

The European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers

“A Human Resources Strategy for Researchers incorporating the Charter and Code”

I. Ethical and professional aspects

<p>1. Research freedom. Researchers should focus their research for the good of mankind and for expanding the frontiers of scientific knowledge, while enjoying the freedom of thought and expression, and the freedom to identify methods by which problems are solved, according to recognised ethical principles and practices. Researchers should, however, recognise the limitations to this freedom that could arise as a result of particular research circumstances (including supervision/guidance/management) or operational constraints, e.g. for budgetary or infrastructural reasons or, especially in the industrial sector, for reasons of intellectual property protection. Such limitations should not, however, contravene recognised ethical principles and practices, to which researchers have to adhere.</p>			
Relevant legislation and institutional rules (permitting, impeding or missing the implementation of listed features of this principle)	Relevant features and/or issues	Actions required	When (semester)/Who
Statute of University of Nis (SUN) Law on scientific and research activities (LSRA) Law on higher education (LHE) WebInUnion Survey on remaining mobility obstacles (WIUS)	Features <ul style="list-style-type: none"> - Right to perform research is granted by SUN, LSRA, LHE - Research freedom is only subject to limitations arising from scientific standards, ethical principles, human rights and environmental protection - 68% of WIUS respondents declared that they were free to choose the scientific areas in which they would perform their research 		
	Issues <ul style="list-style-type: none"> - In some cases, where strong and committed initiatives conflict with the departmental needs, seniority culture limits the freedom of young researchers - It is not possible (or, at least not typical due to seniority culture) for researchers below the level of assistant professor to lead projects - In case of national projects, funded by the Ministry, only researchers above and including the level of assistant professor are allowed to coordinate projects 	Design and implement a programme of stimulating and motivating young researchers, including PhDs through prizes, travel grants, honorary event participations, etc. (AP.4.1)	1/2016 Vice-rector for scientific work and publishing activities, Interface Centre
		Design and implement a professional skills development programme at the university and faculties level, which among other skills considers project management, targeted to early-stage researchers. (AP.4.2)	2/2015 Interface Centre
		Through the participation of the University representatives in the inter-university bodies, lobby for relaxing the career-stage conditions for national projects management. (AP.1.1)	Continuously All managing authorities
<p>2. Ethical principles. Researchers should adhere to the recognised ethical practices and fundamental ethical principles appropriate to their discipline(s) as well as to ethical standards as documented in the different national, sectoral or institutional Codes of Ethics.</p>			

Statute of the University of Nis Code of professional ethics Law on higher education (LHE) Survey on the rights and the responsibilities of the researchers, working at the University of Niš (SURVEY)	Features <ul style="list-style-type: none"> - Ethical principles are defined by the Code of professional ethics - There is University Committee for professional ethics, in charge of discussing the alleged violations of the principles from Code of professional ethics 		
	Issues <ul style="list-style-type: none"> - There is no institution which monitors ethical issues of the research projects on the University (with the exception of the Faculty of medicine) - The cases presented to the Ethical committee of the university are not transparent - Although the researchers are familiar with the cases of breaching the principles of the professional ethics at their faculties and/or University, they are not fully aware of the outcomes of the processes of resolution (SURVEY). 	Design and implement a research promotion plan of the University of Niš, which among other things considers raising awareness about the professional ethics at the University. (AP.5.1)	1/2015 Interface Centre, PR department
		Improve and enhance the efficiency of the work of the Ethical committee. Consider the possible effects of the existing possible sanctions and their extension. (AP.2.2)	Continuously Ethical Committee, Legal department

3. Professional responsibility. Researchers should make every effort to ensure that their research is relevant to society and does not duplicate research previously carried out elsewhere. They must avoid plagiarism of any kind and abide by the principle of intellectual property and joint data ownership in the case of research carried out in collaboration with a supervisor(s) and/or other researchers. The need to validate new observations by showing that experiments are reproducible should not be interpreted as plagiarism, provided that the data to be confirmed are explicitly quoted. Researchers should ensure, if any aspect of their work is delegated, that the person to whom it is delegated has the competence to carry it out.

Statute of University of Nis (SUN) Code of professional ethics Law on scientific and research activities (LSRA) Law on higher education (LHE) Bylaw on the procedure of abolishment of the PhD title	Features <ul style="list-style-type: none"> - General list of rights and responsibilities of the researchers is presented in SUN, LSRA, LHE - Scientific and research titles may be revoked if it is established that the scientific references, based on which the candidate was elected to the rank, are plagiarised (LSRA). - There exists a bylaw which defines the procedure for abolishment of the PhD title 		
	Issues <ul style="list-style-type: none"> - Although LSRA foresees revoking of scientific and research titles, there are no procedures for that - Plagiarism is not monitored effectively; there is no system for tracking articles at the university which could enable automatic monitoring. 	Define the standards and procedures for revoking the scientific titles. (AP.2.1)	2/2014 Legal department
		Develop the university system for self-archiving - maintaining public database of papers, patents and other results. (AP.6.1)	1/2016 Vice-rector for scientific work and publishing activities, JUNIS
		Develop the system for maintaining public online database of PhD dissertations defended at the University. (AP.6.2)	1/2015 University library, JUNIS
		Based on the data in self-archiving public database of papers, implement a tool for automatic monitoring of plagiarism. (AP.6.8)	2/2017 University library, JUNIS

4. Professional attitude. Researchers should be familiar with the strategic goals governing their research environment and funding mechanisms, and should seek all necessary approvals before starting their research or accessing the resources provided. They should inform their employers, funders or supervisor when their research project is delayed, redefined or completed, or give notice if it is to be

terminated earlier or suspended for whatever reason.			
Survey on the rights and the responsibilities of the researchers, working at the University of Niš (SURVEY)	Features		
	<ul style="list-style-type: none"> - Professional attitude is imposed by the contractual obligations of the institutions towards the project funders, related to reporting, access to resources, etc. 		
	Issues		
	<ul style="list-style-type: none"> - In general, there is a lack of awareness of researchers about the strategic issues of their research environment. - Not only that the internal reporting related to research work is not regulated, it is not being done at most of the faculties (SURVEY). - University does not have defined strategic goals of the scientific research. 	Design and implement a professional skills development programme at the university and faculties level, which among other skills considers project management. (AP.4.2)	2/2015 Interface Centre
		Draft a Strategic Research Agenda of the University of Niš. Establish a process in which this agenda is being tracked and updated. (AP.1.2)	2/2014 Expert Boards, Interface Centre, Vice-rector for scientific work and publishing activities
<p>5. Contractual and legal obligations. Researchers at all levels must be familiar with the national, sectoral or institutional regulations governing training and/or working conditions. This includes Intellectual Property Rights regulations, and the requirements and conditions of any sponsor or funders, independently of the nature of their contract. Researchers should adhere to such regulations by delivering the required results (e.g. thesis, publications, patents, reports, new products development, etc) as set out in the terms and conditions of the contract or equivalent document.</p>			
Survey on the rights and the responsibilities of the researchers, working at the University of Niš (SURVEY)	Features		
	<ul style="list-style-type: none"> - In general, there exists awareness of the contractual and legal obligations of the researchers (SURVEY) 		
<p>6. Accountability. Researchers need to be aware that they are accountable towards their employers, funders or other related public or private bodies as well as, on more ethical grounds, towards society as a whole. In particular, researchers funded by public funds are also accountable for the efficient use of taxpayers' money. Consequently, they should adhere to the principles of sound, transparent and efficient financial management and cooperate with any authorised audits of their research, whether undertaken by their employers/funders or by ethics committees. Methods of collection and analysis, the outputs and, where applicable, details of the data should be open to internal and external scrutiny, whenever necessary and as requested by the appropriate authorities.</p>			
<p>7. Good practice in research. Researchers should at all times adopt safe working practices, in line with national legislation, including taking the necessary precautions for health and safety and for recovery from information technology disasters, e.g. by preparing proper back-up strategies. They should also be familiar with the current national legal requirements regarding data protection and confidentiality protection requirements, and undertake the necessary steps to fulfil them at all times.</p>			
Survey on the rights and the responsibilities of the researchers, working at the University of Niš (SURVEY)	Issues		
	<ul style="list-style-type: none"> - In general, unprotected data and insufficient awareness of researchers about data protection and confidentiality (SURVEY) 	Design and implement a professional skills development programme at the university and faculties level, which among other skills considers IPR. (AP.4.2)	2/2015 Interface Centre
<p>8. Dissemination, exploitation of results. All researchers should ensure, in compliance with their contractual arrangements, that the results of their research are disseminated and exploited, e.g. communicated, transferred into other research settings or, if appropriate, commercialised. Senior researchers, in particular, are expected to take a lead in ensuring that research is fruitful and that results are either exploited commercially or made accessible to the public (or both) whenever the opportunity arises.</p>			

Statute of University of Nis Law on higher education (LHE) Survey on the rights and the responsibilities of the researchers, working at the University of Niš (SURVEY)	Features <ul style="list-style-type: none"> - Innovation centre (involving 7 faculties) for exploitation of the research results is currently being established. - Collaboration with industry is a condition for the funding of national projects in the field of technological development - University maintains Web TV portal where it publishes videos about events and scientific results. The portal is opened to the faculties which can upload their own video clips - Publishing in journals is a condition for career advancement. 		
	Issues <ul style="list-style-type: none"> - The researchers are not informed in detail about the initiative to establish an Innovation centre (SURVEY) - Web TV portal is not well promoted among the faculties - Lack of feedback from the industry about the exploited/ achieved research results - Lack of feedback from the faculties about the innovation activities - There is no system for tracking articles, patents, etc. in the university which could be used for promotion of the scientific results 	Develop an official mailing list for disseminating information to all the researchers from the university. (AP.5.1)	1/2015 Interface Centre, PR department, JUNIS
		Regularly circulate web TV portal updates. Consider implementing the system for automatic notification. (AP.5.1)	1/2015 Interface Centre, PR department, JUNIS
		Implement a procedure for publishing of technological project and innovation results on university website. (AP.3.3)	2/2015 Vice-rector for scientific work and publishing activities, JUNIS
		Develop the university system for self-archiving - maintaining public database of papers, patents and other results. (AP.6.1)	1/2016 Vice-rector for scientific work and publishing activities, JUNIS
9. Public engagement. Researchers should ensure that their research activities are made known to society at large in such a way that they can be understood by non-specialists, thereby improving the public's understanding of science. Direct engagement with the public will help researchers to better understand public interest in priorities for science and technology and also the public's concerns.			
	Features <ul style="list-style-type: none"> - University has PR sector and good relationships with local media. Local media cover most of the important events at the university - There is a media clipping resource of the University website 		
	Issues <ul style="list-style-type: none"> - Lack of scientific content in the media. - Faculties are not aware that University has a PR sector which they also could use for promoting their activities. - University does not have a strategy of participating in public scientific events, festivals, etc. 	Define the procedures for request (by the faculties) for media promotion. (AP.5.1)	1/2015 Interface Centre, PR department, JUNIS
		Develop an official mailing list for disseminating information to all the researchers from the university. (AP.5.1)	1/2015 Interface Centre, PR department, JUNIS
		Regularly circulate press clippings by using the mailing list. (AP.5.1)	1/2015 Interface Centre, PR department, JUNIS

		Develop a strategy and procedures (including responsibilities) for participating in public scientific events, festivals, etc. (AP.5.1)	1/2015 Interface Centre, PR department, JUNIS
		Update the criteria for employment and career advancing with the public impact and engagement of the candidates. (AP.3.4)	2/2014 Centre for Quality Enhancement, Legal department
10. Non discrimination. Employers and/or funders of researchers will not discriminate against researchers in any way on the basis of gender, age, ethnic, national or social origin, religion or belief, sexual orientation, language, disability, political opinion, social or economic condition.			
Strategy of scientific and technological development of the Republic of Serbia 2010-2015	Features - Fair gender balance. According to the Strategy 43% of researchers are women in Serbia.		
11. Evaluation/ appraisal systems. Employers and/or funders should introduce for all researchers, including senior researchers, evaluation/appraisal systems for assessing their professional performance on a regular basis and in a transparent manner by an independent (and, in the case of senior researchers, preferably international) committee.			
Bylaw on quality assurance	Features - The researchers are evaluated when submitting a project application to MESTD (assigned so-called "category") - Other than above, researchers are evaluated in the course of career advancement (election to a teaching position) - Although it is not mandatory to have PhD evaluation committee members from abroad, there are many international committees.		
	Issues - There is no regular individual evaluation/appraisal systems implemented. Bylaw on quality assurance only sets the general principles. - There are surveys among PhD students but these surveys are not customized to the realities of the doctoral studies. - No presence of industry representatives in evaluation committees	Design a unique survey for PhD students for evaluation of the doctoral studies. (AP.3.5)	1/2015 Centre for Quality Enhancement, Legal department
		Develop and maintain the database of PhD students in University of Niš. (AP.6.3)	2/2015 Vice-rector for scientific work and publishing activities, JUNIS
		Develop the university system for self-archiving - maintaining public database of papers, patents and other results. (AP.6.1)	1/2016 Vice-rector for scientific work and publishing activities, JUNIS
		Through the participation of the University representatives in the inter-university bodies, lobby for allowing the participation of industry representatives in evaluation committees. (AP.1.1)	Continuously All managing authorities

II. Recruitment

12. Recruitment. Employers and/or funders should ensure that the entry and admission standards for researchers, particularly at the beginning at their careers, are clearly specified and should also facilitate access for disadvantaged groups or for researchers returning to a research career, including teachers (of any level) returning to a research career. Employers and/or funders of researchers should adhere to the principles set out in the Code of Conduct for the Recruitment of Researchers when appointing or recruiting researchers.

Relevant legislation and institutional rules (permitting, impeding or missing the implementation of listed features of this principle)	Relevant features and/or issues	Actions required	When (semester)/Who
<p>Bylaw on the students mobility and academic recognition of the mobility period</p> <p>Statute of the University of Nis</p> <p>Law on scientific and research activities</p> <p>Law on higher education (LHE)</p> <p>Survey on the rights and the responsibilities of the researchers, working at the University of Niš (SURVEY)</p>	<p>Features</p> <ul style="list-style-type: none"> - The practice of recruiting the researchers from the best students is still dominant (SURVEY) - Foreign citizen can apply for PhD studies under the same conditions as the citizens of Serbia, given that he/she has health insurance - Foreign citizens are eligible for a PhD grant, issued by MESTD, in case that there are bilateral agreements between Serbia and the country of PhD student's origin. - There is a procedure for student mobility which sets the principles and procedures related to international mobility of PhD students - According to the Statute of the University of Nis, it is possible to partly implement (not more than 20%) a master or PhD programme in a foreign language, even if it is not accredited in a foreign language. - According to the Statute of the University of Nis, it is possible to write a final paper (PhD dissertation) in a foreign language, even if the master or PhD programme is implemented in Serbian . 		
	<p>Issues</p> <ul style="list-style-type: none"> - Almost no foreign researchers, with very few returning researchers (SURVEY). - The problem is that the faculties are not aware of the above procedures. - Host institutional grants for PhD students are not transferable. - Procedures for employment of the foreign citizens are not transparent. 	<p>Develop, maintain and promote the database of master courses and PhD studies in English and other foreign languages at the University. (AP.6.4)</p> <p>Develop and submit the recommendation to the faculties including guidelines/methodology to implement a course in English or any other foreign language, with focus on the methodology (as a part of the internationalization process). (AP.3.11)</p> <p>Further develop and promote University Alumni. (AP.2.3)</p> <p>Design and implement a professional skills development programme at the university and faculties level, which among other skills includes writing Marie Curie projects. (AP.4.2)</p>	<p>1/2015 Vice-rector for teaching, JUNIS, Department for international cooperation</p> <p>2/2016 Vice-rector for teaching, FUSE project</p> <p>Continuously Interface Centre</p> <p>2/2015 Interface Centre</p>

		Make the procedures for diploma recognition shorter and more efficient. (AP.2.4)	2/2016 Center for Foreign Diploma Validation, Legal department
		Design and publish the procedures for employment of the foreign citizens on the University website. (AP.5.2)	2/2014 EURAXESS SC, Legal department, JUNIS
		Through the participation of the University representatives in the inter-university bodies, lobby for making the national host institutional PhD grants transferable. (AP.1.1)	Continuously All managing authorities

13. Recruitment (Code). Employers and/or funders should establish recruitment procedures which are open, efficient, transparent, supportive and internationally comparable, as well as tailored to the type of positions advertised. Advertisements should give a broad description of knowledge and competencies required, and should not be so specialised as to discourage suitable applicants. Employers should include a description of the working conditions and entitlements, including career development prospects. Moreover, the time allowed between the advertisement of the vacancy or the call for applications and the deadline for reply should be realistic.

Bylaw on the students mobility and academic recognition of the mobility period Statute of the University of Nis Law on scientific and research activities Law on higher education (LHE)	Features <ul style="list-style-type: none"> - Procedures for student mobility foresee signing a Study and Research plan by the foreign PhD student, home and host institution - Procedures for student mobility foresee signing a Research plan by the foreign post-doc, home and host institution - Templates for Study and Research plan (for PhDs) and Research plan (for post-docs) are available at the website of the University - It is foreseen that all faculties should submit their position ads to the university administration. 		
	Issues <ul style="list-style-type: none"> - The job position is not advertised in a transparent way (for example, there are many cases of position ads only in local newspapers). - Only 50% of the faculties submit the position ads to the university administration. - There are no career development prospects and working conditions descriptions in ads. - The deadlines for applications are not realistic if the applications of foreign researchers need to be considered (15 days, according to the Statute). 	Develop a form for submission of faculty position ads, in RS and EN languages. Implement this form on University website. (AP.6.5)	1/2015 JUNIS, EURAXESS BHO
		Develop a web page with searchable listings of positions advertised by the faculties. (AP.6.5)	1/2015 JUNIS, EURAXESS BHO
		Develop a tool which automatically submits position ads to EURAXESS portal in case that a position is advertised in English. (AP.6.5)	1/2015 JUNIS, EURAXESS BHO
		Submit the recommendation to the faculties that the deadlines for applications should be at least 30 days. (AP.3.6)	2/2014 Legal department

14. Selection (Code). Selection committees should bring together diverse expertise and competences and should have an adequate gender balance and, where appropriate and feasible, include members from different sectors (public and private) and disciplines, including from other countries and with relevant experience to assess the candidate. Whenever possible, a wide range of selection practices should be used, such as external expert assessment and face-to-face interviews. Members of selection panels should be adequately trained should be realistic.

Statute of the University of Nis Law on scientific and research activities Law on higher education (LHE) Survey on the rights and the responsibilities of the researchers, working at the University of Niš (SURVEY)	Issues <ul style="list-style-type: none"> - No involvement of industry representatives and small involvement of foreign researchers in evaluation committees. - There is no community of evaluators, members are invited based on personal contacts or even sometimes, based on the suggestions of the candidates. - Member participation in evaluation committee is remunerated with relatively modest fees which does not correspond to the amount of work. - In most of the cases, no interviews with candidates are carried out (SURVEY). - The involvement of the evaluation committees' members is very passive, no meetings. It is mostly the job of the head of the committee to write the evaluation report. - Researchers are not trained to participate in evaluation committees 	Develop researchers' profiles online searchable database, with possibility to search for possible committee members / mentors (based on the scientific field) which satisfy the criteria. (AP.6.1)	1/2016 Vice-rector for scientific work and publishing activities, JUNIS
		Design and implement a professional skills development programme at the university and faculties level, which among other skills considers responsibilities of the selection committee members. (AP.4.2)	2/2015 Interface Centre
		Through the participation of the University representatives in the inter-university bodies, lobby for allowing the participation of industry representatives in evaluation committees. (AP.1.1)	Continuously All managing authorities
15. Transparency (Code). Candidates should be informed, prior to the selection, about the recruitment process and the selection criteria, the number of available positions and the career development prospects. They should also be informed after the selection process about the strengths and weaknesses of their applications.			
Survey on the rights and the responsibilities of the researchers, working at the University of Niš (SURVEY) Code of professional ethics	Features <ul style="list-style-type: none"> - Criteria for career advancing is considered as transparent by the researchers (SURVEY) 		
	Issues <ul style="list-style-type: none"> - Evaluation reports are not standardized. Some faculties maintain their own standard templates, but this is not unified at the level of the university. - Candidates who did not pass are rarely or not informed at all about the weaknesses and strengths of their applications. 	Submit a recommendation to the faculties to standardize the evaluation reports by obligatory use of the templates. (AP.3.4)	2/2014 Centre for Quality Enhancement, Legal department
		Develop and disseminate a common template of the evaluation reports for all faculties in the university, with a possibility to extend it, by considering the specific needs and requirements of the individual faculties. (AP.3.4)	2/2014 Centre for Quality Enhancement, Legal department
16. Judging merit (Code). The selection process should take into consideration the whole range of experience of the candidates. While focusing on their overall potential as researchers, their creativity and level of independence should also be considered. This means that merit should be judged qualitatively as well as quantitatively, focusing on outstanding results within a diversified career path and not only on the number of publications. Consequently, the importance of bibliometric indices should be properly balanced within a wider range of evaluation criteria, such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities. For candidates from an industrial background, particular attention should be paid to any contributions to patents, development or inventions.			
Statute of the University of Nis Survey on the rights and the responsibilities of the researchers working at the University of Niš (SURVEY)	Features <ul style="list-style-type: none"> - According to the SURVEY respondents, the most valued characteristics of the successful applicants were: published papers (97%), teaching publications (92%) and teaching experience (84%). In some of the cases, other factors are valued, such as: mobility (37%), professional skills (35%), foreign languages (30%) and professional certificates (28%). Very few respondents highlighted the importance of industry (4%) and entrepreneur (2%) experience. 		

	<p>Issues</p> <ul style="list-style-type: none"> - No standard set of criteria and/or unique approach to evaluating the applications, although the templates exist at the level of faculties. - Candidates are quantitatively evaluated on the basis of the defined rules (mostly favouring the journal publications), but these rules are not considering the skills, knowledge and experience of the candidates. - Creativity and independence are not evaluated (no tools for that). 	<p>Develop and disseminate a common template for evaluation reports for all faculties in the university, with a possibility to extend it, by considering the specific needs and requirements of the individual faculties. (AP.3.4)</p>	<p>2/2014 Centre for Quality Enhancement, Legal department</p>
<p>17. Variations in the chronological order of CVs (Code). Career breaks or variations in the chronological order of CVs should not be penalised, but regarded as an evolution of a career, and consequently, as a potentially valuable contribution to the professional development of researchers towards a multidimensional career track. Candidates should therefore be allowed to submit evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made.</p>			
<p>WebInUnion Survey on remaining mobility obstacles (WIUS)</p>	<p>Features</p> <ul style="list-style-type: none"> - Career breaks are typically not considered as an obstacle. - 30% of WIUS respondents worked in other sector(s) and are of the opinion that this experience was very important for their career development 		
<p>18. Recognition of mobility experience (Code). Any mobility experience, e.g. a stay in another country/region or in another research setting (public or private) or a change from one discipline or sector to another, whether as part of the initial research training or at a later stage of the research career, or virtual mobility experience, should be considered as a valuable contribution to the professional development of a researcher.</p>			
<p>Bylaw on the students mobility and academic recognition of the mobility period Statute of the University of Nis Law on scientific and research activities (LSRA) Law on higher education (LHE)</p>	<p>Features</p> <ul style="list-style-type: none"> - In case of the younger researchers, their student mobility is typically regarded as a plus. - There are rules for sabbatical use. All researchers with teaching positions, held for the minimum of 5 years can spend one year in some other institution abroad or writing the monograph publication at home. - Recognition of mobility of (outgoing) PhD students is regulated. <p>Issues</p> <ul style="list-style-type: none"> - Mobility is not a condition for career advancement. There is no regulation which formally recognizes the value of mobility for career development. - Researchers are not well motivated for any kind of mobility, especially from one discipline to another. 	<p>Develop and disseminate a common template for evaluation reports for all faculties in the university, by considering the specific needs and requirements of the individual faculties. Even if it is not recognized as part of the criteria, the mobility experiences of the candidates should be part of the common template. (AP.3.4)</p>	<p>2/2014 Centre for Quality Enhancement, Legal department</p>
<p>19. Recognition of qualifications (Code). Employers and/or funders should provide for appropriate assessment and evaluation of the academic and professional qualifications, including non-formal qualifications, of all researchers, in particular within the context of international and professional mobility. They should inform themselves and gain a full understanding of rules, procedures and standards governing the recognition of such qualifications and, consequently, explore existing national law, conventions and specific rules on the recognition of these qualifications through all available channels.</p>			

Bylaw on the students mobility and academic recognition of the mobility period Statute of the University of Nis Law on higher education (LHE)	Features <ul style="list-style-type: none"> - Existing practice of recognition of foreign diplomas and qualifications at the University (domestic and foreign) - The practice is based on the relevant provisions of LHE - There is office (centre) for foreign diploma recognition at the University - All information about the procedure for foreign diploma recognition is published on University website - In average, the process of diploma recognition takes approx. 2 months. 		
	Issues <ul style="list-style-type: none"> - All information about the procedure for foreign diploma recognition is published in the Serbian language, with part in English (the request for diploma recognition) - Recognition of knowledge and skills acquired by formal or informal education (courses, trainings) is not regulated, since University acknowledges only high-school diploma. - There are cases where the process of diploma recognition took more, due to irresponsibility and lack of commitment of some committee members. 	Update the University website with highlighted detailed information about foreign diploma recognition. (AP.5.3)	2/2014 Center for Foreign Diploma Validation, Legal department, JUNIS
		Develop and disseminate a common template for evaluation reports for all faculties in the university, with included formal or informal education (courses, trainings, etc.) – professional skills. (AP.3.4)	2/2014 Centre for Quality Enhancement, Legal department
		Increase the efficiency of the diploma recognition process, by introducing the penalties. (AP.2.4)	2/2016 Center for Foreign Diploma Validation, Legal department
20. Seniority (Code). The levels of qualifications required should be in line with the needs of the position and not be set as a barrier to entry. Recognition and evaluation of qualifications should focus on judging the achievements of the person rather than his/her circumstances or the reputation of the institution where the qualifications were gained. As professional qualifications may be gained at an early stage of a long career, the pattern of lifelong professional development should also be recognised.			
21. Postdoctoral appointments (Code). Clear rules and explicit guidelines for the recruitment and appointment of postdoctoral researchers, including the maximum duration and the objectives of such appointments, should be established by the institutions appointing postdoctoral researchers. Such guidelines should take into account time spent in prior postdoctoral appointments at other institutions and take into consideration that the postdoctoral status should be transitional, with the primary purpose of providing additional professional development opportunities for a research career in the context of long-term career prospects.			
	Features <ul style="list-style-type: none"> - Sometimes (but not always), PhD students are offered teaching positions, after graduation. 		
	Issues <ul style="list-style-type: none"> - Status and terms of financing post-doc researchers is not regulated at the national level - There are no calls for research post-doc positions 	Design and implement a professional skills development programme at the university and faculties level, which among other skills considers research project proposal writing. EU funding could be used to create new post-doc positions. (AP.4.2)	2/2015 Interface Centre
		Through the participation of the University representatives in the inter-university bodies, lobby for establishing the national post-doc grants system. (AP.1.1)	Continuously All managing authorities

III. Working conditions and social security

<p>22. Recognition of the profession. All researchers engaged in a research career should be recognized as professionals and be treated accordingly. This should commence at the beginning of their careers, namely at postgraduate level, and should include all levels, regardless of their classification at national level (e.g. employee, postgraduate student, doctoral candidate, postdoctoral fellow, civil servants).</p>			
Relevant legislation and institutional rules (permitting, impeding or missing the implementation of listed features of this principle)	Relevant features and/or issues	Actions required	When (semester)/Who
Statute of the University of Nis Law on higher education (LHE) Law on scientific and research activities (LSRA)	Features <ul style="list-style-type: none"> - Statute lists all positions and titles at the University. The list is compliant with relevant provisions of LHE and LSRA. 		
	Issues <ul style="list-style-type: none"> - PhD students are not recognized as professionals 	Through the participation of the University representatives in the inter-university bodies, lobby for recognizing the social security rights to PhD students. (AP.1.1)	Continuously All managing authorities
<p>23. Research environment. Employers and/or funders of researchers should ensure that the most stimulating research or research training environment is created which offers appropriate equipment, facilities and opportunities, including for remote collaboration over research networks, and that the national or sectoral regulations concerning health and safety in research are observed. Funders should ensure that adequate resources are provided in support of the agreed work programme.</p>			
WebInUnion Survey on remaining mobility obstacles (WIUS)	Issues <ul style="list-style-type: none"> - Research infrastructure (equipment and facilities) is not well developed, due to lack of funds. - More than 50% of WIUS respondents were not satisfied with their access to research infrastructure during their PhD studies. - There is a lack of space at the Faculty of Arts, Faculty of Philosophy, Faculty of Economics, Faculty of Law, Faculty of sports and physical education and Faculty of sciences and mathematics. 	Design and implement a professional skills development programme at the university and faculties level, which among other skills considers research project proposal writing. EU funding could be used to improve the infrastructure. (AP.4.2)	2/2015 Interface Centre
		Promote project opportunities, especially those related to the strategic research agenda of the University of Niš, focused on developing the infrastructure. (AP.5.1)	1/2015 Interface Centre, PR department, JUNIS
		Develop and maintain the database of the research infrastructures at the University of Niš. (AP.6.6)	1/2016 JUNIS
		Through the participation of the University representatives in the inter-university bodies, lobby for establishing the sharable, accessible, nation-wide research infrastructures, by networking. (AP.1.1)	Continuously All managing authorities
<p>24. Working conditions. Employers and/or funders should ensure that the working conditions for researchers, including for disabled researchers, provide where appropriate the flexibility deemed essential for successful research performance in accordance with existing national legislation and with national or sectoral collective-bargaining agreements. They should aim to provide working conditions which allow both women and men researchers to combine family and work, children and career. Particular attention should be paid, <i>inter alia</i>, to flexible working hours, part-time working, tele-working and sabbatical leave, as well as to the necessary financial and administrative provisions governing such arrangements.</p>			

Statute of the University of Nis Law on scientific and research activities (LSRA) Law on higher education (LHE) WebInUnion Survey on remaining mobility obstacles (WIUS) Survey on the rights and the responsibilities of the researchers, working at the University of Niš (SURVEY)	Features <ul style="list-style-type: none"> - University established a Foundation for housing for young researchers, which facilitates properties sale (exclusively to researchers) under special pricing and loan conditions. - According to WIUS, flexible working hours are considered by the researchers as very important - All teachers can work part-time at other universities (for maximum of 1/3 of working hours) given that a previous agreement on collaboration is made with this institution and their home university and that scientific-research council of their faculty allowed this. - If a researcher is forced to spend more than 6 months on a leave (in listed special circumstances), his election period will be extended for the period of leave (LSRA, LHE). - Sabbatical leave: All researchers with teaching position, held for the minimum of 5 years can spend one year in other institutions abroad or at home for the purpose of writing a monograph publication (LSRA, LHE) 		
	Issues <ul style="list-style-type: none"> - In general, researchers are overloaded with the teaching engagement (SURVEY). 	Through the participation of the University representatives in the inter-university bodies, lobby for clearly distinguishing between teaching and research affiliations of the individual researchers, including separate remunerations. (AP.1.1)	Continuously All managing authorities

25. Stability and permanence of employment. Employers and/or funders should ensure that the performance of researchers is not undermined by instability of employment contracts, and should therefore commit themselves as far as possible to improving the stability of employment conditions for researchers, thus implementing and abiding by the principles and terms laid down in the *EU Directive on Fixed-Term Work*.

Statute of the University of Nis Law on scientific and research activities (LSRA)	Features <ul style="list-style-type: none"> - All researchers are part-time employed (except for full professors), with an obligation to advance at regular periods. This obligation is not mandatory since it's possible to re-elect a researcher to his/her current title. 		
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26. Funding and salaries. Employers and/or funders of researchers should ensure that researchers enjoy fair and attractive conditions of funding and/or salaries with adequate and equitable social security provisions (including sickness and parental benefits, pension rights and unemployment benefits) in accordance with existing national legislation and with national or sectoral collective bargaining agreements. This must include researchers at all career stages including early-stage researchers, commensurate with their legal status, performance and level of qualifications and/or responsibilities.

Survey on the rights and the responsibilities of the researchers, working at the University of Niš (SURVEY)	Features <ul style="list-style-type: none"> - Social security, health and pension contributions are paid by the university to the full extent. 		
	Issues <ul style="list-style-type: none"> - In general, salaries are considered as low (SURVEY) - At the national legislation level there is no clear difference between obligations and financing of teaching and scientific work which is the common problem of scientific teaching institutions. 	Through the participation of the University representatives in the inter-university bodies, lobby for clearly distinguishing between teaching and research affiliations of the individual researchers, including separate remunerations. (AP.1.1)	Continuously All managing authorities

27. Gender balance. Employers and/or funders should aim for a representative gender balance at all levels of staff, including at supervisory and managerial level. This should be achieved on the basis of an equal opportunity policy at recruitment and at the subsequent career stages without, however, taking precedence over quality and competence criteria. To ensure equal treatment, selection and

evaluation committees should have an adequate gender balance.			
Strategy of scientific and technological development of the Republic of Serbia 2010-2015	<p>Features</p> <ul style="list-style-type: none"> - No issues. According to the Strategy, 43% of researchers are women in Serbia. 		
<p>28. Career development. Employers and/or funders of researchers should draw up, preferably within the framework of their human resources management, a specific career development strategy for researchers at all stages of their career, regardless of their contractual situation, including for researchers on fixed-term contracts. It should include the availability of mentors involved in providing support and guidance for the personal and professional development of researchers, thus motivating them and contributing to reducing any insecurity in their professional future. All researchers should be made familiar with such provisions and arrangements.</p>			
Strategy of scientific and technological development of the Republic of Serbia 2010-2015	<p>Features</p> <ul style="list-style-type: none"> - Career or human resources development strategy is a part of the National strategy for science development. 		
	<p>Issues</p> <ul style="list-style-type: none"> - No action plan for the above strategy is implemented so far. - No database of potential mentors, with scientific topics and career opportunities - Career development stages of individual researchers sometimes do not correspond to their real results, due to the lack of continuing evaluation system 	Through the participation of the University representatives in the inter-university bodies, lobby for further implementation of the National strategy for scientific and technological development. (AP.1.1)	Continuously All managing authorities
<p>29. Value of mobility. Employers and/or funders must recognize the value of geographical, intersectorial, inter- and trans-disciplinary and virtual mobility as well as mobility between the public and private sector as an important means of enhancing scientific knowledge and professional development at any stage of a researcher's career. Consequently, they should build such options into the specific career development strategy and fully value and acknowledge any mobility experience within their career progression/appraisal system. This also requires that the necessary administrative instruments be put in place to allow the portability of both grants and social security provisions, in accordance with national legislation.</p>			
Bylaw on the students mobility and academic recognition of the mobility period	<p>Features</p> <ul style="list-style-type: none"> - Recognition of mobility of (outgoing) PhD students is regulated. 		
	<p>Issues</p> <ul style="list-style-type: none"> - Grants are typically associated to an institution, not individual researcher. Therefore, it is very difficult to make them transferable. - Mobility is typically not evaluated in the career advancement. - Scientific mobility is discouraged by the condition of election into a title – according to the rules, scientific area associated to an elected title of associate professor must be the same as the one associated to the completed PhD thesis. However, this is not a strict rule. 	Through the participation of the University representatives in the inter-university bodies, lobby for making the national host institutional PhD grants transferable. (AP.1.1)	Continuously All managing authorities
		Facilitate a scientific mobility by reformulating the condition of election into a title, related to preserving the scientific area. (AP.2.5)	1/2014 Legal department
		Develop and disseminate a common template for evaluation reports for all faculties in the university, with included mobility experience. (AP.3.4)	2/2014 Centre for Quality Enhancement, Legal department
<p>30. Access to career advice. Employers and/or funders should ensure that career advice and job placement assistance, either in the institutions concerned, or through collaboration with other structures, is offered to researchers at all stages of their careers, regardless of their contractual situation.</p>			
	<p>Features</p> <ul style="list-style-type: none"> - Career advice is typically given by the mentors. 		

	<p>Issues</p> <ul style="list-style-type: none"> - There is a centre for career development at the university, but this centre is focused on the student population. 	Extend the scope of work of Career Development Centre at the University of Niš, to early-stage researchers. (AP.2.6)	2/2015 Career Development Centre, EURAXESS BHO
<p>31. Intellectual Property Rights. Employers and/or funders should ensure that researchers at all career stages reap the benefits of the exploitation (if any) of their R&D results through legal protection and, in particular, through appropriate protection of Intellectual Property Rights, including copyrights. Policies and practices should specify what rights belong to researchers and/or, where applicable, to their employers or other parties, including external commercial or industrial organisations, as possibly provided for under specific collaboration agreements or other types of agreement.</p>			
<p>Code of professional ethics</p> <p>Bylaw on center for technology transfer</p> <p>Strategy of scientific and technological development of the Republic of Serbia 2010-2015</p> <p>Law on scientific and research activities (LSRA)</p> <p>Bylaw on delivery of the PhD dissertations to the central repository of the University of Nis</p>	<p>Features</p> <ul style="list-style-type: none"> - The procedure for registration of patents as a result of a work funded by the budget of the Republic of Serbia is strictly defined in LSRA - All research results (including patents) that are reported as the outcomes of the project funded by the budget of the Republic of Serbia are the ownership of the organization where the results are generated (LSRA). - If the patent, registered as a result of research funded by the budget of the Republic of Serbia is commercially exploited, individual researcher(s) are entitled to remuneration in the amount of at least 50% of earnings by the research organizations. - According to the Bylaw on delivery of the PhD dissertations to the central repository of the University of Nis, all PhD students are obliged to deliver an electronic and one printed copy to the University. Electronic copy will be published by the university library – public availability of the PhD dissertations would decrease the risk of plagiarism. 		
	<p>Issues</p> <ul style="list-style-type: none"> - In Serbia, the number of patents registered by scientific-research organizations in the period from 2003-2008 was just 21, including 36 patent applications. - There is no data about patents (and technical solutions) originating from the University of Nis 	Develop the university system for self-archiving - maintaining public database of papers, patents and other results. (AP.6.1)	1/2016 Vice-rector for scientific work and publishing activities, JUNIS
		Design and implement a professional skills development programme at the university and faculties level, which among other skills considers IPR procedures (patent registration). (AP.4.2)	2/2015 Interface Centre
<p>32. Co-authorship. Co-authorship should be viewed positively by institutions when evaluating staff, as evidence of a constructive approach to the conduct of research. Employers and/or funders should therefore develop strategies, practices and procedures to provide researchers, including those at the beginning of their research careers, with the necessary framework conditions so that they can enjoy the right to be recognised and listed and/or quoted, in the context of their actual contributions, as co-authors of papers, patents, etc, or to publish their own research results independently from their supervisor(s).</p>			
Code of professional ethics	<p>Issues</p> <ul style="list-style-type: none"> - Occasional disrespect of the co-authorship in the sense of adding an author who did not participate in writing. This happens often when the published paper is the result of the work on a project. Adding co-authors who did not participate happens when the respective co-authors need to fulfil the criteria for career advancement promptly. This negative occurrence is a direct result of the limited, paper-focused criteria for career advance 	Recommendation to the faculties needs to be made to adjust their conditions for PhD, employment and advancement in order to address this issue. (AP.3.1)	Continuously Interface Centre, Legal department
		Develop and disseminate a common template for evaluation reports for all faculties in the university, which considers co-authorship issues. (AP.3.4)	2/2014 Centre for Quality Enhancement, Legal department

33. Teaching. Teaching is an essential means for the structuring and dissemination of knowledge and should therefore be considered a valuable option within the researchers' career paths. However, teaching responsibilities should not be excessive and should not prevent researchers, particularly at the beginning of their careers, from carrying out their research activities. Employers and/or funders should ensure that teaching duties are adequately remunerated and taken into account in the evaluation/appraisal systems, and that time devoted by senior members of staff to the training of early stage researchers should be counted as part of their teaching commitment. Suitable training should be provided for teaching and coaching activities as part of the professional development of researchers.

Law on higher education (LHE)	Features		
	- PhD students are sometimes involved in the teaching activities.		
	Issues	Develop and implement a system which tracks teaching engagement of the individual researchers, at the University and faculties level. The data from this system should be taken into account when teaching experience is evaluated. (AP.6.7)	1/2017 JUNIS
	- There is no evaluation system, relevant for career development, related to teaching activities.	University should prepare and disseminate the recommendations regarding the process and the resulting outputs of the student evaluation of the teaching activities at the faculties. Focus on the possible outcomes of negative evaluation results. (AP.3.7)	1/2015 Centre for Quality Enhancement, Legal department
	- Teaching is being evaluated by the students, but these assessment results are not taken into account when the advancement of the teacher is considered.		
- Involvement of PhD students in the teaching activities is not remunerated.			
- Supervision is not expressed through the working hours.			
	Recommendation to the faculties needs to be made to provide incentives for PhD students, involved in the teaching activities. (AP.3.8)	2/2016 Vice-rector for teaching	
	Submit the recommendation and guidelines to the faculties about a need to define internal reporting procedures, related to executing PhD programmes. (AP.3.9)	2/2015 Centre for Quality Enhancement, Legal department	

34. Complains/ appeals. Employers and/or funders of researchers should establish, in compliance with national rules and regulations, appropriate procedures, possibly in the form of an impartial (ombudsman-type) person to deal with complaints/appeals of researchers, including those concerning conflicts between supervisor(s) and early-stage researchers. Such procedures should provide all research staff with confidential and informal assistance in resolving work-related conflicts, disputes and grievances, with the aim of promoting fair and equitable treatment within the institution and improving the overall quality of the working environment.

Code of professional ethics	Features		
	- Formal complaints and appeals are dealt by the Ethical committee.		
	Issues	Implement a position of ombudsman for researchers or teaching staff, at the level of the University. (AP.2.7)	2/2017 University secretariat
	- There is no ombudsman for researchers or teaching staff		

35. Participation in decision-making bodies. Employers and/or funders of researchers should recognize it as wholly legitimate, and indeed desirable, that researchers be represented in the relevant information, consultation and decision-making bodies of the institutions for which they work, so as to protect and promote their individual and collective interests as professionals and to actively contribute to the workings of the institution.

Statute of the University of Nis	<p>Features</p> <ul style="list-style-type: none"> - Most of the teaching staff (sometimes from the level of assistant professor and above) participate (with voting right) in the work of Teaching-scientific councils of the faculties. Participation is typically mandatory. - All teaching staff can be nominated as the members of faculty councils. 		
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IV. Training

<p>36. Relation with supervisors. Researchers in their training phase should establish a structured and regular relationship with their supervisor(s) and faculty/departmental representative(s) so as to take full advantage of their relationship with them. This includes keeping records of all work progress and research findings, obtaining feedback by means of reports and seminars, applying such feedback and working in accordance with agreed schedules, milestones, deliverables and/or research outputs.</p>			
Relevant legislation and institutional rules (permitting, impeding or missing the implementation of listed features of this principle)	Relevant features and/or issues	Actions required	When (semester)/Who
WebInUnion Survey on remaining mobility obstacles (WIUS)	<p>Features</p> <ul style="list-style-type: none"> - According to WIUS, over 50% of respondents worked with 2 or more mentors during their PhD studies. - A great majority of the WIUS respondents was satisfied with their relations with supervisors. 		
	<p>Issues</p> <ul style="list-style-type: none"> - There is no structured, standardized process of monitoring or evaluation of the supervision and mentoring processes. If any, this is implemented on the individual basis, by the mentor or supervisor. Typically, the mentoring process is a "black-box". 	<p>Submit the recommendation and guidelines to the faculties about a need and methodology to define internal reporting procedures on execution of PhD programmes. (AP.3.9)</p> <p>Design and periodically implement a survey for PhD students for evaluation of the doctoral studies. Define who should analyze the results of the survey and decide on the possible actions based on the analysis. (AP.3.5)</p>	<p>2/2015 Centre for Quality Enhancement, Legal department</p> <p>1/2015 Centre for Quality Enhancement, Legal department</p>
<p>37. Supervision and managerial duties. Senior researchers should devote particular attention to their multi-faceted role as supervisors, mentors, career advisors, leaders, project coordinators, managers or science communicators. They should perform these tasks to the highest professional standards. With regard to their role as supervisors or mentors of researchers, senior researchers should build up a constructive and positive relationship with the early-stage researchers, in order to set the conditions for efficient transfer of knowledge and for the further successful development of the researchers' careers.</p>			

Survey on the rights and the responsibilities of the researchers, working at the University of Niš (SURVEY)	<p>Issues</p> <ul style="list-style-type: none"> - Often, senior researchers do not recognize these duties, due to the workload or lack of responsibility. - The results that could arise from the duties and responsibilities above are not sufficiently rewarded or not at all. Hence, there is a lack of motivation. - Sometimes, these responsibilities and duties are not possible to take due to teaching overload. - The SURVEY respondents highlighted the most probable reasons for the problems in these processes: lack of motivation for the mentors (56%), lack of procedure for assessing these activities (56%) and lack of planning (46%). 27% of respondents indicated overload as a source of this problem. 	Submit the recommendation and guidelines to the faculties about a need and methodology to define internal reporting procedures on execution of PhD programmes. (AP.3.9)	2/2015 Centre for Quality Enhancement, Legal department
<p>38. Continuing Professional Development. Researchers at all career stages should seek to continually improve themselves by regularly updating and expanding their skills and competencies. This may be achieved by a variety of means including, but not restricted to, formal training, workshops, conferences and e-learning.</p>			
Survey on the rights and the responsibilities of the researchers, working at the University of Niš (SURVEY)	<p>Features</p> <ul style="list-style-type: none"> - MESTD is regularly issuing travel grants for the scientific events 		
	<p>Issues</p> <ul style="list-style-type: none"> - In general, the researchers are not interested (or have a low interest) in professional development (49% of SURVEY respondents confirm, 27% neutral, 25% deny) - Sometimes, teaching and research workload do not allow the professional development. - Certifications and acknowledgements of the professional development courses are not taken into account in career development. - There is no formal obligation to the researchers to a continuous professional development. - PhD students have less opportunities and funds to present their work at the conferences. 	Design and implement a professional skills development programme at the university and faculties level. (AP.4.2)	2/2015 Interface Centre
		Develop and disseminate a common template for evaluation reports for all faculties in the university, which includes professional skills. (AP.3.4)	2/2014 Centre for Quality Enhancement, Legal department
The University will start an initiative, in cooperation with the faculties, to organize the series of PhD symposiums, on the regular basis. (AP.4.3)	1/2016 Interface Centre, Vice-rector for scientific work and publishing activities		
<p>39. Access to research training and continuous development. Employers and/or funders should ensure that all researchers at any stage of their career, regardless of their contractual situation, are given the opportunity for professional development and for improving their employability through access to measures for the continuing development of skills and competencies. Such measures should be regularly assessed for their accessibility, take up and effectiveness in improving competencies, skills and employability.</p>			
WebInUnion Survey on remaining mobility obstacles (WIUS) Survey on the rights and the responsibilities of the researchers, working at the University of Niš	<p>Features</p> <ul style="list-style-type: none"> - Sometimes, MESTD and different projects organize professional development courses (writing and/or managing projects, papers, etc.). - According to WIUS, a significant number of researchers participated in the international exchange programmes or study visits 		

(SURVEY)	<p>Issues</p> <ul style="list-style-type: none"> - Some of the least addressed professional skills during the PhD studies of WIUS respondents were entrepreneurship, project management, intellectual property, intercultural communication and ethics. - There is a very low offer of the professional development courses (SURVEY). The Ministry sometimes organizes trainings. Moreover, even if some course is organized at the specific faculty, other faculties are not well or not at all informed about it. - There is no systematic approach in advertising the professional development opportunities by the University (SURVEY). - University administration does not maintain a central database of researchers for, for example, bulk mailing purposes. 	Design and implement a professional skills development programme at the university and faculties level, which among other skills considers entrepreneurship, project management, intellectual property, intercultural communication and ethics. (AP.4.2)	2/2015 Interface Centre
		Develop an official mailing list for disseminating information to all the researchers from the university. For this mailing list, a database of researchers should be used. (AP.5.1)	1/2015 Interface Centre, PR department, JUNIS
<p>40. Supervision. Employers and/or funders should ensure that a person is clearly identified to whom early-stage researchers can refer for the performance of their professional duties, and should inform the researchers accordingly. Such arrangements should clearly define that the proposed supervisors are sufficiently expert in supervising research, have the time, knowledge, experience, expertise and commitment to be able to offer the research trainee appropriate support and provide for the necessary progress and review procedures, as well as the necessary feedback mechanisms.</p>			
WebInUnion Survey on remaining mobility obstacles (WIUS)	<p>Issues</p> <ul style="list-style-type: none"> - Since the supervision process is not evaluated, it is not possible to determine the level of expertise, commitment and availability of the supervisors. - All PhD students have supervisors, but this relationship is not binding, since the mentorship is determined at the end of the process, just before the thesis writing process starts. - There are no contracts between supervisors and supervisee, which could list mutual obligations (WIUS). 	Design and periodically implement a unique survey for PhD students for evaluation of the doctoral studies. (AP.3.5)	1/2015 Centre for Quality Enhancement, Legal department
		Develop and maintain a central database of PhD students in the university. (AP.6.3)	2/2015 Vice-rector for scientific work and publishing activities, JUNIS
		Submit the recommendation and guidelines to the faculties about a need and methodology to establish the legally non-binding agreement between the supervisor and supervisee. (AP.3.10)	2/2015 Legal department