office as a Dean of Faculty, Director or in any other managerial capacity.

20.3 Pro-Rectors shall be appointed by the University Board on the nomination of the Rector from among the academic staff of the University.

20.4 Pro-Rectors may be appointed from among the Deans of Faculties and Directors of Centres and if so may hold these appointments concurrently.

20.5 The procedure for making nominations for the position of Rector shall be as follows:

- 1) Candidates may be nominated to the Council by any member of the Senate;
- 2) Candidates shall present to the Council their vision of the development of the University;

- 3) The Council shall propose to the University Board a list of up to five names, normally to include both genders.

Article 21

The Chair of the University Board for the time being may designate any member of the academic staff to exercise all powers of the Rector or Pro-Rectors in the event of the temporary unavailability or incapacity of the Rector or Pro-Rectors as appropriate.

Article 22

22.1 The Secretary-General of the University shall be appointed by the University Board, having consulted the Rector, from among persons possessing appropriate qualifications and experience.

22.2 The Secretary-General shall be the head of the expert service of the University pursuant to Article 61 of the Law on Higher Education.

22.3 The Secretary-General shall be responsible through the Rectorate to the University Board and its Executive Committee for the efficient, economic and effective administration of the University. In that capacity the Secretary-General will be responsible for all matters not otherwise made the responsibility of other bodies or officers or as mandated by the University Board or its Executive Committee.

22.4 The Secretary-General shall formulate for the approval of the Executive Committee an organisational structure of senior staff to assist him or her and shall be responsible for the leadership and management of such staff.

22.5 The Secretary-General may, within the approved budgets, appoint junior staff to the expert service of the University.

Article 23

The mandate of members of the Rectorate may be ended prematurely by resignation or removal by a two-thirds majority vote of the University Board for good cause, defined as:

- (a) Conviction for a serious criminal offence as defined in the laws of the Republic of Macedonia;
- (b) Acting in a manner that is likely to bring discredit on the University;
- (c) Inability to discharge the functions of the position through physical or mental incapacity evidenced by the report of an independent medical practitioner appointed by the University Board; and
- (d) Conduct constituting failure or persistent refusal or neglect or inability to perform the duties of the position.

Article 24

Procedures for meetings of the Rectorate shall be regulated by the Rectorate, subject to the approval of the University Board. This shall include procedures for convocation and conduct of meetings, recording of decisions, archiving and other relevant matters.

Part V: The Senate

Article 25

Except where provided otherwise in this Statute, the Senate shall be the principal academic organ of the University.

Article 26

The Senate shall consist of the following persons:

- 1) The Rector;
- 2) The Pro-Rectors (if appointed);
- 3) The Professors;
- 4) The Deans of Faculties, and Heads or Directors of other academic units who are not Professors;
- 5) Two members elected by and from the academic staff in each Faculty or other unit not within a Faculty;
- 6) One member per Faculty elected by and from the students in each Faculty;
- 7) One member elected by non-academic staff.

Article 27

Student and non-voting members of the Senate shall be excluded from discussions concerning individual students or members of staff. This provision shall not affect the right of students and members of staff to make representations in relation to matters concerning them, or to be represented by any other person regardless of status.

Article 28

The Rector shall chair the Senate. In the absence of the Rector, the senior Pro-Rector present, if appointed, shall take the chair. Otherwise the Senate shall elect a chair of the meeting from among the persons listed in paragraphs (3) and (4) of Article 26.

Article 29

The Senate shall advise the University Board through the Rectorate on the development of the academic activities of the University and the resources needed to support them, including the creation, merger or removal of departments and shall also be responsible for:

- 1) discussion of general issues relating to the research, scholarship, teaching and courses at the University;
- 2) the content of the curriculum on the recommendation of the Faculty Councils;
- 3) pursuant to the provisions of Article 95 (8) of the Law on Higher Education, on the recommendation of the Faculty Councils, determining the educational activities of the University to be performed in the Albanian, Macedonian and international languages;
- 4) establishing procedures for assuring academic quality including the appointment of an Evaluation Commission and the adoption of evaluation guidelines in accordance with Article 31 of the Law on Higher Education;
- 5) implementing procedures for securing academic standards and the validation and review of courses;
- 6) determining on the recommendation of the Council numbers of students to be enrolled and criteria for the admission of students;
- 7) policies, criteria and procedures for assessment and examination of the academic performance of students, on the recommendation of the Council;
- 8) the award of degrees, diplomas and certificates, on the recommendation of Faculty Councils;
- 9) making provision for lifelong learning on the recommendation of the Council;
- 10) procedures for the award of qualifications and honorary academic titles;
- 11) procedures for the exclusion of students for academic or other reasons.
- 12) consideration of the policy for the protection of the intellectual property of the University and its commercial exploitation;
- 13) provision of advice on such other matters as the Advisory Board, the University Board, its Executive Committee, the Rectorate or the Council may refer to the Senate;

Article 30

The Senate may appoint committees or commissions to advise it on particular aspects of its work and may delegate any of its functions to the Council.

Article 31

Procedures for meetings of the Senate and its committees and commissions shall be regulated by the Senate, subject to the approval of the University Board.

Article 32

A code of practice governing the work of the Senate shall be prepared and adopted as a Rule of the University Board. This shall include procedures for convocation and

conduct of meetings, appointment of committees, recording of decisions and other relevant matters.

Part VI: The Council

Article 33

The Council shall consist of the members of the Rectorate, Deans of Faculties and Directors of such other academic units as shall be prescribed by the University Board.

Article 34

The functions of the Council shall be

- 1) to act as a regular and frequent channel of communication between its members and between the Senate, the Rectorate and the University Board and its Executive Committee;
- 2) to take decisions on academic issues delegated by the Senate and to report to the Senate thereon;
- 3) to take decisions on urgent academic issues and to report to the Senate thereon;
- 4) the approval of dates of sessions, registration periods, breaks, and examinations on the proposal of the Rectorate;
- 5) the approval of academic staff teaching assignments on the recommendation of Faculty Councils;
- 6) the appointment and removal of examiners on the recommendation of Faculty Councils;
- 7) to act as a policy, planning and resources forum on academic issues;
- 8) to prepare business for the consideration of the Senate, University Board or its Executive Committee;
- 9) to provide comment on proposals submitted by the Rectorate for the consideration of the Senate, University Board or its Executive Committee; and
- 10) to carry out all other functions of the Council prescribed in this Statute.

Article 35

Procedures for meetings of the Council shall be regulated by the Council, subject to the approval of the Executive Committee of the University Board.

Article 36

A code of practice governing the work of the Council shall be prepared and adopted as a Rule of the University Board. This shall include procedures for convocation and conduct of meetings, recording of decisions, archiving and other relevant matters.

Part VII: Faculties etc

Article 37

A Faculty shall be a unit of the University engaged in teaching and research in a specific academic field or related fields and shall be responsible, acting through the Faculty Council, within the policies of the University adopted by the University Board or its Executive Committee, for the following:

- 1) making proposals to the Senate on academic matters relating to the subjects taught in the Faculty;
- 2) teaching, examination and assessment of students;
- 3) issues relating to the academic progress of students;
- 4) staffing issues as provided in this Statute;
- 5) the proper and efficient use of resources allocated by the University Board or its Executive Committee.

Article 38

A Higher School (which may have an alternative name) shall be a unit of the University within a Faculty engaged in teaching in a specific field or related fields.

Article 39

The number and subjects of the Faculties and Higher Schools of the University shall be determined by the University Board on the proposal of the Senate and Council or otherwise having consulted with the Senate and Council. Faculties and Higher Schools so created may be dissolved or merged.

Article 40

The number of departments and staff positions in each Faculty and Higher School shall be determined by the University Board on the proposal of the Rectorate or having otherwise consulted with the Rectorate.

Article 41

Each Faculty shall be headed by a Dean of Faculty who may, subject to the approval of the Executive Committee of the University Board, be assisted by one or more Pro-Deans of Faculty.

Article 42

Each Higher School shall be headed by a Director who may, subject to the approval of the Rectorate, be assisted by one or more Deputy Directors.

Article 43

43.1 Subject to the provisions of Part XVII of this Statute, Deans of Faculties, Pro-Deans of Faculties, Directors and Deputy Directors of Higher Schools shall be

appointed by the University Board following nomination by the Council from among academic staff in the subjects covered by the Faculty or Higher School for a period of four years.

43.2 Candidates for election by the Council to the office of Dean of Faculty, Pro-Dean of Faculty, Director and Deputy Director of Higher School shall be persons with relevant academic and managerial qualifications or experience.

43.3 No candidate for appointment as Dean of Faculty, Pro-Dean of Faculty, Director or Deputy Director may simultaneously be a candidate for appointment as Rector.

43.4 The procedure for election shall be prescribed in a Rule of the University Board.

Article 44

A Dean of Faculty shall be responsible to the Rectorate and through the Rectorate to the University Board. A Dean of Faculty's duties shall be:

- 1) to provide academic leadership in the subjects of the Faculty in both teaching and research;
- 2) to secure efficient, economic and effective use of the resources allocated to the Faculty by the University Board;
- 3) to represent the Faculty in the Senate and Council;
- 4) to advise the Rectorate on appointment of members of academic staff in the subjects of the Faculty;
- 5) to ensure that all University policies are executed and adhered to in the Faculty;
- 6) to carry out other duties of a Dean of Faculty set out elsewhere in this Statute.

Article 45

A Dean of Faculty may only act on behalf of the University or in legal matters on behalf of the Faculty with the express approval of the University Board granted through the Rectorate.

Article 46

The duties of a Pro-Dean of Faculty shall be prescribed by the Dean of Faculty.

Article 47

A Director of a Higher School shall be responsible to the Dean of the Faculty in which the Higher School is located.

A Director's duties shall be:

- 1) to provide academic leadership in the subjects of the Higher School;

- 2) to secure efficient, economic and effective use of the resources allocated to the Higher School by the University Board or Faculty;
- 3) to represent the Higher School in the Faculty Council and Senate;
- 4) to advise the Dean of Faculty on appointment of members of academic staff in the subjects of the Higher School;
- 5) to ensure that all University policies are executed and adhered to in the Higher School;
- 6) to carry out other duties of a Director of a Higher School set out elsewhere in this Statute.

Article 48

A Director of a Higher School may only act on behalf of the University or in legal matters on behalf of the High School with the express approval of the University Board granted through the Rectorate.

Article 49

49.1 Each Faculty shall have a Faculty Council.

49.2 A Faculty Council shall consist of all academic staff allocated to the Faculty plus one student representative for each year of study, including graduated studies, elected by the students in the Faculty concerned.

49.3 Subject to Article 49.4, Faculty Councils shall be advisory to the Dean of Faculty.

49.4 Faculty Councils shall have such other functions as are provided in this Statute.

Article 50

The mandate of a Dean, Pro-Dean, Director or Deputy Director appointed under this part may cease prematurely on resignation or removal by a two-thirds majority vote of the University Board for good cause, defined as:

- (a) Conviction for a serious criminal offence as defined in the laws of the Republic of Macedonia;
- (b) Acting in a manner that is likely to bring discredit on the University;
- (c) Inability to discharge the functions of the position through physical or mental incapacity evidenced by the report of an independent medical practitioner appointed by the University Board; and
- (d) Conduct constituting failure or persistent refusal or neglect or inability to perform the duties of the position.

Part VIII: Other academic units

Article 51

The number and function of other academic units of the University (Research Institutes, Centres, etc) shall be determined by the University Board on the proposal of or after consultation with the Rectorate. Units so created may be dissolved or merged.

Article 52

Each academic unit constituted under this Part shall be an integral part of the University and no unit shall have any form of independent legal personality.

Article 53

The number of departments and staff positions in each unit shall be determined by the University Board on the proposal of the Rectorate.

Article 54

Each unit shall be headed by a Director who may be a Dean or Pro-Dean of Faculty or a Director or Deputy Director of a Higher School or any other member of the academic staff holding the degree of Doctor.

Article 55

Directors shall be appointed in a manner prescribed by the University Board or its Executive Committee on the nomination of the Rectorate.

Article 56

A Director shall be responsible to the Rectorate. The Director's duties shall be:

- 1) to manage the unit making efficient, economic and effective use of the resources allocated to it by the University Board;
- 2) to represent the unit in the Senate;
- 3) to advise the Rectorate on appointment of members of staff in the unit;
- 4) to carry out other duties of a Director set out elsewhere in this Statute.

Article 57

A Director may only act on behalf of the University or in legal matters on behalf of the unit with the express approval of the University Board granted through the Rectorate.

Article 58

The mandate of a Director appointed under this part may cease prematurely on resignation or removal by a two-thirds majority vote of the University Board for good cause, defined as:

- (a) Conviction for a serious criminal offence as defined in the laws of the Republic of Macedonia;

- (b) Acting in a manner that is likely to bring discredit on the University;
- (c) Inability to discharge the functions of the position through physical or mental incapacity evidenced by the report of an independent medical practitioner appointed by the University Board; and
- (d) Conduct constituting failure or persistent refusal or neglect or inability to perform the duties of the position.

Part IX: Admission to Study

Article 59

59.1 Admission to study shall be governed by Rules made by the Senate.

59.2 The Rules shall include provision for students to be admitted with advanced standing with the proviso that any student admitted for a course leading to the award of a degree shall be required to complete the equivalent of one full academic year of study at the University.

Part X: Academic Awards

Article 60

60.1 Subject to the accreditation requirements of the Law of the Republic of Macedonia, the University will offer the following types of academic award:

University Certificates and Diplomas;

the Bachelor's degree;

the Master's degree; and

the Doctor's degree.

60.2 The titles of degrees, diplomas and certificates shall be determined by the Senate to be compatible with international academic and professional practice and may vary between Faculties.

60.3 The University may award any degree, diploma or certificate honoris causae, ex officio or ad eundem.

60.4 The Council may award the title of Honoured Member of the University to any person who has in its opinion given meritorious service to the University but does not meet the criteria for award of an honorary academic award.

Article 61

Academic awards will be granted by the Senate according to the provisions of this Statute.

Article 62

Holders of awards may, for what the Senate on the recommendation of the Council or the Rectorate considers to be good cause, following a fair hearing by an independent person appointed by the Senate, be deprived of their awards. ‘Good cause’ shall mean fraud or deception in the assessment or examination leading up to the award including plagiarism, breach of copyright or other unethical practice in the preparation of dissertations or other written work.

Article 63

63.1 Studies for the Bachelor's (first cycle) degree will comprise 240 ECTS points,, made up either of at least four years (eight semesters) of full or part-time study or, if the Senate so determines on the proposal of the Council, at least three years (six semesters) of full or part-time study after a preparatory or prepadeutic year.

63.2 University Certificates and Diplomas may be awarded after successful completion of studies comprising 60, 120 or 180 ECTS points recorded in the relevant Diploma Supplement.

63.3 Students in the first cycle must complete their studies in a maximum period of eight years.

Article 64

The manner of assessment of student performance in studies for the Bachelor's degree shall be prescribed in Rules made by the Senate.

Article 65

65.1 The Master’s (second cycle) degree will be awarded after successful completion of studies equivalent to 60 ‘M’ ECTS points after completing studies equivalent to 240 first cycle ECTS points. i.e. the award of the Bachelor's degree either by the University or by another institution recognised by the University in accordance with the law. Students in the second cycle must complete their studies in a maximum period of two years.

65.2 The Senate may approve special arrangements for part-time, executive and other forms of Masters’ degree programmes.

Article 66

The manner of assessment of student performance in Masters’ studies shall be prescribed in Rules made by the Senate.

Article 67

The content of the programmes of study for the Bachelor's degree and the Master's degree shall be set out in Rules prepared by the Deans of Faculties and approved by the Council and the Senate.

Part XI: Conduct of Research and Scholarship

Article 68

The PhD degree (third cycle) degree will be awarded:

- 1) after successful completion of a period of research equivalent to at least 2 years full-time after the award of the Master's (second cycle) degree either by the University or by an institution recognised by the University in accordance with the law; and
- 2) following successful defence of a thesis incorporating the results of the research.

The thesis must be submitted for examination no later than the end of the period which is twice that for which the candidate has registered.

Article 69

The manner of supervision of research and the examination arrangements for doctoral candidates shall be prescribed in Rules made by the Senate, which may introduce a credit points system.

Article 70

The content of the programme of research to be undertaken towards the award of the degree of PhD shall be approved by the Council of the Faculty in which the research is primarily to be conducted.

Article 71

A member of academic or support staff possessing the degree of Master may undertake a programme of research and scholarship leading to the degree of PhD under conditions determined by the Senate.

Part XII: Academic Staff

Article 72

72.1 The academic staff of the University shall consist of persons appointed to the following grades:

- 1) Professors;
- 2) Assistant Professors;
- 3) Assistants

4) Junior Assistants;
which positions may be held on the basis of full-time or part-time contracts.

72.2 Persons contracted as visiting staff under the provisions of the Law on Higher Education shall be considered to be academic staff for the purposes of this Statute.

72.3 The University Board may by Rule vary the provisions of this Article in respect of academic staff employed in Faculties or Higher Schools in which variant titles are recognised internationally.

72.4 The University Board shall by Rule provide for harmonisation of the academic titles of staff of the University with academic titles recognised according to the law of the Republic of Macedonia.

Article 73

Subject to Article 72,

- (1) Professors and Assistant Professors shall be appointed by the University Board or, if circumstances require, its Executive Committee on the recommendation of the Senate and the Rectorate;
- (2) Assistants and Junior Assistants shall be appointed by the Rectorate which shall be advised by the relevant Faculty Council.

Article 74

74.1 All competitions for appointment shall be publicly advertised.

74.2 All appointments other than those of Assistants and Junior Assistants shall be made after consideration of applications by a selection committee appointed by the Senate; the committee shall interview those candidates whom it considers best meet the requirements of the job.

74.3 The selection committee shall report to the Senate.

74.4 In the case of appointment of Assistants and Junior Assistants, the Dean of Faculty shall select and propose one person for appointment.

74.5 Appointments may be proposed jointly by one or more Faculties.

74.6 Each selection committee for the appointment of professors shall include at least one international member with recognised experience in the field appointed by the Senate with the approval of the Executive Committee of the University Board.

Article 75

All selection committees shall have both male and female members except with the express approval of the University Board or its Executive Committee.

Article 76

No person may be a member of a selection committee who is the spouse, partner or member of the close family of any candidate for appointment. The meaning of 'close family' shall be defined generally by the University Board.

Article 77

The requirements for appointment and promotion to any grade of academic staff shall be the possession of appropriate qualifications and experience relevant to the post:

- (1) for the title of Professor the applicant must hold at least the degree of PhD or equivalent, demonstrate a high level of knowledge and scholarship in the subject, evidenced by publication in refereed and preferably international scientific journals, participation in international conferences and other activities and show evidence of academic leadership; or in the case of a Professor appointed in an artistic field, must have made public international presentations of artistic works, in exhibitions, in music, in drama, or the equivalent, have contributed at a high level to the development of arts and culture, normally hold at least the degree of MA or equivalent and show evidence of academic leadership;
- (2) for the title of Assistant Professor the applicant must normally hold at least the degree of PhD or equivalent, have publications in refereed and preferably international scientific journals, produced artistic works or public presentations, demonstrate good performance in teaching and produce evidence of scholarly work and mastery of the subject in the respective field; or in the case of an Assistant Professor appointed in an artistic field the applicant must have produced recognised artistic works or public presentations and demonstrate good performance in teaching;
- 3) for the title of Assistant the applicant must show competence in teaching or research, and must hold the degree of Master;
- 4) for the title of Junior Assistant the applicant must have the average grade in studies not lower than 8 or equivalent.

Article 78

All appointments shall be made on the basis of academic merit without discrimination on any ground such as sex, race, sexual orientation, marital status, colour, language, religion, political or other opinion, national, ethnic or social origin, association with a national community, property, birth or other status.

Article 79

79.1 Appointments to the academic staff shall be held for an initial period of one year, which may be renewed by the Rectorate on the recommendation of the Senate or Faculty Council as appropriate, in accordance with the procedures for the initial appointment.

79.2 The Rectorate may renew the appointment of a member of the academic staff for up to three years, which term may be renewed by the Rectorate under the conditions set out in paragraph (1) of this Article.

Article 80

A retired Professor may be appointed by the University Board or its Executive Committee to the position of Professor Emeritus; the duties of Professors Emeriti shall be prescribed in an individual contract.

Article 81

A scheme for up to one 'free year of studies' (sabbatical leave) for academic staff shall be prescribed by the University Board after consultation with the Senate.

Article 82

82.1 Academic staff are required to enter into a contract of employment with the University and nothing in this Article shall affect the respective rights and duties of employer and employee under contract according to the laws of the Republic of Macedonia.

82.2 Visiting academic staff are required to comply with the regulations of the University relating to the requirements of the Ministry of Internal Affairs of the Republic of Macedonia relating to the employment of foreign citizens.

82.3 Professors may be removed by the University Board from their positions during their contractual term only where the University Board considers there to be good cause.

82.4 Other academic staff may be removed by the Rector from their positions during their contractual term only where the Rector considers there to be good cause.

82.5 'Good cause' is defined as:

- 1) conviction for a serious criminal offence as defined by the laws of the Republic of Macedonia;
- 2) acting in a manner that is likely to bring discredit on the University;

- 3) inability to discharge the functions of the post through physical or mental incapacity evidenced by the report of an independent medical practitioner appointed by the University Board;
- 4) conduct constituting failure or persistent refusal or neglect or inability to perform the duties or comply with the conditions of employment as judged by the Board or Rector as appropriate; or
- 5) selection for redundancy according to fair and open procedures determined by the University Board.

Article 83

The University Board shall make a Rule governing procedures for removal from academic staff positions according to the preceding Article.

Article 84

No member of staff appointed to a full-time position may undertake any work outside the University, including work for public or private companies or organisations or another University or higher education institution within or outside the Republic of Macedonia, without the permission of the Rectorate. In granting permission the Rectorate may attach any conditions at its discretion.

Part XIII: Student Rights and Obligations

Article 85

Students who are admitted to the University have the rights:

- (5) to attend all lectures, seminars and other teaching organised in their subject(s) according to their position;
- (6) to use the facilities of University libraries and other services for students;
- (7) to participate in elections for student positions in University bodies;
- (8) to receive an identity card;
- (9) to receive, free of charge, an academic transcript at the end of each year of study.

and the obligations:

- 1) to observe the Rules made by the University;
- 2) to have due regard to the rights of staff and other students;
- 3) to give due and full attention to their studies and participate in the academic activities;
- 4) to conduct themselves, both on and off University premises, so as not to bring discredit on the University.

Article 86

Students have the right to complain about the quality of the teaching or other facilities of the University; such complaints shall initially be made to the Dean of Faculty or equivalent officer with further appeal to the Council whose decision shall be final. Rules elaborating these procedures shall be made by the University Board on the proposal of the Council.

Article 87

Students may be removed from registration by the Faculty Council for failure to make adequate progress in their studies. An appeal may be made to a Committee appointed by the Senate whose decision is final. Rules elaborating these procedures shall be made by the University Board on the proposal of the Senate.

Article 88

Students who misconduct themselves may be excluded from the University permanently or temporarily by the Senate. Students accused of misconduct have the right to be heard by a Discipline Commission which shall advise the Senate. Suspension pending a hearing may be authorised by the Rector. Students excluded by the Senate may appeal to the Executive Committee of the University Board which may confirm or vary the decision of the Senate. Rules elaborating these procedures shall be made by the University Board on the proposal of the Senate.

Part XIV: Finance

Article 89

The University shall be a not-for-profit entity. It may derive its funding from among the following sources:

- (i) grants in aid from the state budget of the Republic of Macedonia, from local authorities and other legal entities within the Republic;
- (ii) donations and endowments from individuals, associations or foundations within and outside the Republic of Macedonia;
- (iii) tuition and other fees payable by students;
- (iv) research and consultancy grants and fees;
- (v) exploitation of the University's intellectual property;
- (vi) use of University facilities for conferences, seminars, meetings and similar events;
- (vii) contracts for academic and non-academic services;
- (viii) any other source permitted by the laws of the Republic of Macedonia.

Article 90

90.1 The Board may appoint independent auditors to conduct an audit annually on the proper use of resources and avoidance of fraud and to issue a certificate thereon. The auditors shall also report, as and when requested by the Board on the adequacy of financial control measures in the University, the cost-effective use of resources, value for money issues or special studies of any Faculty, unit or administrative service.

90.2 The auditors appointed under the preceding paragraph shall not have any direct personal or professional relationship with any member of the Board or Senate.

Part XV: Records

Article 91

The Secretary-General of the University shall be responsible for maintaining accurate records of:

- 1) applicants for admission;
- 2) students enrolled for all programmes of study and research;
- 3) graduates;
- 4) staff under contract;
- 5) property;
- 6) financial accounts;
- 7) research projects;
- 8) research and consultancy contracts;
- 9) commercial contracts; and
- 10) such other matters as are required by the University Board.

Article 92

All staff and students of the University shall co-operate with the Secretary-General of the University in providing information required to be kept under the preceding Article.

Article 93

All records relating to persons shall be maintained with due regard to their privacy and only disclosed for purposes required by law or this Statute.

Part XVI: Organisations of staff and students

Article 94

Staff have the right of peaceful assembly and the right to form trade unions or staff associations to represent their collective interests to the authorities of the University and for other purposes within the law.

Article 95

There shall be a student organisation to which all students may belong.

Article 96

96.1 The student organisation shall have its own Statute approved by its members and by the University Board. The Statute shall embody principles of equal opportunities and non-discrimination.

96.2 Changes in the Statute of the student organisation shall be subject to the approval of the University Board on the advice of the Rectorate.

Article 97

An assembly of members shall be the supreme decision-making body of the student organisation.

Article 98

The student organisation established in accordance with this Part shall elect, in a free and fair manner, representatives to bodies as provided in this Statute and to act on its behalf in relations with the University authorities.

Article 99

Students have the right of peaceful assembly.

Article 100

Students also have the right to form associations or societies for any purpose permitted by law.

Part XVII: Concluding and Transitional Provisions

Article 101

The power of appointment granted to the Advisory Board under Article 8 shall be exercised by the University Board on the adoption of this Statute, and thereafter by the Advisory Board when appointed, the first such exercise of power being not earlier than 1 October 2008.

Article 102

Persons holding appointment at the date of entry into force of this Statute to any position shall continue in their appointment on the contractual terms and conditions applicable to them until the date new appointments are made in accordance with the provisions of this Statute, provided that new appointments and extensions of appointments to any of these offices for the first time under the provisions of this Statute shall be made by the Executive Committee acting on the advice of the Rectorate.

Article 103

Any existing practice of the University, whatever its legal origin or validity, which is not contrary to this Statute shall continue in full force and effect until the University Board resolves otherwise.

Article 104

The University Board shall be solely responsible for the interpretation of this Statute and the resolution of any conflicts.

Article 105

Proposals for changes in the Statute made by the Senate, Council or Rectorate shall require the approval of the University Board under Article 16.2.

Article 106

Existing students of the University shall remain on the programmes of study for which they have registered in accordance with the academic and other Rules made or authorised to be continued under this Statute.

Article 107

The proviso in Article 10.4 shall not apply to persons holding existing appointment as a member of the University Board as defined in Article 9.1.1.

Article 108

The Rectorate shall report regularly to the Council, Senate, University Board and its Executive Committee as appropriate on the implementation of the provisions of this Statute.

Article 109

This Statute comes into force on the Effective Date, subject to the retrospective provisions of Part XVII.

Section V

Pursuant to Articles 8, 64 and 67 of the Law on Higher Education ('Official Gazette' of the Republic of Macedonia no 64/2000 and 48/2003) and Articles 16 and 32 of the University Statute, the Board makes the following

V-1 RULE ON ORGANISATION AND WORK OF THE UNIVERSITY SENATE

By this Rule is regulated the composition, the way of management and operation of SEEU Senate in Tetovo, convening of the meeting, chairing and the way of decision-making, application of decisions and other relevant matters dealing with the Senate work.

1. Composition

The Senate is composed by voting and non-voting members.

Members of Senate with a right to vote:

Rector, Pro-rectors, Deans and two representatives from the faculty academic staff elected directly by each Faculty Council, Directors of Higher Schools and one member from the academic staff of each Higher School, one representative from the University administration.

Non-voting members of the Senate are:

One student representative from each Faculty/Higher School, the Secretary General, the Reporter, and other invited persons as guests.

2. Verification of the mandate

On the first meeting of the Senate a verifying Commission consisting of three members, is established which reviews the regularity of selections, and afterwards introduces the report with proposals to the Senate.

The verifying Commission's report with proposals is placed at all Senate members disposal before verification of the mandate.

Voting for the report is made on the whole. In case any mandate is contested, first is voted for all the uncontested mandates and than for each contested mandate separately.

The member to whom the decision on verification of the mandate is being contested or postponed, reserves the right to attend the Senate meeting or work with no right to vote.

After the verification of the mandate, members of the Senate give a solemn declaration, by signing the declaration text as follows: 'I declare that I will accomplish the tasks with honour and respect, with justice and no inclination, with scruples and responsibility, that I will work in order to accomplish the Senate works, 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 SEE University'.

The Senate members mandate is limited to four years. Meetings of the Senate are convened by the Rector at least seven days before the meeting takes place, except for extraordinary cases. The Agenda together with the materials for review are sent to members of the Senate at least seven days before the meeting takes place.

3. Meetings

The Senate meetings shall be convened and chaired by the Rector.

The Senate meetings are regular, but the Senate 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;
- that the Agenda also includes issues which require speedy resolution.

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

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), authorised by the Rector in writing.

The Rector is obliged to convene an extraordinary meeting of the Senate if at least one-third of the Senate members (with a right to vote), the University Board or the Rector request this meeting to be held.

4. Beginning of the meeting and adoption of the agenda

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

5. Role of the Chair

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

6. The course of the meeting

After adoption of the agenda, the meeting continues with reviews and decisions on issues according to the Agenda.

The report and explanation about the agenda is presented by the Chair or appointed person after whom the Chair opens the debate.

Members of the Senate participate in discussions by presenting opinions and proposals regarding issues that are going to be decided on by the meeting.

The Chair gives the floor following the order for debate.

At the Senate meetings no one may intervene in the discussion without obtaining permission of the Chair by raising his/her hand.

For each point of the Agenda, each participant is limited to two interventions.

The participant who takes the floor is obligated 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 the issue enclosed on the agenda, he or she will be warned by the Chair.

Any participant who finds that any fact is distorted in relation to his contribution has the right, with the Chair'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

With the Chair's permission those who are not members of the Senate may also contribute to the discussion. If the Chair does not give the floor to a particular discussant, the Senate may decide.

The Senate according to the proposal of the Chair or any other member of the Senate may decide to discontinue the discussion on some issues and to prepare details for the following meeting.

If materials which are confidential documents are reviewed in the meetings, the Chair warns those present emphasising that these are confidential documents and must be treated as such.

7. The mode of decision-making in the Senate meetings

Before voting, the Chair compiles 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 makes a decision or a conclusion.

The Senate decides as plenipotentiary when more than half of the total number of voting members is present in the meeting.

The Senate makes a decision with the majority of votes by all members with the right to vote.

In case of equivalent votes, the Chair has an additional vote.

In case there are more proposals for decision or conclusion, priority is given to those proposals that come from organs of the University, and then to other proposals.

The Senate decides whether voting shall be performed by acclamation or ballot.

The Senate votes in two ways: open voting (acclamation) and ballot

1. Open voting is made by show of hands or individual declaration.

The declaration is: 'Pro', 'Contra' and 'Abstention'.

2. Ballot is carried out with ballot papers.

The procedure for ballot is performed by a commission appointed by the Senate consisting of three members.

After voting, the Chair notices whether the proposal for decision or conclusion is adopted or refused.

8. Keeping order in the meeting

The Chair shall be responsible for the order of the meeting.

The Chair and participants in the Senate meeting are obliged to respect this Rule.

The planned meeting of the Senate can be postponed or concluded in these cases:

- if there is not a quorum;
- if the started meeting cannot be carried out because of prolongation;
- if there are disarrangements or disorders during the meetings, or the Chair is not able to conduct the meeting

The meeting is concluded or postponed by the Chair.

9. The Senate member's rights and duties

A member of the Senate has the right to:

- 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 Senate competency,
- vote or abstain, and
- ask questions to the Chair of the Senate.

A member of the Senate is obliged to participate in every meeting.

A member of the Senate must have a reasonable excuse for absence from the meeting.

The Chair of the Senate shall be informed in time for the member's absence.

10. Minutes from the Senate meeting

Minutes are taken of each meeting of the Senate.

Minutes are taken by the professional service of the University.

Minutes are taken either:

- in manuscript, or
- by recording,

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

- the number, date, and location of the meeting,
- the number of members present in the meeting,
- the names of those members who are absent from the meeting,
- the Agenda,
- any discussions that have a special importance for any relevant issue.

Minutes are signed by the Chair and the Reporter.

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

11. Commissions

The Senate establishes Commissions which are assistant organs of the Senate.

The Commissions appointed from the Senate, in accordance with the Statute, assist the Senate regarding specific issues within their purview.

12. Senate acts

The Senate makes:

- Decisions,
- Conclusions
- Recommendations.

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

Pursuant to Articles 8,15 and 17 of the Law on Higher Education ('Official Gazette' of the Republic of Macedonia no 64/2000 and 48/2003) and Article 36 of the University Statute, the Board makes the following

V-2 RULE ON ORGANISATION AND MANAGEMENT OF WORK OF THE UNIVERSITY COUNCIL

By this Rule is regulated the structure, the way of direction and operation of SEEU Council in Tetovo, convening of meetings, chairing and the way of decision-making, application of decisions and other relevant matters dealing with the work of the Council.

1. Structure

Members of the Council are:

The Rector, Pro-Rectors, Secretary General and Deans of Faculty. Directors of other academic units appointed by the University Board will be called upon need.

2. Meetings

Meetings of the Council are normally held every two weeks during semester, less frequently out of semester, and are convened by informing the members via official e-mails. In special cases the Chair has the right to convene extraordinary 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.

Meetings of the Council are prepared and chaired by the Rector or an alternate member nominated by him;

- 1/3 from the total number of members of the Council
- one of the organizational units.

Meetings of the Council are chaired by the Rector or by a person authorised by the Rector. The authorised person may be from the rank of members of the Council.

The Rector or the authorised person, during the direction of meetings, shall respect the provisions of the Statute and this Rule.

The Agenda is determined and approved by a majority vote of the members present in the meeting.

Other points that are not included in the agenda may be added to the meeting of the Council.

3. Competencies

Competences of the University Council are defined by the Statute and other University acts.

Competences of the Council are:

- To act as a communication link between its members and the Senate, the Rectorate, the Board, and its Executive Committee;
- To make decisions on academic issues defined by the Senate and to report them to the Senate;
- To make decisions on urgent academic issues and to report to the Senate about these decisions;
- With the Rectorate's approval to adopt dates of the sessions, registration terms, holidays and examinations;
- To adopt curricula of the academic staff, recommended by the Faculty Council;
- To appoint and discharge of members of the commissions for holding of examinations, with recommendation of the Faculty Councils;
- To act as a forum for regulation, planning, and resources for academic issues;
- To prepare materials for review concerning the Senate, Board, or its Executive Committee; and
- To realise all functions of the Council anticipated in the University Statute.

4. Decision-making

The Council decides in plenipotentiary if more than half from the total number of members participate in the meeting, whereas decisions are approved by a majority votes of the members present at the meeting.

The duration of the discussion for each point of the agenda lasts at most 5 minutes. A discussion for the second time will be permitted after the individuals participating have finished their discussion.

The member of the Council has the right of reply, three times at most.

The leader of the organizational unit has the right and obligation to present the position of the organizational unit for specific points or in general, after adoption of the agenda.

If the member of the organizational unit has any personal opinion for any point of the agenda which are adopted at the meetings of the organizational unit, he/she may introduce that opinion in the meeting of the Council, and ask for its decision.

For the course of the meeting and adoption of the Council decisions, minutes are kept. Minutes shall contain: list of participants, date and number of the meeting, adoption of the agenda and approved decisions.

Decisions and conclusions will be compiled by the Chair of the meeting before being released on voting and adoption.

On a member of the Council's request, his/her discussion is noted at the minutes.

Minutes are signed by the Rector or the person authorised by him/her who conducts the meeting.

Minutes from the previous meeting are circulated to the Council for adoption.

Minutes are adopted in general by a majority of vote of the members present at the meeting.

Specific points in the minutes may be voted separately on request of 1/3 of the total number of members of the Council.

5. Participation and discipline in the meeting

A member of the Council has the right and the obligation to take an active part in the work of the Council.

A member of the Council should report his/her absence from the meeting to the Rector.

The Rector, or the person authorised by the Rector, shall be responsible for conduct and discipline in the Council meeting.

If a member of the Council does not keep to the foreseen agenda, disturbs or disorders the discipline, the Rector or the person authorised by him, must give a disciplinary warning. If the person continues to obstruct or disturb the meeting even after the warning, the Rector or the person authorised by him may exclude the person from the meeting.

Members of the Council and persons present at the meeting have the right to participate in the discussion.

Pursuant to Articles 8,17 and 67 of the Law on Higher Education ('Official Gazette' of the Republic of Macedonia no 64/2000 and 48/2003) and Article 16 of the University Statute, the Board makes the following

V-3 UNIVERSITY POLICY ON EQUAL OPPORTUNITY

The University's aim is to create conditions where all staff and students are treated with respect and are not subjected to unfair discrimination in any aspect of University life.

All staff and students, whether existing or potential, should expect to receive fair and equal treatment when applying to or working as members of the University. The University does not tolerate discrimination on the grounds of gender, race, colour, disability, ethnic or socio-economic background, family circumstances, religion, political persuasion, sexual orientation, or other irrelevant distinction, and is committed to working with diversity in a wholly positive way.

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

1. fair and equitable procedures are operated in relation to the recruitment, selection and promotion of staff
2. procedures ensure fair and equitable treatment in relation to admission and assessment of students
3. teaching, learning and research environments are accessible to all
4. monitoring of these procedures is regularly carried out along with monitoring of the University's workforce and student population
5. existing procedures are reviewed and examined to ensure they are not discriminatory in their operation
6. a procedure for resolving complaints of discrimination is developed and communicated to those who may need to use it
7. language used in official communication reflects the letter and spirit of this policy
8. serious breaches of this policy are dealt with through the disciplinary procedures.

Staff and students 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 unfair discrimination.

Any infringement or report of infringement, of the Equal Opportunities Policy by staff or students will be treated seriously.

Pursuant to Articles 8,17 and 67 of the Law on Higher Education ('Official Gazette' of the Republic of Macedonia no 64/2000 and 48/2003) and Article 16 of the University Statute, the Board makes the followings:

V-4 UNIVERSITY POLICY ON COMPUTER AND NETWORK USE

When members of the University are granted access to a shared computer system or computer network, they become part of a community of users. The SEEU Computer and Network Use Policy apply to all users of University computers and network resources. Additional policies may also apply to specific systems.

1. Computer and Network Use

1.1 Individual use

Member accounts and network connections (be it via the Computer Centre or a University office) are for individual 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.

1.2 Respect of the privacy and security of users and systems

Unless information is specifically made public or accessible to a member, that member should assume anything on the network is private. 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.

1.3. Usage of e-mail

E-mail communication is official communication within the University. Everyone is obliged to read and check their e-Mails regularly. The University has the right to delete unread e-mails standing at the server for more than one week.

1.4 Disturbance of other users or abuse of computer resources

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 SEEU systems and networks, the sending of chain letters and similar "pass-along" e-mail messages is explicitly prohibited.

* "*Spamming*" – *the unauthorized sending of large volumes of unsolicited electronic mail or messages*

1.5 Respect for intellectual property

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 volatile and easily 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, we will where possible remove or block access to the material in question. Reports of repeated copyright infringements will lead to termination of computer/net work services and/or other University/legal actions.

1.6 Access to computer accounts and networks/ Non-commercial use only

SEEU will make reasonable efforts to have its computer systems and networks available at all times. However, as part of regular maintenance and other planned and unplanned activities, or actions taken by telecommunications or utilities providers beyond the control of SEEU, systems and networks may be unavailable at any particular time. SEEU reserves the right to restrict or terminate access to its computer and network resources as necessary. The SEEU 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.

1.7 Abiding by the regulations; respect for the law

All users are required to familiarise themselves with the provisions of the 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.

1.8 Privacy

SEEU 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 Laws and regulations of the Republic of Macedonia SEEU reserves the right to take whatever actions it deems necessary (including, but not limited to, monitoring activity and viewing files) to investigate and resolve the situation.

1.9 Restrictions

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

2. Content

2.1 SEEU reserves the right to remove any material from the system. The responsible parties will be notified in such an event. Information sponsors and providers are responsible for ensuring that their information complies with the following standards:

2.2 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.

(i) Some examples of suitable material are:

1. Calendars or announcements of upcoming events
2. Descriptions of services offered

3. Course descriptions and schedules

(ii) Some examples of material that would be considered inappropriate are:

1. 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
2. Material that is illegal
3. Confidential information

2.3 Materials should be checked for accuracy and should be updated regularly.

2.4 Copyrighted material may not be posted without permission of the copyright holder.

2.5 SEEU reserves the right to regulate page design to avoid confusion or duplication with official pages. Every document must contain the following information:

1. The provider's name, organization, and e-mail address
2. The author of the document (if different from the provider)
3. The document's last revision date
4. Any known problems with the information

3. Reporting Violations

3.1 If a user believes that a violation of this policy has occurred, that user should notify the head of the Computer Centre.

V-5 UNIVERSITY POLICY ON USAGE OF TELEPHONE NETWORK

1. The right of usage

1.1. All persons employed at SEEU have the right to use the telephone network. Students are allowed to use the telephone network by special permission and justification from the respective organ i.e. Rectorate, Dean's Office, and Head of Departments.

1.2 The telephone network can be used to accomplish tasks, obligations and official responsibilities of the University. Using the telephone network for private purposes without authorisation by the respective organ will be fined.

1.3. To ensure a cost-effective service, the Rectorate adopts policies limiting access to the network by individuals and by types of calls (local, national, mobile, international). Usage beyond these limits will be fined.

2. Rights and obligations of the officer at the telephone exchange

2.1. The officer at the telephone exchange is required to speak Albanian, Macedonian and English language.

2.2. The officer performs his/her assigned tasks without being disturbed and misunderstood. He/she gives an account to the Director of Finance and prepares a monthly report including realisation of calls and expenses for every user.

2.3. The officer is obliged to answer all calls and do all transfers. Which transfers are allowed and which are forbidden are determined by a Rule approved by the University Council in cooperation with the Rectorate.

2.4. The University is obliged to protect the officer's integrity. It is the officer's responsibility to conduct him/her and act properly.

Pursuant to Article 16 of the University Statute adopted 16 December 2004, the Executive Committee of the University Board, on behalf of the Board, makes the following Rule for the good order and government of the University and the protection of the health of staff and students:

V-6 RULES AND PROCEDURES FOR REALISATION OF POLICY- SEE UNIVERSITY NON SMOKING ZONE RULE ON NO SMOKING

1. No smoking is permitted in any University building, except as otherwise designated by the rectorate.
2. Contraventions of this Rule shall be penalized, after one warning, by a fine of 600 MK denars for each offence.
3. This Rule enters into force on 1 March 2005.

V-7 RULES AND PROCEDURES FOR TRAFFIC CONTROL

Within SEEU the traffic policy is as follows:

- Maximal allowed speed for vehicles is 20km/h.
- The car parks are organised by defining parking zones according to the category of users i.e. there are selected parts for students, academic workers and administration.
- Signs are installed aiming at optimising the realisation of the defined limitations.
- For implementation and adherence to traffic rules within the University there will be permanent monitoring by the Security Service.
- Every violation of the traffic policy will be sanctioned by fine.

V-8 RULES AND PROCEDURES FOR CONTROL OF THE HYGIENE AND MATERIAL GOODS

Within SEEU, for the protection of the environment and the health and safety of all staff, students and visitors, there is a policy for hygiene and material goods in terms of the following:

- It is strictly forbidden to throw waste materials except into the bins and other receptacles installed for the purpose.
- It is forbidden to damage material goods which SEEU owns.
- It is forbidden to walk on the grass or to trample on the flowers and plants.
- For implementation and adherence to rules for controlling of hygiene and material goods within the University there will be permanent monitoring by the Service for Maintenance.
- Every violation of the rules for control of hygiene and material goods will be sanctioned by fine.

V-9 UNIVERSITY POLICY ON WORK-STUDY

1. Work-Study

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

1.1.1 No student may earn more than the cost of tuition

1.1.2 No student may work more than 15 hours per week

1.1.3 Job offers shall be made on the basis of merit, skill and success

1.2. All students are eligible for work-study; however, first priority will be given to students who can demonstrate financial need.

1.3. Students may not work for more than one year of work-study continuously.

1.4 Students who receive scholarship or financial support are not allowed to work in this programme

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

1.6 Once processed and screened, the applications shall be forwarded to the appropriate department, office, or University division for further consideration.

1.7 The division, department, or office seeking to fill a position shall have the final word on engagement.

Pursuant to Articles 129-146 of the Law on Higher Education ('Official Gazette' of the Republic of Macedonia no 64/2000 and 48/2003) and Article 72 of the University Statute, the Board makes the following:

V-10 RULE ON HARMONISATION OF ACADEMIC TITLES

By this Rule are harmonised academic-scientific titles at the University with provisions of the Law on Higher Education.

1. Titles

At SEE University the academic titles are: Full Professor, Associate Professor, and Assistant Professor.

2. Collaborators

In the capacity of collaborators are: Assistants and New Assistants.

3. Academic-professional titles

In the field of philological sciences where languages are learned the following academic-professional titles exist: high lector and lector.

4. Academic title

At high professional schools a person can be selected who has finished post-graduate studies and demonstrates working skills of a high professional level, published scientific works and successful experience in his/her profession.

For high lecturer at high professional schools can be selected a person who has finished post-graduate studies, has published numerous scientific works or professional works and demonstrates significant scholarship and teaching of high quality.

5. Demonstrator

Demonstrators can be selected at faculties or high professional schools among students who have completed the third-year of studies with GPA not lower than 8,00 (eight), or among post-graduate or PhD students.

Pursuant to Articles 129-146 of the Law on Higher Education ('Official Gazette' of the Republic of Macedonia no 64/2000 and 48/2003) and Article 73 of the University Statute, the Board makes the following:

V-11 RULE ON PROMOTION TO THE ACADEMIC-SCIENTIFIC TITLE, THE ACADEMIC TITLE, THE ACADEMIC-PROFESSIONAL AND THE COLLABORATOR TITLE AT SEEU

By this Rule are determined the unique criteria and the promotion procedure for the academic-scientific title, the academic title, the academic-professional and the collaborator title at SEE University.

Academic and research activities at the faculties are performed by the promoted persons in the academic-scientific title, the academic title, the academic-professional and the collaborator title at SEEU.

A higher education activity can be performed by a person promoted in the academic-scientific title, respectively academic title, for the time being selected.

1. Titles

Academic-scientific titles at the University are: Full Professor, Associate Professor, and Assistant Professor.

Collaborator titles are: assistant and new assistant.

In the field of philological sciences where languages are learned the following academic-professional titles exist: high lecturer and lecturer.

At Higher Professional Schools academic title is: lecturer

2. Criteria for promotion in titles

Elements that can be taken into consideration for promotion to the title Assistant Professor, apart from elements anticipated by the law and on the basis of which the general grades of papers of the review committee are verified, are:

- the scientific degree doctor of science for the respective field for which it is promoted;
- at least 3 (three) published scientific works;
- continued demonstration of significant scholarship and teaching of high quality;
- internal script of exercises or practice approved by the Faculty Council, or at least 10 professional works (well-known scientific works);
- participation in scientific projects;
- contribution to a professional Associations' work or other forms of educational scientific work in the Faculty.

The candidate should be a leading (chair) author in the scientific works, while these works should be published or presented in that way that the profession (direction) will grant them an international recognition or shall have national or state recognition.

Elements that can be taken into consideration for promotion to the title Associate Professor, apart from elements verified by the law and on the basis of which the general grades of papers of the Review Committee are verified, are:

- the scientific degree of doctor in the scientific field in which he/she is promoted;
- published at least 5 professional works, in the first promotion to that title, respectively 3 between the two promotions, where he/she must be a head author in 2 of his/her works, presented in recognised professional form;
- contributes in preparation of younger collaborators and teachers;
- continued demonstration of significant scholarship and teaching of high quality;
- papers read at international scientific and professional meetings;
- lectures held in postgraduate studies, or conducting a seminar for postgraduate studies, membership in a commission for Master's or PhD work dissertation;
- positive book review, chapter of a book, script on exercises or internal script from lectures;
- a great number of professional works;
- mentor of Master's works;
- contribution to the work of professional associations or other forms of educational-scientific work at the Faculty and University.

Elements that should be taken into consideration for promotion to the title Full Professor, apart from elements defined by the law and on the basis of which the general grades of papers of the Review Committee are verified, are:

- the scientific degree doctor of the scientific field in which he/she is promoted;
- publication of minimum 7 scientific works during the first promotion for that title, respectively 4 between the two promotions, in which he/she must be a head author in 3 of his/her works, respectively public presentation of works in recognised professional form, in national and international level in the field in which is promoted;
- abilities for qualitative implementation of educational-academic work;
- paper read at international scientific assemblies;
- participation at international scientific centers;
- leader in scientific projects
- mentor of Master's or PhD works;
- publication of books or additional means;
- contribution to the work of professional or scientific associations within the Faculty, University or abroad;
- Influence on development of the scientific opinion and practical training in the respective field;
- contribution to training of younger collaborators and lecturers; and their qualification for the educational-academic work;

3. Criteria for promotion to the professional-scientific title

A person may be promoted as a **lector** if he/she has completed postgraduate studies from the scientific field in which he/she is promoted, demonstrates academic working skills, high professional skills, as well as the person who has completed a respective high education dealing successfully with problems of his/her discipline and has experience in practical teaching.

A person may be promoted as a **high lector** if he/she has completed postgraduate studies from the scientific field in which is promoted, has published scientific works, professional works, and who demonstrates high quality of teaching.

4. Criteria for promotion to the academic title lecturer

A person may be promoted as a **lecturer** if he/she has completed postgraduate studies from the scientific field in which he/she is promoted, demonstrates academic working skills, high professional skills, as well as the person who has completed a respective high education dealing successfully with problems of his/her discipline and has experience in practical teaching.

A person may be promoted as a **high lecturer** in a High Professional School if he./she has completed postgraduate studies and demonstrates high academic-professional

working skills, has published any of his/her works and has successfully completed several years in the work of his/her field.

5. Criteria for promotion to the collaborator title

A person may be promoted as a **new assistant** if he/she has completed higher education with a minimum GPA of 8.00, masters one of the world languages, demonstrates academic-scientific working skills, academic-professional skills, and who also shows a specific interest in the field or course for which he/she is promoted.

A person may be promoted as an **assistant** if he/she has completed postgraduate studies (Master's degree) in the respective scientific field, masters one of the world languages and possesses skills for scientific-academic activities.

6. Promotion terms

Promotion to the academic-scientific title is made in a periodical way.

Titles Full Professor, Associate Professor, and Assistant Professor are promoted for a period of 5 years.

The new assistant is promoted for a period of 3 years, with a right to be re-promoted for a period of 2 years.

The assistant is promoted for a period of 3 years, with a right to be re-promoted for another term.

7. The promotion procedure

7.1. Announcement for promotions

The decision for opening a promotion procedure to the title, if the promotion is made for the first time, is brought by the Senate of the University.

A decision for the announcement for promotion of the promoted persons is brought by the Rector, six months before the deadline of their promotion.

The Rector makes the announcement for promotion.

Promotion to the academic-scientific title, the academic and the collaborator title, is made through public announcement in the media and University web-page. The announcement lasts 15 calendar days following the day of its announcement.

The announcement should contain the field dealing with the respective academic-scientific activity for which the candidate is promoted, the deadline, as well as the general and special criteria for the promotion.

The announcement procedure for the academic-scientific title, the academic, the academic-professional and the collaborator title, lasts three months at the faculties. The abovementioned procedure starts to run one day after expiration of the announcement.

8. Premature promotion to a higher title

Candidates for academic-scientific title, academic title, academic-professional and collaborator title, may be promoted for a higher title in the same academic-scientific activity before the deadline for which are promoted, if they meet the promotion

requirements determined by this Rule: and if they have passed at least half of the time with the title they were promoted, and if they demonstrate extraordinary success at the academic process, scientific work in its activity, respectively at the academic professional work, and if they make a very positive contribution to the overall realization of the scientific activity in which they are promoted.

The initiative for advanced promotion of the candidate is taken by at least two faculties or organizational faculty units from the same academic-scientific activity for which the promotion is made, with an excused written proposal, where the best results of the person are particularly emphasized.

If there is not any organizational unit from that academic-scientific activity in the cadre of the University, the initiative for advanced promotion can be taken by the organizational unit from another organization of higher education in the cadre of the University.

The Council of the University will decide following the excused initiative for starting a premature advancement procedure.

Promotion of the candidate to the academic-scientific title, the academic title, the academic-professional and the collaborator title is made by the Senate of the University, according to the paper evaluation of the Review Committee.

9. Review Committee

9.1. The Review Committee is formed by the Council of the University in a period of no longer than 30 calendar days from the application deadline of the candidate.

The Rector, in a period of 8 calendar days, informs members of the Review Committee of the establishment of the Review Committee and for its composition.

The Review Committee shall be constituted of no less than three members. Members of the Review Committee may be from the faculties where the promotion is made, and from other Universities in the country and abroad.

Members of the Review Committee can not carry titles lower than the title for what the candidate applies or is promoted.

Members of the Review Committee may also be retired persons carrying the academic-scientific title, or the title full professor who meets all requirements defined in this Rule. More than half of the members of the Review Committee consist of persons with academic-scientific title and teachers of the same activity, whereas other members may be of the similar academic-scientific fields. 'Similar' is determined by the Council of the University, according to the scientific activity and disciplines determined by the University.

The Review Committee offer papers for all candidates who have applied, proposes one of the candidates who meet the requirements, and proposes the titles for which the candidate may be promoted.

The Review Committee is obliged to submit its paper in a term of 60 calendar days after the receipt of the Written Resolutions for promotion of its members and documentation. If the Review Committee does not submit the paper in due time, a new Review Committee is established.

The proposal for establishment of the new Review Committee is offered by the Dean. The Review Committee approves the proposal for promotion of the candidate by majority votes of the total number of members.

If the Review Committee does not have any proposal, a new Review Committee is established.

9.2. Papers of the Review Committee contain: candidates' biographical data, evaluation of the scientific, professional and pedagogical achievements, as well as other candidates' achievements which are relevant on determining conditions for the title promotion, data on scientific and professional works, announcement from evaluations of those works, and contain also a proposal for promotion of the candidate for certain title. The paper, respectively the report, is announced in Albanian, Macedonian and English language.

If members of the Review Committee have separate decisions from the proposal for the candidate promotion, opinions along with the papers are announced at the University bulletin or equivalent.

The University is obliged to publish the Review Committee paper at the University bulletin or equivalent, no less than 15 days from the day of promotion.

If candidates who do not meet the promotion requirements for the adequate titles have applied at the announcement, the Review notices non-fulfillment of conditions and informs the University Council for the issue in question.

All the interested persons (participants in the procedures, academic-scientific workers, teachers and collaborators from the faculties and the respective academic scientific activities of higher education institutions), in a period of 15 days from the day of publication of the paper by the Review Committee at the University bulletin or equivalent, may object to the announced papers for promotion of the academic scientific, academic, and collaborator title.

The objection is addressed to the Review Committee through the Rectorate. The Review Committee replies the objection within 7 days. The objection and its reply are announced at the University bulletin or equivalent and are submitted to the University Council 7 days before the paper decision for promotion of the adequate title.

10. Decision for the promotion

The Senate of the University makes promotion of candidates to the academic-scientific title, if two-thirds of the Senate members with the right to vote are present.

The academic scientific worker of the faculty is promoted if he/she gains a majority of votes from the Senate members with the right to vote. The Senate of the University makes promotion to the collaborator title, if two-thirds of the Senate members with the right to vote are present.

If the academic scientific worker and collaborator for a higher title do not gain the necessary votes during the promotion, they remain with the same title they have.

11. Persons who are not promoted

A person who is not promoted, reserves the right to complain to the Commission established by the Senate, in a period of 8 calendar days following the notification.

The Commission established by the Senate, in a period of 30 calendar days after the receipt of candidate's complaints, establishes a Commission of three members with title full professors. Two members of this Commission shall be of the same or similar academic-scientific field.

The Commission, in a period of 30 calendar days, sends a report to the Senate including evaluation and reasons for promotion of the candidate.

The Commission can propose to select the candidate for the title for which he/she has been earlier promoted, for the title for which he/she has applied or can propose to support the Senate decision.

The decision of the Senate is final.

12. Advanced termination of the promotion

The employment relationship with the person promoted to the academic-scientific title, academic title, and collaborator title can be terminated before the deadline for the title that is promoted, under conditions and procedure defined by the Statute of the University.

The initiative for premature termination of the promotion may be undertaken by the Faculty Dean, the organ of the internal organizational unit, or at least 5 scientific-academic workers. This initiative is reviewed by the University Council.

If the initiative is accepted by the University Council, there is established a Commission consisting of three full professors, two of them belonging to the respective academic-scientific direction where the candidate is promoted, who are assigned to prepare a report according to which a decision for the premature termination of the promotion will be prepared.

The Commission's decision on advanced termination of the promotion is announced at the University bulletin or equivalent.

Provisions of the Rule on title promotions are applied in the same way for the procedure on premature termination of the promotion.

13. Participation of well-known scientists and professionals

In order to present achievements, eminent and distinguished scientists can participate in performing certain tasks from the academic-scientific disciplines, by criteria and conditions determined by the University Statute.

Pursuant to Article 16 of the University Statute, the Board makes the following:

V-12 RULE ON PROCEDURE AND DISCIPLINARY MEASURES

By provisions of this Rule are regulated:

Disciplinary procedure for SEEU staff, presentation/identification of transgression of the disciplinary procedure, disciplinary transgressions, appointment of the disciplinary commission, support of the disciplinary commission, measures undertaken in cases of any disciplinary transgression, and other matters.

I. Disciplinary procedure for the University staff

1. Disciplinary Commission

The Rectorate will establish a Disciplinary Commission which will make decisions about cases pertaining to alleged serious transgressions.

The Commission shall be composed of three permanent members: one member from the Rectorate, the Secretary General, and one member from the academic staff, as well as temporary members who will be selected according to the nature of transgression.

The mandate of members of the Disciplinary Commission will last as long as lasts the mandate of the organ that appointed the Commission.

In cases of conflict of interest when the objectivity of the person falls under suspicion, the member of the Commission will be substituted and another representative to the position will be appointed for that special session for the following cases:

- if the member of the Commission is in the capacity of a Head of Unit of the alleged transgressor
- if he/she has a family relation with the transgressor;
- if the member of the Commission has been a victim of the alleged transgressor or has family relations with the victim.

2. Support of the Disciplinary Commission

The professional service of the University will provide academic units and other organizational units as well as the Disciplinary Commission with:

- 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 for the disciplinary sessions and attaching them to the staff record; and other issues necessary for realisation of the procedure.

The disciplinary session should take place as soon as possible as defined below.

The Disciplinary Commission shall:

- listen to the facts and evidences,
- resolve (on the basis of the evidence) if a transgression is committed,
- propose the disciplinary measure.

The session's aim is to verify the facts.

The decision should be announced to the transgressor within 5 calendar days from the date when the decision is made. Minutes and decision of the Commission shall be attached to the transgressor's record.

3. Presentation and identification of the disciplinary transgression

- Every alleged transgression should be reported to the Head of the relevant University organizational Unit i.e. Faculty, Higher School, or Administration (hereinafter referred to as: Head of Unit).
- The Head of Unit, as soon as he/she is informed about any disciplinary transgression (orally or in written form), should report the alleged case to the Disciplinary Commission in a period of three days; interview the alleged transgressor and the person who reported the case; analyse in details data given in the statement; and according to his/her assessments decide whether is a serious or a minor transgression.
- During the process of decision-making the Head of Unit will follow provisions of this Rule.

4. Disciplinary transgressions

a) A minor disciplinary transgression is considered to be:

- Short unexcused absence from work, small careless mistakes, or repeated mistakes;
- The Disciplinary Commission shall gather and review every document or evidence regarding the case, question the alleged transgressor, his/her declaration, the person who reported the alleged case and everyone who has any information concerning the case.
- The interview should take place as soon as possible, within three working days after the case is reported, in order to define whether the transgression is minor or serious.
- If the Commission concludes that a minor transgression is committed, and it is for the first time, ***a verbal warning*** is given to that person, whereas for repeated transgression ***a written warning*** is given within three working days after the interview.
- Minutes of both oral and written warning shall be put in transgressor's personal record.

b) Defining a serious disciplinary transgression

- If the Head of Unit concludes that a serious transgression is committed, he/she will report the case to the University Disciplinary Commission, established by the Rectorate. The Disciplinary Commission will interview the alleged transgressor within 5 calendar days after the case is reported and will give details about:
 - the nature of the alleged transgression,
 - the alleged transgression to be treated seriously and to address it to the Disciplinary Commission,
 - when and where the session of the Disciplinary Commission will take place, within 30 days of the interview
 - the transgressor can be accompanied at the session by another employee.

When there are evidences of violence to other people or danger to property, the Head of the Unit can decide to suspend the alleged transgressor from work during the period when investigations and disciplinary procedure take place.

A serious disciplinary transgression is considered to be:

- Unexcused disagreement on performing certain tasks defined in the deed contract;
- Stealing, cheating, falsification, harming and/or unauthorised use of University assets and property;
- Disrespecting the University code of conduct;
- Unexcused absence from work for more than 5 calendar days without notifying about the absence;
- Repeated mistakes which are made frequently and disorder the normal process of work;
- Discrimination or direct or indirect abuse of any other person at the University, based on the gender, race, colour, language, religion, residence, political opinions, social origin, and other cases protected by law;
- Harassment of any kind, abusing another person's dignity which is undesirable and insulting and arouses animosity, or threatening and frightening any person at the workplace;
- Conducting oneself badly out of the workplace which is not in line with the student or staff rules at the University, and which can discredit the University.
- Damaging assets deliberately;
- Breach of confidentiality;
- Serious incapacity during working hours caused by alcohol or drugs;
- Giving false declaration in order to cause conflict and personal interest.

- Aggressive behavior, intimidation or rudeness at the workplace, and other similar violent behavior anticipated by Law and other University acts.

5. Measures for serious disciplinary transgressions

The Disciplinary Commission after detailed analysis of the case proposes to the Rectorate to apply the following measures:

- written warning,
- last warning,
- salary cut back from 10% to 15%
- prohibition of salary increase up to one year,
- demote to higher posts up to three years,
- downgrading, and
- termination of the work-relation.

Disciplinary measures anticipated in items 1 and 2 of this will be announced by the Head of Unit, whereas disciplinary measures in items 3-7 of this by Disciplinary Commission's proposal will be announced by the Rectorate.

6. The procedure of appeal

The main goal of the procedure of appeal is to protect from a unfair decisions.

The person who is not satisfied with the Decision and to whom a disciplinary measure has been announced, reserves the right to appeal addressed to the Rectorate (in the case of minor offences) or to the Executive Committee of the University Board (in the case of serious offences).

7. Appointment of Commission for complaints

The Rectorate or the Executive Committee as appropriate (hereinafter the respective Organ) shall appoint a Commission for appeals.

The Commission shall be composed of three permanent members from the rank of members of the respective Organ.

The mandate of members of the Commission for appeals will last as long as the mandate of the Organ which has appointed this Commission.

Members of the Commission for appeals can not be also members of the Disciplinary Commission.

In case of conflicts of interest, the member of the Commission for appeals will be substituted for that special session, if:

- is in the capacity of Head with the transgressor
- has family relation with the transgressor,
- is directly involved in the case (incident).

The person who submits the appeal should have proof, arguments and evidences summarizing in brief reasons for the appeal.

The session for review of appeals should take place as soon as possible and no later than 30 calendar days following the day when the complaint has been submitted to the Commission for appeals.

The Commission for appeals shall:

- re-review the evidence,
- determine on the basis of evidences if the appeal will be accepted or rejected,
- describe the disciplinary measure to be applied, no greater than the measure recommended by the Disciplinary Commission.

The Commission may ask for witnesses' presence in order to testify about the case.

The aim of the Commission for appeals is to take into consideration the testimony, by finding additional evidence based on facts.

The Hearing session should be completed as soon as possible so that the Commission will take the decision within 15 calendar days following the day when the case is reported to the Commission.

The Commission takes decisions by majority of members' votes.

The respective Organ takes a Decision on the basis of the Commission's proposal which is reported to the appellant within 5 calendar days following the day of decision-making.

The minutes of the Commission for appeals should be attached in the appellant's record.

V-13 UNIVERSITY POLICY ON QUALITY CONTROL AND ASSURANCE

It is the intention of SEEU to comply with best European practice in quality assessment, evaluation, and accountability. The University will co-operate fully with the Licensing Board and Evaluation Agency established under the Law on Higher Education of the Republic of Macedonia. The University will develop its curricula, programmes, and quality assurance mechanisms to ensure maximum compatibility with the development of the European Higher Education Area as foreseen in the Bologna Declaration and the statements following the Ministers of Higher Education meetings. It will keep in touch with developments within the Association of European Universities, the European Network for Quality Assurance, and other bodies. The University looks forward to working within the Inter-University Conference of Macedonia and offers the expertise of the members of its University and Advisory Boards to assist the Evaluation Agency in its development of the Guidelines on Unified Bases of Evaluation and Evaluation Procedures at Universities.

1. Evaluation Commission

- 1.1 The University shall establish a Quality Assurance Commission (QAC).
- 1.2 The University QAC will be led by the 'Quality Champion' (QC) an external expert elected by the University Board - Heads of all Departments within the University and the Secretary General. The Secretary Generals' office will provide the technical support for the work of the University QAC.
- 1.3 The University QAC shall meet at least two times during each semester.
- 1.4 Each Faculty at the University shall establish Quality Assurance Teams (QAT) consisting of five members. The QAT shall be led by the Dean of the Faculty with membership consisting two Pro-Deans, a student representative and a representative of the external stakeholder from the field – both elected by the Council of the Faculty with a mandate of one year with the possibility for one reappointment. The same procedures shall apply, *mutatis mutandis*, in the Higher Schools.
- 1.5 The Faculty QAT shall take responsibility for implementing the Institutional Quality Development Plans produced by the University QAC (described in 2) and to ensure 'open' debate within the Department including all the community members in it to participate actively in its work.
- 1.6 The Faculty QAT shall produce progress Reports and deliver them to the University QAC for discussion and approval.

2. Institutional Quality Development Plans

- 2.1 The University QAC shall be required to produce Institutional Development plans for Evaluation, which should be submitted to the national Evaluation Agency. These plans need not be approved by the Agency, since the University is responsible for its own actions and decisions as part of its autonomy.
- 2.2 The plans shall cover the main areas for which the Agency will lay down criteria. They will allow for an institutionally-led self-evaluation by departments and faculty that will provide the basis for external moderation by peer groups from outside the University itself.
- 2.3 The University Senate shall be invited to review critically the draft plans, and the draft plans shall be explicitly approved by the Senate as the democratic organ of the university. The participation of the Senate ensures community 'ownership' of the plan, and thus enables the Rector and his/her colleagues to adhere to it. However the Rector should remain fully responsible for providing academic leadership and for preparing the draft plans in collaboration with his colleagues and heads of departments.

3. Evaluation Modes

- 3.1 The involvement of individual academics is to be encouraged as much as possible in the development of evaluative modes and in operating the system.

3.2 Emphasis shall be placed on enhancing professional strength in the face of the need to meet the country's economic and social objectives.

3.3 Evaluation shall be based on criteria on which assessors can make judgments. As regards research, criteria shall be both of scientific competence and of social and economic relevance. They shall be related to determining recent achievements and/or future potential. Evaluation criteria for research (scientific and non- scientific) shall include an assessment of the international importance of the work.

3.4 Teacher evaluation

As regards teaching, evaluation shall be concerned with improving the quality and the quantity that the system produces. The criteria for good teaching shall thus be looked into, as regards physical circumstances, updating of curriculum, research and scholarship etc. Evaluation criteria for teaching shall take into account innovation in teaching methods and the effective use of modern technology to cope with increasing participation and restricted funding. It shall ensure that students are taught and assessed properly and that resources are used as far as possible for the advancement of research and scholarship in the fields represented in the University.

3.5 Student evaluations of instruction

Suitable forms of evaluation by students of instruction constitute an important part of the evaluation process. Reliable forms shall be developed, distributed, and processed every semester, based upon the methods foreseen by quality assurance team.

3.6 Disciplinary Reviews

Disciplinary reviews shall consist of reviews of teaching within the University. Foreign experts will be brought in as appropriate.

4. Guideline for evaluation of teaching

4.1 Teaching shall play a major role in decisions regarding promotion and contract extension.

4.2 No candidate shall be considered for promotion or contract extension without explicit record of his or her teaching performance. The following components of teaching shall be evaluated in a personnel review decision.

(i) Design and redesign of courses

1. Is the course effective in conveying the material it purports to teach?
2. Are the course objectives reasonable?
3. Are course requirements clearly stated and communicated to students?
4. Is the course continuously updated to reflect recent developments in the field?

ii) Presentation of material

1. Does the teacher convey enthusiasm for the subject matter?
2. Does the teacher present material with logic and force, arousing curiosity in beginners and stimulating advanced students to creative work?

(iii) *Command of the subject*

1. Is the teacher knowledgeable in the subject matter of the courses he or she teaches?
2. Does the teacher engage in reading or research in the subject matter of the course in order to keep up-to-date with current research developments?

(iv) Contributions to curriculum and instruction

1. Has the teacher developed instructional materials, such as textbooks, videotapes, computer courseware, slides, publications related to teaching, or the like?
2. In what ways has the teacher participated in departmental or campus curriculum design or development efforts?

(v) Directing student research

How active is the teacher in guiding the research projects of graduate and undergraduate students?

(vi) Advising

1. What formal advising duties or informal advising has the teacher undertaken?
2. How much time does the teacher spend consulting with students?

5. Sources and methods for evaluating teaching

5.1 Each Faculty or teaching unit shall develop a culture that supports and encourages teaching excellence.

5.2 Each Faculty or teaching unit shall develop methods of teaching evaluation that serve to define and reinforce that culture.

5.3 Faculties and other units shall improve their evaluation methods and seek to make them supportive and encouraging rather than investigative or punitive. The following is a list of sources of information for evaluating teaching; departments shall choose those most appropriate for the particular case.

(i) Current students

1. Student evaluation shall be used that comments on a teacher's ability to communicate clearly, the extent and level of the teacher's course preparation, whether the teacher makes effective use of class time, how sensitive and responsive the teacher is to difficulties students may be having in the course, the workload, and so on.

2. Student evaluations should not be used to judge the adequacy, relevance, or timeliness of the course content nor the breadth of the teacher's knowledge and scholarship.
3. The evaluation process is realized according to a unified form by the Pro-Rector for academic issues (teaching and students) who shall issue instructions for completion of the forms. All evaluation forms must enable the student to both numerically rate teachers (on a scale of 5 to 10, where 10 is the best) and to comment narratively on teachers' performance with regard to the following question: "Considering both the limitations and possibilities of the subject matter and course, how would you rate the overall teaching effectiveness of this teacher?"
4. Every course should be evaluated by students each time it is offered. Evaluation data from each course should be included in the teaching dossier including the length of time the teacher has taught the evaluated course. The teacher providing new or experimental courses for the first time may decide to omit evaluation data from their review.
5. The Pro-Rector (teaching and student issues) shall arrange for summaries of the student evaluations to be prepared, showing the number of completed questionnaires upon which the summary data are based and the percentage of class enrolment represented by the data. If summaries indicate less than two-thirds return of student evaluations, an explanation for the missing data shall be included.
6. Data shall be summarized separately for each offering of each course. (Aggregating data for several different courses may obscure differences in teaching effectiveness for various kinds of instruction and may raise questions of proper weighting of the responses in each course. Aggregating data for several offerings of the same course may obscure long-term trends toward increased or decreased student satisfaction.)
7. If there are fewer than 10 student questionnaires for a course, they shall not be summarised but simply included in the dossier for that course and instructor. Student questionnaires from independent reading courses or seminars with small enrolments shall be accumulated over several semesters and summarised when their numbers are sufficiently large.
8. If there are more than 10 student questionnaires, for questions that are quantifiable, the summary shall include:
 - a. frequency distribution of student ratings for each item;
 - b. average response, specified as either the mean, mode, or median;
 - c. departmental norms (averages) or comparison norms on key items for courses of a similar size, level, and kind of instruction (e.g., laboratory seminar, lecture, studio).

9. If there are more than 10 student questionnaires, for questions that are qualitative, the responses (or a representative sample in large classes) shall be summarized by the pro-Rector in such a way that the full range of comments as well as their preponderance is accurately represented.
10. The Pro-Rector shall retain raw student evaluation data for three years for all Faculties; summary information (including statistical data and syntheses of open-ended responses) shall become a permanent part of the teacher's file.
11. Deans of Faculties shall meet with staff members whose ratings are significantly below Faculty norms to advise them of ways they might improve their teaching.

(ii) Graduated students

Information from graduated students shall be used to assess the long-term effectiveness of the candidate's teaching: for example, the role of the teacher's courses in preparing the student for advanced study or work in the discipline.

(iii) Self-evaluations

Self-evaluations should be both descriptive and evaluative and may address such issues as teaching goals and philosophy, involvement in curriculum projects, efforts to improve teaching, and so on.

5.4 These methods shall be employed to gather data from these sources: rating forms or detailed questionnaires, written appraisals (letters or responses to open-ended questions on rating forms), interviews, observations, and so on. By combining sources and methods, it is possible to collect a variety of information about a member of staff's teaching. For example, colleagues can evaluate instructional materials or observe a teacher's classroom teaching. Students can complete evaluation forms at the end of a course, participate in individual or group interviews, or fill out surveys when they graduate.

6. The teaching dossier

6.1 Deans of Faculty and Directors in coordination with the Human Resources Office shall be responsible for maintaining teaching dossiers on each member of the Faculty

6.2 A teaching dossier shall include the following items:

(i) Faculty note summarizing the individual's teaching

A carefully prepared note by the Dean of Faculty shall constitute an essential part of a dossier. It shall describe departmental teaching evaluation procedures, the nature and quality of a individual's teaching, and the evidence upon which this evaluation is based.

(ii) Faculty reports for mid-career review, promotion, and extensions of contract

For these types of reviews, Faculties shall convene an ad hoc commission to examine evaluation data and assess a individual's teaching performance. The commission's report shall be included in the dossier and be considered by the promotion commission.

(iii) Individual's statement

All individuals shall provide a written statement of their teaching approach, including the goals of specific courses and choices of teaching strategies.

They shall also comment about their efforts to improve teaching and respond to criticism of their teaching performance made by the Faculty and by students on end-of-course evaluations.

(iv) Description of courses taught

A list of courses by course number and enrolment shall be included. The individual may wish to comment on the courses indicating which are new, team taught, and so on.

(v) Peer evaluation

Reports or letters about the individual's teaching performance from Faculty colleagues familiar with the content shall be included in the dossier. The letters shall cite the basis and evidence for judgments made (observation, review of instructional materials, and so on). Peer evaluation shall follow the procedure and guidelines set forth in the University's Policy on Peer Review.

(vi) Student evaluation

Some form of student evaluation data (e.g., end-of-semester student ratings) for each different course taught in the period under review shall be presented. The data shall include both summaries of student evaluations of teaching and sufficient "raw" data (i.e., representative student comments) to allow the reviewers to see the individual's teaching from the students' point of view.

(vii) Alumni evaluation

Former students, as well as any assistant staff working with the individual, may provide information about the individual's teaching performance. Dossiers shall include letters, results of group interviews, or summaries of surveys of alumni that specifically address the individual's teaching.

7. Review procedures

Personnel actions for promotion appraisal begin in the Faculty. The Dean of faculty in consultation with each individual, assembles a review file, which, after departmental discussion, is sent to the Human Resources Officer for process under the 'Rule on promotion to the academic-scientific title, the academic title, the academic-professional and the collaborator title at SEEU'

Based on the Law on research of Republic of Macedonia, (S.v. 13/96), on the SEEU Statute, (approved by the Board, on 16 December 2004), and the Strategy for Research (approved by the SEEU Senate and Board of SEEU), SEEU Council approved the following:

V 14 RULES ON RESEARCH AT SEE UNIVERSITY

1. By this regulation SEEU regulate the status, the activities, the structure, the governance and the decision-making process of the research.

2

2.1. At SEE University will be established a network of research entities within each of the faculties.

2.2. The basic institutional form of performing research activities within the faculty will be the research centres.

3. In the five Faculties of the University of South East Europe (SEEU) the following research entities will be established:

- a. The Centre for Public Administration Research, (CPAR);
- b. The Centre for Legal Research (CLS);
- c. The Centre for Economic Research, (BA);
- d. The Laboratory for Applicative Research, (at CST);
- e. The Centre for Teacher Training, (TT).

4. These research entities will be co-ordinated by the Rectorate of SEEU, through the Pro-Rector for Research.

5. The research entities will be part of the Faculty, chaired by their Deans and managed by its Director.

The financial proportion from realized project would be allocated according to the Statute of SEEU: 50% to SEEU, 20% to Staff Development of the faculty, and 30% to individuals who were involved in the implementation of the project.

6. The research entities are the part of the faculty and are not separate legal unites and they will not have their own financial means, separate from the university, i.e. bank accounts.

7. Twice a year (one each semester), at the Faculty level, there will be a meeting of the Faculty Board for Research, who will review the individual research activities of each member of staff, as well as research projects of the Faculties.

8

8.1. At the university level the SEEU Committee for Research will be established.

8.2. This Committee will be chaired by the Pro-Rector for Research and will:

- approve the Annual Research Plan of SEEU;
- review the proposed research activities of each Faculty
- review the individual research achievements of Faculty Staff.

9

9.1. The Research Unit of each Faculty will be established by the decision of these Council meetings and signed by the Dean of the Faculty, and its director.

9.2. Detailed procedural guidelines concerning the organisation, structure and functioning of the Research Unit will be issued by each Research Unit.

10. All decisions of the Faculties regarding the establishment of Research Units regulations and appointments will be approved by the SEEU Council.

11

11.1. Upon the establishment of all five Research Units, SEEU Research Committee will be established at the university level.

11.2. This Committee will meet twice a year – in June, October and February.

12. In the meeting of the SEEU Research Committee each Faculty Dean will present their Annual Research Plan, activities related to concrete research projects and future plans for the next academic year.

13

13.1. Every second week of October of each academic year there will be an annual meeting of the SEEU Research Committee.

13.2. The Committee will analyse the research activities to date (3 months) and Faculty Deans will provide the Committee with reports on individual research activities of each staff member.

13.3. The Committee will also approve the Annual Plan for Research at SEEU.

V-15 UNIVERSITY POLICY ON PEER REVIEW

The University wishes to encourage faculty innovation, research, publication, and development. To that end, it endorses a policy of peer review. SEEU has established Faculty Boards for Research in each of the five Faculties and will publish the ‘SEEU Review’.

1. Review Process

1.1 Articles, books and other written materials not published by internationally renowned publishers, and for use in teaching activities at the University, shall be circulated to the appropriate Faculty Board for Research.

1.2 The Faculty Boards for Research will be part of the Faculty, chaired by their Deans and managed by its Director. It shall meet twice a year (once each semester). Detailed procedural guidelines concerning the organisation, structure and functioning of the Faculty Boards for Research will be issued by each Research Unit.

1.3 All decisions of the Faculties regarding the establishment, regulation, and appointment of members of the Boards for Research, will be approved by the SEEU Council.

1.4 These research entities will be co-ordinated by the Rectorate of SEEU, through the Pro-Rector for Research.

1.5 At the University level the SEEU Committee for Research will be established. This Committee will meet three times a year (June, October and February). The Committee will be chaired by the Pro-Rector for Research and will:

- approve the Annual Research Plan of SEEU;
- review the proposed research activities of each Faculty;
- review the individual research achievements of Faculty Staff.

1.6 Authors of materials under evaluation, their relatives, spouses and spouses’ relatives cannot be appointed members of the Faculty Board for Research. Every ad hoc appointment of reviewers shall include at least one foreign scholar or expert in the field under review.

1.7 The Review process is anonymous. The Faculty Board for Research shall disclose neither the identity of the author(s), nor the identities of the reviewers, until the Chair of the Faculty Board for Research has received the reviews. The Faculty Board for Research shall also not disclose the Reviewers’ identities to other Reviewers.

1.8 The Reviewers may address inquiries to the Chair of the Faculty Board for Research regarding materials submitted for review. The Chair will appoint a member of the Faculty Board for Research to discuss the inquiries with the author(s) and to report in writing to the Chair, who will forward the report to the Reviewers.

1.9 To be accepted or rejected for use in the classroom, materials described in 1 must receive two positive reviews. If the Chair of the Faculty Board for Research receives one positive and one negative review, a third, tie-breaking review, shall be obtained.

1.10 Resubmitted materials must go through a full round of reviews. Resubmitted materials are those that have been previously declined and since revised.

1.11 The primary responsibility of the Reviewers is to ensure an efficient and fair review process of materials submitted, and to establish and maintain high standards of technical and professional quality. Criteria of quality are: originality of approach, concept and/or application; profundity; and relevance to the discipline under consideration as well as adherence to international publication standards including, but not limited to, the submission of a critical bibliography.

1.12 The Reviewers shall give unbiased consideration to all materials offered for use at the University, and shall judge each on its merits without regard to any personal relationship or familiarity with the author(s), or to the race, gender, sexual orientation, religious belief, ethnic origin, citizenship, professional association, or political philosophy of the author(s).

1.13 The Reviewers shall disclose no information about materials under consideration to anyone other than those from who professional advice regarding the publication of the manuscript is sought.

1.14 If a Reviewer is presented with convincing evidence that the substance, conclusions, references or other material included in materials intended for instruction at the University are erroneous, that Reviewer shall address a query on the matter to the Chair of the Faculty Board for Research who will follow the procedures set out in 7 above.

1.15 If a Reviewer is presented with convincing evidence that materials or published papers contain plagiarised material or falsified research data, the Reviewer shall forward such evidence to the Chair of the Faculty Board for Research. The Chair shall submit the evidence to the Chief Academic Planning Officer under the University policy governing misconduct of staff.

2. Publication of SEEU Review

2.1 The 'SEEU Review' will be published twice a year (every 6 months) and the language of the Review will be English. Works intending to be published in the Albanian language should be accompanied by translation in the English language.

2.2 'SEEU Review' will be managed by the Rectorate which will appoint a Chief Editor of the Review, its Editing Council, and a Secretary of the editorial office. The latter should be at least an assistant, holding a Master of Science and have proficiency in the English language.

2.3 The nature of the works which could be published in the 'SEEU Review' will be of two fields:

- a) Study of scientific analysis (using strictly scientific equipment), and
- b) Publication of research results

2.4 It is the responsibilities of the author(s) to:

- a) provide meaningful abstracts in the English, Albanian and Macedonian languages of materials to be reviewed
- b) provide a detailed bibliography
- c) submit an electronic and hard-copy of the Work

Section VI

Pursuant to Article 67, paragraph 13 of the Law on Higher Education ('Official Gazette' of the Republic of Macedonia no 64/2000 and 48/2003) and Articles 56, 57 and 61 of the University Statute, the Senate makes the following

VI-1 REGULATIONS FOR FIRST CYCLE DEGREES

General

1. The University offers the degree of the first cycle

Bachelor of Arts

Bachelor of Science

A student who does not complete the programme of study for the award of a degree or is registered in a programme offered by a Higher School may be awarded

a Diploma in Higher Education or

a Certificate in Higher Education.

2. The programmes of study leading to the awards in 1 are set out in these Regulations. These programmes are administered by the Faculty Councils on behalf of the Senate; in the case of programmes offered by Higher Schools, administration is by the Council of the Faculty to which the Higher School is attached.

Admission and registration

3. Students are admitted to programmes of study on the basis of a competition approved by the Senate. Different Faculty entrance requirements may be specified.

4. Registration is subject to payment of the required tuition fee approved by or on behalf of the University Board and production of original documents as required by the registration office.

5. Subsequent to first registration, but before registering for the second year of study, students may transfer from one Faculty to another, with the permission of the Deans of

Faculties concerned if they satisfy the original entrance requirements for the new Faculty.

Structure of programmes

6. 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 240/ or 180 ECTS credits, depending on the programme registered at the beginning of studies. A Diploma of Higher School requires 120 and a Certificate 60 ECTS credits. The nature of the credits, and the order in which they may be accumulated, depends upon the published curriculum. It is a minimum requirement for all qualifications at or below first cycle degree level that one-third of the total credit is acquired by study at the University.

7. The basic module of study is the semester-course with ECTS credit points attached as in the University's approved curriculum. The appropriate number of credits is obtained when a semester-course is successfully completed as described in these regulations. Admission to a particular semester-course forming part of the degree programme may require a prerequisite pass at a defined level in one or more other such course or courses and a prerequisite will not be counted in this way after the expiry of three calendar years from its successful completion, unless the Council of the Faculty responsible for it approves a different period. Withdrawal from a course is permitted up until the date of submission of the last piece of assessed work or before the examinations, whichever is the later.

Transfers

8. The right to transfer from another institution to SEEU will be given to all students that have completed at least one year of studies in their respective university and have a grade average over 7.00 (equivalent to evaluation procedures of SEEU)

9. The maximum number of ECTS credits which may be granted on transfer by the Faculty towards a degree of the first cycle is 180 / 90 ECTS credits respectively

Status

10. Students will be designated as full-time or part-time.

11. Full-time students are normally expected to complete a first cycle degree in four years / or three years. Periods of study may be reduced if, on admission, credit is awarded for previous study.

12. Students wishing to transfer between full and part-time status must apply to the appropriate Dean of Faculty whose decision will be final. The University Council will forsee the transfer criteria.

Maximum number of credits

13. The conditions on which a student may be permitted to register for up to 6 additional credits per semester (meaning 36 credits per semester) are:

- (i) the availability of staffing and other resources;
- (ii) a running GPA of at least 9.00;
- (iii) payment of any prescribed fees.

14. The University may at its discretion assess additional tuition fees for students registered at any one time for courses leading to more than 30 ECTS credits on successful completion. The fees will be set by the University Council according to the marginal cost of tuition, equipment and other resources, and may vary between subjects.

Student Grading

15. Assessment and Evaluation

15.1 Good assessment yields good information about the results of teaching; it is itself a necessary component of good teaching. Students who do not understand what they are aiming to know and how they will be expected to demonstrate their achievements will not be able to participate fully in managing their own learning. Sound assessment and grading practices help teachers improve their own work, improve students' motivation, focus students' effort, and increase students' achievement.

15.2 "Assessment" means to gather and interpret information about students' achievement, and "achievement" means the level of attainment of learning goals of university courses. It is used to measure mastery of content, to chart progress, to motivate students, and to provide information to a variety of audiences from students to parents to prospective employers. Assessing students' achievement is generally accomplished through tests, classroom and take-home assignments, and assigned projects. Strictly speaking, "assessment" refers to assignments and tasks that provide information, and "evaluation" refers to judgments based on that information.

16. Grading

16.1 Grades are to be determined by the instructor based on his or her assessment of a student's classroom performance (participation in class discussion, presentations etc.) and performance on take-home assignments, exams and other graded work. 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 shall not be determined by one final test. Students will earn points for work performed for various graded

activities throughout a class. The instructor shall establish the weight given to various assignments and report these results in a spreadsheet format to the Registrar's Office within five working days after the completion of the final examination.

One ideal example is listed in the table below:

(weight) Student	Home-work#1 (10 pts)	Midterm Exam (20 pts)	Home-work#2 (10 pts)	Research Paper (20 pts)	Attend- ance (10 pts)	Final Exam (30pts)	Total Points (100 pts)	Final Grade
Adrian	8	19	8	18	9	28	90	10
Bekim	7	15	4	14	7	23	70	8
Emilija	9	17	8	16	9	0	59	IN
Teuta	10	18	10	18	10	19	85	9

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

Grade Scale	Grade Description	Grade Points	Letters
95% - 100%	Magnificent	10.0	A
86% - 94%	Excellent	9.0	A-
77% - 85%	Very Good	8.0	B
68% - 76%	Good	7.0	C
60% - 67%	Satisfactory	6.0	D
59% - below	Failing	5.0	F
	Incomplete (IN)	0.0	
	No Record (NR)	0.0	

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. If requirements are not completed within one year, a failing grade is automatically assigned.

Withdraw (W)

If a student decides to withdraw from a course, it essential that he or she completes and files a 'drop form.' Drop forms can be obtained from the administrative assistant in the student's Faculty office. Leaving a course without authorisation will result in the student receiving a failing mark or grade (5) for that class. A student may withdraw (drop) from all classes during the first four weeks without academic penalty if a drop form is filed at the Registrars Office by the end of the fourth week of teaching as defined in the Academic calendar. Withdrawal during the fifth to tenth week of semester is permitted only for a serious reason and requires the approval of the teacher and the

Dean of faculty. Drops and withdrawals posted during the fifth to tenth week of teaching will result in a “W” posted to the student’s grade report. This mark does not indicate performance, nor is it used in calculating grade point average. Beginning with the eleventh week of teaching a student may only withdraw in case of accident or serious illness clearly beyond his/her control and only when an ‘incomplete’ is not practicable. Usually, withdrawals of this type mean withdrawal from all courses, although incompletes 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 will be 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 letter grade when the teacher submits a formal grade.

Recording of Grades

Student grades are recorded permanently by the Office of the University Registrar and are available upon request to the student and to other authorized University personnel and agencies.

17. Publishing Grading and Evaluation Requirements

Teachers are required to provide students with a syllabus at the beginning of the semester that offers a brief 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 to include dates when the midterm and final examinations will be given. Proof of providing syllabuses, as certified by the Dean or Pro-Dean of Faculty, is required before any salary payments are effected.

18. Preparatory Year Satisfactory-Unsatisfactory (S-U) Grades:

18.1 Preparatory year students receive grades of S (Satisfactory) or U (Unsatisfactory) which carry no ECTS points and are not computed in the grade point average..

18.2. Such grades are included in a student’s permanent academic record and are reflected on the transcript.

Examinations

The following regulations are the rules promulgated to ensure a smooth and just organization of the examinations at the University.

Their starting point is that the task of the examiner is to evaluate the capability a student has acquired in a specific educational unit. Therefore, it is necessary that every examination be organised in such a way that the student has every opportunity to prove this capability. Hence, all examiners must exercise a constant concern to ensure that the most appropriate form of evaluation is provided for each part of the curriculum.

19. Final Examinations Administration

19.1 Final examination deadlines

At university level there will be two regular deadlines for final exams and that will be one week after the official ending of the semester.

Exam deadline can not exceed two weeks.

At university level will be organized only one deadline for make up exams and that will be on first week of September, at the end of academic year. In this deadline will be offered subjects from all academic year. The maximum grade that can be taken in this deadline is 8(eight).

19.2 Final Exam Requirements

The final examination should not to exceed three hours and is required in all undergraduate courses. The examination is to be given during the examination period scheduled by the Academic Planning Office, unless a variance is granted by the Office of students' services. The authority to administer this requirement and to grant exemptions, is vested in the Pro-Rector (Teaching and Students). Final examinations should count for no more than 40% to 50% of the students overall course grade.

19.3 Late Requests for Changes

Once the Draft Schedule of Examinations has been published on the internet, petitions by teaching staff for changes in the time, place, or format of the final examination or other evaluation from what is published therein may be made only under these conditions:

- a. The Dean of Faculty must approve the teacher's petition.
- b. If a change of place or time is requested, it must be cleared with the Academic Planning Office scheduling staff to ascertain that the needed space is available.
- c. The Registrar's Office must receive the petition before the Final Examination Schedule is due to go online, usually between the fourth and the fifth week of teaching. Except for unusual situations, requests received thereafter will be denied.
- d. For certain types of requested changes (e.g. time, format), the Academic Planning Office needs evidence that the students have all agreed to the proposed change.

19.4 *Conduct of Final Examinations and Monitoring*

It is the responsibility of the teacher to arrange for and to monitor the conduct of the final examination, or its equivalents, in such a manner as to minimise the likelihood that acts of cheating will go undetected. Members of staff are accordingly urged to contribute as fully as possible to making conditions in the examination room conducive to quiet, well order and honourable methods of work. The ratio of one invigilator for twenty students shall be strictly followed. The students are expected to maintain the integrity of their own work. Teachers should, for regularly scheduled examinations, be available in case of need, such as undue noise, illness, late arrival of students or other emergency. Students are expected to be seated in alternate seats during examinations.

19.5 *Absence, Lateness, and Failure*

Whenever possible, teachers are notified in advance when a student is expected to be absent from an examination. Unexpected absences should be immediately reported by teachers to the office of the Registrar. It is important for teachers to observe this regulation so that, if warranted, arrangements may be made for make- up of work not completed.

A student whose absence is not to be excused receives a 5 on the final examination. The grade for the course as a whole is determined by the teacher.

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.

A student taking a scheduled examination after the regular period will be given a new examination.

19.6 *Regulations and Policies Governing General Topics*

The basic principles and procedures governing the administration of final examinations apply to the administration of all examinations given at the University. Instructors should exercise care concerning the format of intra-semester examinations and ensure that they are appropriate to the curriculum of the course. Furthermore, they should grade and return exams (be they in the form of term papers, essays, quizzes, or regular paper-and-pencil tests) in a timely fashion to the student or no later than one week following submission.

Instructors are also required to present the course requirements (including an outline of the exams, expectations, and schedules) at the beginning of each course in a manner that enables students to thoroughly understand what will be demanded of them. The responsibilities and standards outlined in the University Policy on Faculty Conduct should be adhered to here as in all domains where a teacher exercises his or her professional functions.

All testing materials must meet the same standards stipulated in the University Policy Governing Peer Review.

19.7 *Grade Appeals Process*

If a student believes that he or she has been graded unfairly he/she should complain within 24 hours after the results have been published. The student may attempt to

resolve the grievance with the teacher within the first month of the following semester. If the grievance is not resolved to the student's satisfaction, he or she may then attempt to resolve the grievance through written appeal to the Dean of Faculty or equivalent, who will attempt to adjudicate the case with the teacher and the student within two weeks. If the grievance is still not resolved to the student's satisfaction, he or she may then attempt to resolve the grievance through written appeal to the Pro-Rector (Teaching and Students), who shall (or who shall ask the Head of Student Services to) attempt to adjudicate the case with the teacher, the Dean and the student within two weeks. The decision of the Pro-Rector on the issue shall be final.

Fee Payment

20. The University will establish the office of the Bursar who will deal with fee payment issues, including the pursuit of outstanding fees and past-due charges.

21. Tuition fees:

Students pay their tuition fees in the preset amount for the respective study program and for their respective year of studies. The amount is determined from the University organs at the Announcement for student registration.

- the rate for winter semester must be paid the latest until 30th of September of the ongoing academic year.
- the rate for summer semester must be paid the latest until 28th of February of the ongoing academic year.

In all cases where the student does not fulfil his financial obligation he/she will be fined with a 0.2% daily interest for every late day, but not more than 60 days from the deadline expiration.

If the student within 60 days of deadline expiration does not fulfil his financial obligation the "student status" will freeze (blocked). Freezing the status means blocking the grading evidence, certificates, transcripts, diploma etc. In extraordinary cases, for objective reasons, the students can make an understanding time overdue request to the Committee for implementation of this rule, established by the Rectorate. Difficult financial situation will not be considered objective reason.

22. Dormitory fees

Students pay a fee for their residence in the University's dormitories. The amount is determined by the university organs and based on the competition of residing in the campus.

Payments will be monthly based until the 5th of every month. In all cases when the student does not fulfil his/her financial obligations will be fined with 1 Euro daily for every late day, but not longer than 30 days from the deadline. 30 days after deadline expiration, the student will lose the status to reside in the dormitory.

In extraordinary cases, for objective reasons, the students can make an understanding time overdue request to the Commetee for implementation of this rule, established by the Rectorate. Difficult financial situation will not be considered objective reason

23. Returning Tuition fees

In principle the tuition fees for studies at SEEU will not be returned, except in cases of objective reasons (withdrawal, physical obstacles to continue the studies).

In cases when the studens asks for a reasonable tuition return, the university follows the procedure:

- if a reasonable return request is made within 15 days from the payment deadline, the student will be reimbursed in the amount of 85% of the payment.
- if a reasonable return request is made within 30 days from the payment deadline, the student will be reimbursed in the amount of 70% of the payment.

30 days passed the deadline of the payment; regadless the reasons, the student will not be returned any of the amounts, as it is considered that the university has made all possible expences on the services offered to the student.

Returning tuition fees requests will not be approved for students registered at first year of studies.

Students that in reasonable cases want their payment transefered to a close family member (brother, sister) within 30 days the transfer will be done without any of the above fines .30 days passed the transfer can be made with a fine of 1% of daily interest.

24. Rule implementation

Finance service and student service are responsible for implementation of this rule. In the contrary case they will be fined three times the amount of the damage cause to the University.

Credit and Grade Point Averaging

25. Credit

The University's curriculum is organised according to the European Transfer Credit System (ETCS). In ETCS, 60 credits represent the workload of one academic year of study; and one credit refers to 30 hours 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. Individual course credits are determined according to the number of practical and/or theoretical hours required for in-class activity plus private study. Thus, one theoretical hour entails (at least) 3 hours of independent study (in library or at home) and evaluation; consequently, a course of 30 theoretical hours plus 90 (30x3) hours of private study and evaluation results in a study load of 120 hours.

26. Grade Point Averaging

The method used to determine a student's average course grade is called 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 (G.P.) value based on the 6-point system listed above (NR & IN grades are not calculated into the GPA).

Example: A six-unit course with a grade of 9 would have 54 G.P. (Number of units times number of G.P. equals the total grade points for that class.)

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

27. In order for a student to go on from one academic year to the next he/she must fulfill these criteria:

- From 1st academic year to 2nd academic year, a student needs to have earned a minimum of 42 credits during their current academic studies
- From 2nd academic year to 3rd academic year, a student needs to have earned a minimum of 102 credits during their current academic studies
- From 3rd academic year to 4th academic year, a student needs to have earned a minimum of 162 credits during their current academic studies
- Students that at the end of academic year could not gain at least 10% of the credits for the respective year, will lose the status of regular (full time) student at SEEU.

28. Students who do not fulfill these criteria have the right to reregister the same semester the coming academic year.

28.1 The reregistration will be done following this procedure:

- a) a re-registration form request (can be found at students issues office) must be filled and delivered to the secretary office of the respective faculty. Attached to the request must be the transcript as well.
- b) The request form must be filled by the pro-dean of the faculty, describing conditions of registration: what exams can he/she take from the previous years, the amount of money (deriving from the difference of due credits and actual ones) that needs to be paid etc.
- c) The filled request form must be delivered to the office for student issues.

28.2 Students that did not comply with passing conditions have no right to continue their studies in the next year of studies.

Withdrawal from Studies

29. In order for a student to withdraw from studies at SEEU, he/she must:

- Clear their payment account with the Bursar
- Check with the librarian if they have any books taken out
- Fill out a declaration form at the Registry that they are withdrawing
- Collect the documents and return back the ID card.

Academic Calendar and Course Offering Preparation

It is recommend that registration for the 1 October Winter term should begin in late May and that registration for the 1 March Summer term should begin in mid-January.

For Example:

30. Recommended schedule preparation and registration calendar for Winter term

- 1 November Registry sends schedule of what was taught the previous Winter term (days, times, instructors, and enrollments) to faculties
- 15 January Course offerings due back to Registry
- 15 February Course offerings have been assigned classrooms and created in the registration system
- 20 February Faculties proof course offerings
- 25 February Course offerings posted to the Web
- 25 March Registration for Winter term begins

31. Recommended schedule preparation and registration calendar for Summer term

- 1 April Registry sends schedule of what was taught the previous Summer term (days, times, instructors, and enrollments) to faculties
- 1 June Course offerings due back to Registry
- 5 November Course offerings have been assigned classrooms and created in the registration system*
- 10 November Faculties proof course offerings
- 15 November Course offerings posted to the Web
- 10 December Registration for Summer term begins

32. Academic calendar will be published by the Registry Office two years in advance.

Delegation of authority

33. The Senate may delegate its powers to vary the requirements of this Regulation in exceptional circumstances in any particular case to the University Council or other responsible body.

Pursuant to Article 67, paragraph 13 of the Law on Higher Education ('Official Gazette' of the Republic of Macedonia no 64/2000 and 48/2003) and Articles 56, 57 and 61 of the University Statute, the Senate makes the following

VI-2 UNIVERSITY POLICY ON SECOND CYCLE STUDIES

General

1. The University offers the degree of the second cycle

Master of Arts

Masters of Science

LLM (Master of Laws)

Other degrees specific to the faculties

2. The programmes of study leading to the awards in 1 are set out in these Regulations. These programmes are administered by the Faculty Councils on behalf of the Senate.

Admission, registration, and administration

3. Students are admitted to programmes of study on the basis of a competition approved by the Senate. Different Faculty entrance requirements may be specified.

4. Registration is subject to payment of the required tuition fee approved by or on behalf of the University Board and production of original documents as required by the registration office.

5. General Administration of Programs

The Office of Graduate Studies, led by the Director or Dean of Graduate Studies, reporting to the Rectorate is responsible for organizing and managing the programs as well as supervising the quality assurance of the programs, while the faculties themselves will determine the content of the courses, requirements for the course and requirements for the degrees. As a unified higher education institution, the Office of the Director of Graduate Programs will oversee the delivery of the programs in conjunction with the Deans of the Faculties.

Each 2nd Cycle Program is managed administratively by a Coordinator, chosen by the Faculty offering the program in consultation with the Office of Graduate Programs and the Rectorate. The coordinator will provide logistic and administrative support to the Dean of the Faculty and the Director (Dean) of Post Graduate Studies.

The Director (Dean) of Graduate Programs chairs the Graduate Academic Council, composed of the Deans of the Faculties, representatives of the Rectorate, and Faculty representatives from among those professors teaching in the 2nd cycle programs. The Graduate Academic Council will review the work of the 2nd Cycle Programs, offer advice to the management of the programs, and respond to students concerns and needs. The Graduate Academic Council will meet at minimum, once a month during the academic year.

All 2nd cycle programs will be continuously reviewed by Graduate Academic Council and the Office of the Director of Graduate programs who reports directly to both the Rectorate and the Senate Quality Assurance Committee.

Structure of programmes

6. 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 90 ECTS credits. The nature of the credits, and the order in which they may be accumulated, depends upon the published curriculum.

7. The basic module of study is the semester-course with ECTS credit points attached as in the University's approved curriculum. The appropriate number of credits is obtained when a semester-course is successfully completed as described in these regulations. Admission to a particular semester-course forming part of the degree programme may require a prerequisite pass at a defined level in one or more other such course or courses and a prerequisite will not be counted in this way after the expiry of three calendar years from its successful completion, unless the Council of the Faculty responsible for it approves a different period. Withdrawal from a course is permitted up until the date of submission of the last piece of assessed work or before the examinations, whichever is the later.

Transfers

8. Transfers from other Masters programs are not allowed. SEEU will awarded 2nd cycle degrees only to those students who complete all 90 credits in SEEU programs.

Status

9. Students will be designated as full-time.

10. Full-time students are normally expected to complete a second cycle degree in 3 concurrent semesters.

Maximum number of credits

11. Except with permission given by or on behalf of the relevant Faculty Council, a full-time student may not be registered to study at any one time courses leading to more than 30 ECTS credits on successful completion.

Student Grading

12. Assessment and Evaluation

12.1 Good assessment yields good information about the results of teaching; it is itself a necessary component of good teaching. Students who do not understand what they are aiming to know and how they will be expected to demonstrate their achievements will not be able to participate fully in managing their own learning. Sound assessment and grading practices help teachers improve their own work, improve students' motivation, focus students' effort, and increase students' achievement.

12.2 "Assessment" means to gather and interpret information about students' achievement, and "achievement" means the level of attainment of learning goals of university courses. It is used to measure mastery of content, to chart progress, to motivate students, and to provide information to a variety of audiences from students to parents to prospective employers. Assessing students' achievement is generally accomplished through tests, classroom and take-home assignments, and assigned projects. Strictly speaking, "assessment" refers to assignments and tasks that provide information, and "evaluation" refers to judgments based on that information.

13. Grading

13.1 Grades are to be determined by the instructor based on his or her assessment of a student's classroom performance (participation in class discussion, presentations etc.) and performance on take-home assignments, exams and other graded work. 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 shall not be determined by one final test. Students will earn points for work performed for various graded activities throughout a class. The instructor shall establish the weight given to various assignments and report these results in a spreadsheet format to the Registrar's Office within five working days after the completion of the final examination. One such example is listed in the table below:

(weight) Student	Home-work#1 (10 pts)	Midterm Exam (20 pts)	Home-work#2 (10 pts)	Research Paper (20 pts)	Attendan ce (10 pts)	Final Exam (30pts)	Total Points (100 pts)	Final Grade
Adrian	8	19	8	18	9	28	90	10
Bekim	7	15	4	14	7	23	70	8
Emilija	9	17	8	16	9	0	59	IN
Teuta	10	18	10	18	10	19	85	9

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

Grade Scale	Grade Description	Grade Points	Letters
95% - 100%	Magnificant	10.0	A
86% - 94%	Excelent	9.0	A-
77% - 85%	Very Good	8.0	B
68% - 76%	Good	7.0	C
60% - 67%	Satisfactory	6.0	D
59% - below	Failing	5.0	F
	Incomplete (IN)	0.0	
	No Record (NR)	0.0	

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. If requirements are not completed within one year, a failing grade is automatically assigned.

Withdraw (W)

If a student decides to withdraw from a course, it is essential that he or she completes and files a 'drop form.' Drop forms can be obtained from the administrative assistant in the student's Faculty office. Leaving a course without authorisation will result in the student receiving a failing mark or grade (5) for that class. A student may withdraw (drop) from all classes during the first four weeks without academic penalty if a drop form is filed at the Registrars Office by the end of the fourth week of teaching as defined in the Academic calendar. Withdrawal during the fifth to tenth week of semester is permitted only for a serious reason and requires the approval of the teacher. Drops and withdrawals posted during the fifth to tenth week of teaching will result in a "W" posted to the student's grade report. This mark does not indicate performance, nor is it used in calculating grade point average. Beginning with the eleventh week of teaching a student may only withdraw in case of accident or serious illness clearly beyond his/her control and only when an 'incomplete' is not practicable. Usually, withdraws of this type mean withdrawal from all courses, although incompletes 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 will be 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 letter grade when the teacher submits a formal grade.

Recording of Grades

Student grades are recorded permanently by the Office of the University Registrar and are available upon request to the student and to other authorized University personnel and agencies.

14. Publishing Grading and Evaluation Requirements

Teachers are required to provide students with a syllabus at the beginning of the semester that offers a brief 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 to include dates when the midterm and final examinations will be given. Proof of providing syllabuses, as certified by the Dean or Pro-Dean of Faculty, is required before any salary payments are effected.

Examinations

The following regulations are the rules promulgated to ensure a smooth and just organization of the examinations at the University.

Their starting point is that the task of the examiner is to evaluate the capability a student has acquired in a specific educational unit. Therefore, it is necessary that every examination be organised in such a way that the student has every opportunity to prove this capability. Hence, all examiners must exercise a constant concern to ensure that the most appropriate form of evaluation is provided for each part of the curriculum.

15. Final Examinations***15.1 Final Exam Requirements.***

The final examination should not to exceed three hours and may be required in all courses. The examination is to be given during the examination period scheduled by the Registrar's Office, unless a variance is granted by that Office. The authority to administer this requirement and to grant exemptions, is vested in the Pro-Rector (Teaching and Students). Final examinations should count for no more than 30% of the students overall course grade.

15.2 Conduct of Final Examinations and Monitoring

It is the responsibility of the teacher to arrange for and to monitor the conduct of the final examination, or its equivalents, in such a manner as to minimise the likelihood that acts of cheating will go undetected. Members of staff are accordingly urged to contribute as fully as possible to making conditions in the examination room conducive

to quiet, well order and honourable methods of work. The ratio of one invigilator for twenty students shall be strictly followed. The students are expected to maintain the integrity of their own work. Teachers should, for regularly scheduled examinations, be available in case of need, such as undue noise, illness, late arrival of students or other emergency. Students are expected to be seated in alternate seats during examinations. They are permitted to take into the examination room only such materials as the teacher has prescribed. Examination books in regular examinations may not be taken by the students from the room. For rough work or trial answers, students are expected to use the back pages of the examination books. No pages should be torn out or inserted.

In regular examinations, teachers should be on hand before the end of the examination to receive the books and to check with their class lists before leaving the room to be sure that none are missing and that pages are not torn out or inserted. The teacher is responsible for securing examination books. Teachers should not leave unused examination books in locations available to students.

15.3 *Absence, Lateness, and Failure*

Whenever possible, teachers are notified in advance when a student is expected to be absent from an examination. Unexpected absences should be immediately reported by teachers to the office of the Registrar. It is important for teachers to observe this regulation so that, if warranted, arrangements may be made for make-up of work not completed.

Absence from examinations at the scheduled time is excused only by the Registrar's Office, and only for illness or serious emergency. After the Registrar's Office confers with the student and determines that an "Incomplete" is necessary, an Incomplete form is issued with copies to the teacher, the Registrar and the student. A student who misses any examination because of illness at home must secure appropriate medical documentation.

Before submitting a grade for a student whose absence remains unexplained, the teacher should consult the Registrar about the student's status.

A student whose absence is not to be excused receives a 5 on the final examination. The grade for the course as a whole is determined by the teacher.

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.

A student taking a scheduled examination after the regular period will be given a new examination.

15.4 *Regulations and Policies Governing General Topics*

The basic principles and procedures governing the administration of final examinations apply to the administration of all examinations given at the University. Instructors should exercise care concerning the format of intra-semester examinations and ensure that they are appropriate to the curriculum of the course. Furthermore, they should grade and return exams (be they in the form of term papers, essays, quizzes, or regular paper-and-pencil tests) in a timely fashion to the student or no later than one week following submission.

Instructors are also required to present the course requirements (including an outline of the exams, expectations, and schedules) at the beginning of each course in a manner that enables students to thoroughly understand what will be demanded of them. The responsibilities and standards outlined in the University Policy on Faculty Conduct should be adhered to here as in all domains where a teacher exercises his or her professional functions.

All testing materials must meet the same standards stipulated in the University Policy Governing Peer Review.

15.5 Grade Appeals Process

If a student believes that he or she has been graded unfairly he/she should complain within 24 hours after the results have been published. The student may attempt to resolve the grievance with the teacher within the first month of the following semester. If the grievance is not resolved to the student's satisfaction, he or she may then attempt to resolve the grievance through written appeal to the Dean of Faculty or equivalent, who will attempt to adjudicate the case with the teacher and the student within two weeks. If the grievance is still not resolved to the student's satisfaction, he or she may then attempt to resolve the grievance through written appeal to the Pro-Rector (Teaching and Students), who shall (or who shall ask the Head of Student Services to) attempt to adjudicate the case with the teacher, the Dean and the student within two weeks. The decision of the Pro-Rector on the issue shall be final.

Non-Course Work: Masters Thesis, Internship, Research

16.1 Regulation of Thesis and Research/Internship

Each 2nd cycle program requires a written thesis to be finished and defended in a public defence in the third semester. The student develops his thesis in cooperation with his mentor.

An integral part of the program is the student internship and research done in the 3rd semester. Students are required to successfully complete their assignments involved in research and internships. Most programs require, in Semester III, students to perform research and/or receive practical training as part of their study program. In addition, each student is required to write an original scientific work, the Master's Thesis, in which he demonstrates his mastery of the theoretical knowledge of the field as well as awareness of the practical implementation problems associated with the field.

Each student shall be required to write a Masters Thesis. The topic of the thesis will be chosen by the student in consultation with his Mentor. Before the end of the 2nd semester, the student will submit a research proposal to his Mentor to be approved by the Masters Thesis commission, as constituted by the Faculty. The same commission will judge the quality of the Masters Thesis in an open public defence where the candidate will present his findings and answer questions on this work. No grade will be given for the Masters Thesis.

Final grades are given following the semester and completion of all course work. The internship can be successfully completed with no grade attached. Likewise, the research component of the program can also be completed with no grade assigned.

Mentor

16.2 Mentor

Each student will be assigned a mentor upon enrolment in the 2nd cycle program. The mentor will be the students main source of academic and administrative information on the program. In addition the mentor will guide the student's research and thesis writing. Finally, the mentor will chair the thesis defence committee.

Fee Payment

17. The University will establish the office of the Bursar who will deal with fee payment issues, including the pursuit of outstanding fees and past-due charges.

18. As student fees are the only source of income for the teaching functions of the University, the tuition fee for the semester should be paid in full during the week of registration. Students unable to pay in full at that stage may apply to the Registry for permission to pay in full by the end of the second week of semester, in which case a 10% late fee payment will be charged. No further extensions are permitted except at the discretion of the Bursar. Extensions may be granted to students awaiting results of a work study or scholarship application or for other good reason.

19. Students undertaking work study or who are in receipt of scholarships through the University Financial Aid Office are exempted from the provisions of 1. In each such case a special tuition fee payment schedule will be arranged.

20. Students who attend classes without registering are not provided with other university services, such as library, e-mail, or access to internet.

Credit and Grade Point Averaging

21. Credit

The University's curriculum is organised according to the European Transfer Credit System (ETCS). In ETCS, 60 credits represent the workload of one academic year of study; and one credit refers to 30 hours 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. Individual course credits are determined according to the number of practical and/or theoretical hours required for in-class activity plus private study. Thus, one theoretical hour entails (at least) 3 hours of independent study (in library or at home) and evaluation; consequently, a course of 30 theoretical hours plus 90 (30x3) hours of private study and evaluation results in a study load of 120 hours.

22. Grade Point Averaging

The method used to determine a student's average course grade is called 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 (G.P.) value based on the 6-point system listed above (NR & IN grades are not calculated into the GPA).

Example: A six-unit course with a grade of 9 would have 54 G.P. (Number of units times number of G.P. equals the total grade points for that class.)

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

23. In order for a student to go on from one academic year to the next he/she must fulfil these criteria:

- From 1st academic year to 2nd academic year, a student needs to have earned a minimum of 60 credits during their current academic studies
- Beginning in the second academic year (3rd semester) the student will work on his or her internship, research, and/or masters thesis. Generally there are no courses in the 3rd semester.

The criteria for reregistering will be foreseen in the Faculty decision which is signed by the Pro Dean of student affairs.

Withdrawal from Studies

24. In order for a student to withdraw from studies at SEEU, he/she must:

- Clear their payment account with the Bursar
- Check with the librarian if they have any books taken out
- Fill out a declaration form at the Registry that they are withdrawing

Pick up their documents and hand in their ID card.

Delegation of authority

25. The Senate may delegate its powers to vary the requirements of this Regulation in exceptional circumstances in any particular case to the University Council or other responsible body.

According to article 118 of the Law on Higher Education of Republic of Macedonia; articles 60, 68 and 69 of SEEU statute ; based on decision of Council of Teaching and Science of SEEU of date April 12th 2005, the SEEU Senate in the meeting held on June 13th 2005, approved the following:

VI-3 UNIVERSITY POLICY ON DOCTORAL DISSERTATION

General Provisions

- 1.** This regulation regulates the attainment of PhD degree procedure at SEEU regarding the following departments: Public Administration, Business Administration, Law Faculty, Computer Science Technology and Teacher Training Faculty.
- 2.** The Doctorate of Sciences degree at SEEU can be achieved through:
 - 2.1 Doctorate studies or
 - 2.2 Presentation of doctorate dissertation and its defence
- 3**
 - 3.1. PhD studies are regular third cycle studies, in accordance with Article 2.1 and based in Bologna model of studies.
 - 3.2. PhD will be organized for the studies offered in five departments of SEEU.
 - 3.3. PhD studies will be organized at SEEU, after the approval of the curricula of these studies and its accreditation.
 - 3.4. An Office for Doctorate Studies will be established at SEEU level, lead by the Director who will be appointed by the Rectorate.
 - 3.5. At faculty level, a special unit for Doctorate Studies will be established under the supervision of the Dean, and will be responsible for accepting the request of doctoral thesis as well as lead the doctorate process.
- 4.** Until the beginning of doctoral studies, the Doctor of Sciences degree at SEEU will be attained through presentation and public defence of doctoral thesis, according to the mentoring system.
- 5.**
 - 5.1. The doctoral dissertation (PhD) is an independent scientific work; is a result of independent research and introduces a contribution to the development of the specified scientific field.

5.2. The candidate can do his scientific research, part of the doctoral thesis, at the center for scientific research of the respective faculty/department where the thesis is going to be presented, or in another scientific research center.

5.3. SEEU will allow only original doctoral thesis, which will be presented for the first time on SEEU faculties/departments.

Submission of doctorate dissertation (PhD) and conditions of attainment of the Doctor of Sciences Degree

6.

6.1. Dissertation of doctoral degree on SEEU faculties can be submitted by any person who has completed postgraduate studies and has achieved the Masters of Sciences degree.

6.2. Dissertation of doctoral degree can be submitted by the candidate who is an academic staff of SEEU.

6.3. PhD dissertation can be submitted only for the existing fields of studies at first and second cycle in all five departments of SEEU.

7.

7.1. The candidate presents his request to the Council of Teaching and Science of the respective Faculty.

7.2. Thesis chosen by candidate must be original and presented for the first time.

7.3. After acceptance of the doctoral thesis request, the Dean of the respective Faculty, before calling the teaching council for appointment of the Commission on Evaluation of Adequacy of the thesis and the candidate, will appoint a foreign evaluator of the thesis.

7.4. Candidate should submit to the Deans office a general idea of the thesis, including the chapters and reasons why that thesis was preferred, in English language from 1 to 10 pages.

7.5. After a positive evaluation from the foreign evaluator, the Dean of the faculty calls the Teaching Council of the Faculty to appoint the Commission on Evaluation of Adequacy of the thesis and the candidate.

7.6. If the Council of Faculty concludes that the request topic falls under the field study of the department, the Commission on Evaluation of adequacy of the thesis and the candidate (composed by 3 to 5 members) will be appointed. The Dean of the Faculty will inform the Council of Teaching and Science of SEEU about the appointment of this

commission as well as the positive evaluation of the foreign evaluator and will propose the beginning of the doctoral dissertation procedure.

7.7. The empowerment of this regulation does not obstacle the Deans Offices to start the procedure of accepting candidates' requests and appoint foreign evaluators.

8. The doctoral dissertation after can be drafted and publicaly defended in three languages: Albanian, Macedonian or English

9. The expenses of attainment of Doctor of Sciences degree are covered by the candidate according to the value established by the rectorate of SEEU.

10.

10.1. The candidate within the request should present:

- title of his doctoral (PhD) thesis
- personal data and age
- short biography of candidate together with published scientific works
- official document of completion of postgraduate studies on Master of Science degree
- study field where the dissertation of doctoral studies falls under
- short draft/outline of the thesis with the hypothesis raised by the candidate
- thesis actuality
- importance and reasonability for the development of society
- method used during dissertation
- structure of thesis and bibliography that may be consulted
- proposal of mentor that will lead the doctoral dissertation

10.2. In order to start the work on doctoral thesis, the candidate must have at least one paper presented in an international conference.

10.3. In case the candidate does not have any presentation in international conferences, will be accepted at least one publication in an international journal.

10.4. In case the candidate does not fulfill any of the conditions of articles 10.2 – 10.3 then from him/her will be required the publication of at least two monographies that fall under the field of the doctoral thesis.

11.

11.1. Council of Teaching and Science of the Faculty after informing the Council of Teaching and Science of SEEU will decide within 15 days on the proposed request by:

- allowing it, or
- refusing it with the explanation of the reason that the title of dissertation does not fall under the field of study of the department or the candidate does not fulfil the conditions specified in Articles 5-10 of this Regulation.

11.2. The candidate can oppose the decision of Department Council by complaining to the council of teaching and science of SEEU based on paragraph 1 of this article within a deadline of 15 days.

12.

12.1. If there are no complaints according to article XII the request of the candidate will be evaluated from the commission composed of 3-5 members from the Faculty proposed by the dean and approved by the teaching and science Council of the Faculty.

12.2. Commission evaluates the adequacy of thesis and candidate within 15 days from the day of the request.

12.3. Members of the commission may be local or foreign, academic staff competent on the field of study where the doctoral thesis falls under should have minimum the title of Assistant Professor.

12.4. One of the members of the commission is the mentor at the same time.

12.5. Head of commission, members of commission and mentor will be paid for their work

12.6. The amount of payment according to article 12.5 will be established specifically by the rectorate of SEEU.

13.

13.1. The mentor is appointed by the Faculty Council and he/she should be a well known expert from the faculty/staff or an external – expert on the dissertation field of study.

13.2. A mentor can lean maximum one doctoral thesis of one candidate.

14. After the approval of the commission, the Faculty Council allows the beginning of the dissertation thesis, while the title of the thesis, candidate's name, mentors name and commission members names are published in the SEEU bulletin and SEEU web-page in three languages: Albanian, Macedonian and English

Work of Doctoral Dissertation

15.

15.1. The PhD dissertation is written in the language chosen by the candidate, with a compulsory resume in English language.

15.2. During preparation of the PhD dissertation, the candidate follows the mentor's suggestions and advices.

15.3. After completion of the PhD dissertation and after the mentor's evaluation of the candidate's successful work, the mentor submits a report to the Faculty Council.

16.

16.1. The scientific teaching Council, after receiving a positive evaluation from the mentor about the completed work of candidate's PhD dissertation, appoints a three-member Commission for public defence of the PhD dissertation, in a period of 15 days from the time that the positive evaluation by the mentor is given.

16.2. The Council, can decide if the Commission for the PhD dissertation will be the same Commission for Issuing.

17.

17.1. After appointment of the Commission for public defence, the candidate should submit 8 copies of the PhD dissertation to the Dean's Office.

17.2. The work of the PhD dissertation remains open for a public review for 30 days, enabling the department faculty to get familiar with the work.

18. After the 30 days deadline for public review, the Commission for Issuance of the PhD dissertation within a period of 15 days introduces the review for authorisation of the public defence, which is published at the SEEU bulletin and University web-page.

19. The Faculty Council within a period of 15 days from the time of receiving a positive review for the dissertation issuance arranges a date for public defence of the PhD dissertation.

The achievement of PhD dissertation

20.

20.1. The candidate defends publicly the PhD dissertation before the Commission for the degree issue consisted of three members.

20.2. The day and place of the public defence, name of candidate and title of the dissertation are published in the daily press and SEEU web-page, at least 8 days before the public presentation of the PhD dissertation.

21.

21.1. The public defence of PhD dissertation takes place at SEEU permits.

21.2. Before the presentation, a President of the Commission for public defence is appointed among the members of the Commission for public presentation (the mentor who leads the candidate can not be selected for President).

22. For the course of the public presentation official minutes are prepared and signed by the three members of the Commission.

23. The PhD defence goes according to the following order:

- The President of the Commission makes a welcoming speech and opens the public defence;
- Secretary of the Department reads the biography notes of the candidate and his/her scientific activities;
- Mentor, who is in the meantime a member of the Commission, reads the review evaluated by the Commission for PhD dissertation;
- President of the Commission invites the candidate to present and defend the PhD dissertation;
- President of the Commission gives the floor to the mentor and members of the Commission to give their general opinion about the dissertation;
- Members of the Commission ask questions to the candidate;

The Commission withdraws in order to make a decision regarding the issuance of the PhD dissertation.

24.

24.1. The President of the Commission announces the decision brought by the Commission by giving one of the following three evaluations:

- Defended the PhD dissertation with great success
- Defended the PhD dissertation
- Did not defend the PhD dissertation.

24.2. After the public defence, members of the Commission sign the minutes of the public defence and all the material is submitted to the Dean's office of the respective Faculty.

25. A certificate for earning the degree Doctor of Science is issued to the candidate after the successful presentation by the Department's Dean Office.

26.

26.1. The person who earns the Doctor of Science degree is promoted to this degree at the awarding ceremony organised at the SEEU Rectorate level.

26.2. The Rector of SEEU leads the awarding ceremony

27.

27.1. After completion of the public promotion of Doctor of Science, the candidate receives a diploma for the Doctor of Science degree, in Albanian, Macedonian and English language.

27.2. The diploma is signed by the Rector of SEEU and the Dean of Faculty where the presentation of the PhD dissertation took place.

28. This Regulation is empowered from the day of its approval by the SEEU Senate.

Pursuant to Article 29 of the University Statute, the Senate makes the following

VI-4 STUDENT POLICIES AND REGULATIONS

1. University Policy on Student Conduct

Standards of Conduct: Students are members of both society and the academic community with attendant rights and responsibilities. Students are expected to comply with the general law, University policies, and campus regulations. Students on University property or attending any official University function assume an obligation to conduct themselves in a manner compatible with the University policies and campus rules and regulations. Failure of students to conduct themselves in such a manner may subject them to discipline.

Discipline may be imposed for violation of, or an attempt to violate, any University policies or campus regulations. Violations or attempted violations include, but are not limited to, the following types of misconduct:

1.1 Cheating during exam

1.2 Forms of academic misconduct; including but not limited to, cheating, fabrication, plagiarism, or facilitating academic dishonesty.

1.3 Other forms of dishonesty, including but not limited to, fabricating information or knowingly furnishing false information or reporting a false emergency to the campus or University or to campus or University officials acting in the performance of their duties.

1.4 Forgery, alteration, or misuse of any University document, record, key, electronic device or identification.

1.5 Theft of, conversion of, or damage to or destruction of, any property of the University or property of others while on University premises, or possession of any property of the University or others stolen while on University premises.

1.6 Theft or other abuse of computing facilities or computer time, including but not limited to: unauthorized entry into a file to use, read, or change the contents or for any other purpose; unauthorized transfer of a file; unauthorized use of another individual's identification or password; use of computing facilities to interfere with the work of another student, faculty member, or campus or University official; use of computing facilities to interfere with a campus or University computing system.

1.7. Unauthorized entry to, possession of, receipt of, duplication of, or use of the campus or University's name, insignia, or seal.

1.8. Unauthorized entry to, possession of, receipt of, or use of any campus or University properties, equipment, resources, or services.

1.9. Violation of policies, regulations, or rules governing campus or University-owned or operated housing facilities or leased housing facilities located on campus or University property.

1.10. Physical abuse, including, but not limited to, physical assault; threats of violence; or conduct that threatens the health or safety of any person.

1.11. Verbal abuse including personally abusive epithets which, when directly addressed to any ordinary person are, in the context used and as a matter of common knowledge, inherently likely to provoke a violent reaction whether or not they actually do so. Such words include, but are not limited to, those terms widely recognized to be derogatory references to race, ethnicity, religion, sex, sexual orientation, disability, and other personal characteristics.

1.12. Obstruction or disruption of teaching, research, administration, disciplinary procedures, or other campus or University activities.

1.13. Disorderly or lewd conduct, such as, but not limited to, drunkenness.

1.14. Failure to identify oneself to, or comply with directions of, a University official or other public official acting in the performance of his or her duties while on campus or University property or at official campus or University functions, or resisting or obstructing such campus or University or other public officials in the performance of, or the attempt to perform, her or his duties.

1.15. Unlawful manufacture, distribution, dispensing, possession, use, or sale of, or the attempted manufacture, distribution, dispensing, or sale of controlled substances.

1.16. Possession, use, storage, or manufacture, or attempted possession of fireworks, explosives and/or explosive devices, firearms or other dangerous or destructive devices or deadly weapons.

1.17. Possession or use of a firearm or other weapon.

1.18. Violation of the conditions contained in the terms of a disciplinary action imposed under these campus regulations.

Anyone may report any alleged student misconduct.

One or more of the following sanctions may be imposed on students who have violated one or more of the standards of conduct in the Student Conduct code:

- a. Warning
- b. Exclusion from activities
- c. Probation
- d. Suspension of student status for a specified period of time
- e. Dismissal
- f. Exclusion from areas of the campus, or official campus or University functions
- g. Restitution
- h. Special assignment, such as, but not limited to, community service
- i. Fine
- j. Students that have cheated during exam (according to article 1.1) will be administratively suspended by their student status for one academic year.

2. University Policy on Academic Integrity

The principle of honesty must be upheld if the integrity of scholarship is to be maintained by an academic community. The University expects that both faculty and students will honor this principle and in so doing protect the validity of University grading. This means that all academic work will be done by the student to whom it is assigned, without unauthorized aid of any kind. Instructors, for their part, will exercise care in planning and supervising academic work, so that honest effort will be encouraged.

2.1. Instructor's Responsibility

The instructor should state the objectives and requirements of each course at the beginning of the term and clearly inform students in writing what kinds of aid and collaboration, if any, are permitted on graded assignments.

2.2. Student's Responsibility

Students are expected to complete the course in compliance with the instructor's standards. No student shall engage in any activity that involves attempting to receive a grade by means other than honest effort:

- a. No student shall knowingly procure, provide, or accept any unauthorized material that contains questions or answers to any examination or assignment to be given at a subsequent time.
- b. No student shall complete, in part or in total, any examination or assignment for another person.
- c. No student shall knowingly allow any examination or assignment to be completed, in part or in total, for himself or herself by another person.
- d. No student shall plagiarize or copy the work of another person and submit it as his or her own work.
- e. No student shall employ aids excluded by the instructor in undertaking course work.
- f. No student shall alter graded class assignments or examinations and then resubmit them for re-grading.
- g. No student shall submit substantially the same material in more than one course without prior authorization.