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Introduction

The Academic Staff Handbook of Central European University (CEU) is a primary resource for the faculty and other members of the CEU community (or University community, as defined in Appendix 1) about key procedures and policies that guide the life of the academic staff.

CEU is a graduate, research-intensive institution committed to promoting the values of open society and self-reflective critical thinking. It aims at excellence in the mastery of established knowledge, courage to pursue the creation of new knowledge in the humanities, the social sciences, law and management, and engagement in promoting applications for each. CEU is a new model for international education, a center for study of contemporary economic, social and political challenges, and a source of support for building open and democratic societies that respect human rights and human dignity.

In addition to this Handbook, academic units have their own set of rules and policies, which may supplement but not supersede or replace the policies described herein.

The Handbook is to be reviewed every year to include modifications required by changes in CEU’s institutional or academic structure. It is the responsibility of the Academic Secretary of CEU to monitor issues that may require the modification of the Handbook, and to maintain agreement between the Handbook and related regulations.

Appendices:
- Appendix 1: Definitions
- Appendix 2: Academic Staff Ranks applicable at CEU
- Appendix 3: Content of Individual Academic Activity Reports
- Appendix 4: Schedule for the promotion and re-appointment process
- Appendix 5: Procedures used in the evaluation of lecturers, senior lecturers, and instructors
- Appendix 6: Procedures for Course and Supervision Evaluation
I. Governance

The text in this section is based on the University’s Founding Charter, Charter By-Laws, and Organizational and Operational Regulations. In case of a conflict between the texts, these documents shall prevail over the text below.

Central European University is accredited in the United States by the Middle States Commission on Higher Education and in Hungary by the Hungarian Higher Education and Science Committee. As a result of the double accreditation, CEU’s structure of governance, rules and regulations must conform to both sets of legal and academic systems.

I.1. The Board of Trustees

Central European University is governed by the Board of Trustees, which has general charge of the affairs, property and assets of CEU. Trustees formulate strategy for the implementation of endeavors defined in the preamble of the University By-Laws, and, to this end, manage and control all of its property and assets.

The Board decides upon the establishment or cessation of teaching sites and academic units, after consulting the Senate and the President and Rector. The Board of Trustees issues financial guidelines, and decides upon possible departures from such guidelines. The Board of Trustees decides upon tuition fees. The list of members can be found here: https://www.ceu.edu/administration/board-of-trustees.

I.2. The Administration of the University

I.2.a. The President and Rector of CEU

The President and Rector of Central European University (referred to as “Rector” in the rest of this document) leads the University in its dual capacities as both a United States and a Hungarian institution of higher education. He or she is in charge of representing the University and is the only person entitled to speak on its behalf. The Rector serves for five years, which is renewable twice. She or he is responsible to the Board of Trustees and is appointed and removed by the Board.

I.2.b. The Provost

The Provost assists the Rector with the supervision and direction of CEU’s educational and general development. He or she will work with the Pro-Rectors for Social Science and Humanities and for Hungarian Affairs in strategic academic matters, including recruitment, the promotion process, program reviews as well as budget planning and grant allocations. The specific distribution of tasks between the Provost and the Pro-Rectors is downloadable from: https://www.ceu.edu/unit/provost. The Provost is elected for a two-year renewable term by the Senate, upon nomination by the Rector. The appointment is endorsed by the Board of Trustees.
I.2.c. The Pro-Rector for Social Sciences and Humanities and the Pro-Rector for Hungarian Affairs
The Pro-Rector for Social Sciences and Humanities advises the Provost and the Rector on matters related to teaching and research at the University.
The Pro-Rector for Hungarian Affairs advises the Provost and the Rector on matters related to the integration of the University into the Hungarian higher education system and on the external relations of the University.
The Pro-Rectors are elected for two-year renewable terms by the Senate, upon nomination by the Rector.

I.2.d. Senate and Senate Committees

I.2.d.1. The Senate
The Senate consists of representatives of the faculty, staff, students, the Rector, and the Provost. The Rector chairs the Senate, which meets at least three times a year.

The Senate considers and makes recommendations to the Board of Trustees concerning all matters of general University interest, and establishes, approves or initiates academic programs, academic and admission standards. It adopts standing rules concerning academic positions, appointments, promotions, academic duties, student rights and academic procedures.

The minutes of Senate meetings and Senate decisions are available for the members of the CEU community at this link http://documents.ceu.edu/ (login required).
The current membership of the Senate can be found here: https://www.ceu.edu/administration/senate

I.2.d.2. Senate Committees
Standing Senate committees are defined by the University’s Organizational and Operational Regulations (OOR) https://documents.ceu.edu/. Members of standing Senate committees are elected by the CEU Senate, and represent key elements of CEU’s academic self-governance. A list of these committees and details of their roles can be found here: https://www.ceu.edu/administration/committees
When required, CEU Rector can appoint ad-hoc committees.

I.2.e. Academic Forum
The Academic Forum makes recommendations on academic matters for consideration by the Senate. It is comprised of academic unit heads, doctoral program directors, directors of research and administrative units, and a student representative. Meetings of the Academic Forum are open to the CEU community, and the dates are included in the CEU Academic Calendar https://www.ceu.edu/calendar. The Academic Forum meets at least ten days before the Senate meeting. All academic matters, as well as matters of academic impact, are submitted to the Academic Forum one week prior to the meeting. The Academic Forum does not make decisions but makes recommendations to be considered by the Senate.

I.2.f. Academic units of the University: Academic units, research units, interdisciplinary programs
Teaching and research at CEU are carried out in the various academic units of the University: academic units, research units as well as in a variety of interdisciplinary

Academic units are important bodies in the academic governance of the University. They decide on teaching, curricula, and make recommendations to the Rector on hiring new academic staff members in accordance with the relevant CEU policies and with the approval of the relevant University governing bodies and senior officials.

I.2.g. Senior staff
Senior Staff members advise the Rector and the Provost and oversee the coordination of day-to-day affairs at the University.

The Senior Staff includes the Vice-President for Administration, the Director of Communications, the Pro-Rector for Hungarian Affairs, the Pro-Rector for Social Sciences and Humanities, the President, the Dean of Students, the Provost, the Vice-President of External Relations, the Vice-President for Enrollment and Alumni Relations, the Vice President for Development and the Academic Secretary. https://www.ceu.edu/administration/senior-staff.
II. General rules and structure of the academic staff

II.1. General rules guiding University life

II.1.a. A statement on institutional autonomy
Central European University is an independent self-governing institution, which has the right, under the direction of its governing bodies, to determine its organizational and administrative structure, decide on its strategic priorities, manage its budget, hire its staff and admit its students, and decide on the content and form of its teaching and research.

II.1.b. A statement on academic freedom
Academic and administrative staff and students at Central European University enjoy freedom to engage in research, publish research findings, teach, speak, expand and question knowledge without interference or penalty, subject to existing legal regulations and the general norms of scholarly inquiry.

II.1.c. A statement on equal opportunities
Central European University is committed to providing an environment free from discrimination and harassment on the basis of sex, gender, race, age, disability, nationality, ethnicity, religious beliefs, sexual orientation, gender identity and its expression, pregnancy or parenthood.

The CEU Code of Ethics and the CEU Equal Opportunity Policy, downloadable from: https://documents.ceu.edu/, describe in detail CEU’s approach to issues related to equal opportunities as well as where members of the CEU community can turn should they experience or note discrimination of any sort.

II.1.d. Statement on disability
As part of its commitment to equal opportunities, Central European University seeks to ensure that members of the community with disabilities have access to all of the University’s resources and events. This means that the University will make every effort possible to meet the needs of general access and the specific needs of individuals. CEU’s Student Disability Policy ensures that the legal rights of students with disabilities are recognized and protected. The policy is downloadable from: https://documents.ceu.edu/. In case a member of the University community has complaints or suggestions, he or she is advised to turn to the Provost or lodge a complaint with the Disciplinary Committee https://www.ceu.edu/administration/committees.

II.1.e. Grievance procedures
In case of grievances, first attempts should be made to settle the issue amicably between the parties involved. Mediation may be provided by Unit Heads, the Provost, the Pro-Rector for Social Sciences and Humanities or the Chair of the Disciplinary Committee.

If such attempts fail, there are a number of ways in which members of the University community may seek to redress their grievances in a more formal manner.

In cases connected with re-appointment and promotion, section V.10 of this Handbook provides guidelines.
In other cases, including cases involving discrimination, harassment or other violations of the CEU Code of Ethics, members of the University community should address the Disciplinary Committee appointed by the Senate and operating on the basis of the CEU Code of Ethics, downloadable from: https://documents.ceu.edu/.

II.2. Academic staff members

The CEU community consists of resident and non-resident academic staff members, members of the administrative staff, and students.

II.2.a Resident academic staff

The resident academic staff is composed of three types of categories: Faculty (from Assistant to University Professors), whose responsibility includes both research and teaching, teaching staff (instructors, lecturers, and senior lecturers), whose responsibility is primarily teaching, and research staff (from Associate to Senior Research Fellows), who primarily do research.

The promotion of Assistant Professors to associate level is a pre-condition of continued employment after the seventh year after hire (except in case of parental leave or if a special extension is granted).

The table below summarizes CEU Academic Staff ranks. A detailed chart is available in Appendix 2. For quick access to the relevant rank card, please click on the rank in the list:

<table>
<thead>
<tr>
<th>1. Resident Academic Staff</th>
<th>2. Non-Resident Academic staff</th>
<th>3. Postdoctoral Fellows</th>
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<tbody>
<tr>
<td>Teaching Staff:</td>
<td>Teaching Staff:</td>
<td>Postdoctoral Fellow</td>
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<tr>
<td>Instructor</td>
<td>Visiting Instructor</td>
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<td>Lecturer</td>
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<tr>
<td>Senior Lecturer</td>
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<tr>
<td>Faculty:</td>
<td>Visiting Faculty:</td>
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<tr>
<td>Assistant Professor</td>
<td>Visiting Professor</td>
<td>Distinguished Visiting Professor</td>
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<td>Associate Professor</td>
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<td>Professor</td>
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<td>University Professor</td>
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<tr>
<td>Professor of Practice</td>
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<tr>
<td>Emeritus /a</td>
<td>Research Staff:</td>
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<tr>
<td>Research Staff:</td>
<td>Research Affiliate</td>
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<tr>
<td>Associate Research Fellow</td>
<td>Visiting Researcher</td>
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<tr>
<td>Research Fellow</td>
<td>Senior Visiting Researcher</td>
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<tr>
<td>Senior Research Fellow</td>
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III. Recruitment policy and appointment procedures

III.1. Recruitment

(a) Apart from a few exceptional cases when a position is filled by invitation, faculty positions are filled by an open search. The hiring process is supervised by the Provost, and the final authority in making the decision rests with the Rector.

(b) CEU typically does not hire its own doctoral graduates into academic positions unless they have already established themselves as internationally known scholars in a different academic context.

(c) Procedures for conducting candidate visits, including the necessary meetings, lectures, and interviews will include, as a rule, the involvement of current students and consideration of their opinion as well as that of academic staff members of the unit seeking to fill an open position.

(d) All members of search committees shall be familiar with CEU’s ‘Handout on Reviewing Applicants’, which can be downloaded from the electronic document repository at https://documents.ceu.edu/.

III.2. Resident academic staff appointments

III.2.a. Resident academic staff

Instructors, Lecturers, Senior Lecturers:

(a) Hiring procedure: The hiring of instructors, lecturers, and senior lecturers is the responsibility of the Unit Head. He or she is in charge of getting permission from the Provost for filling a post, organizing the call for applications and screening applicants. The Unit Head submits a recommendation to the Provost, accompanied by a brief (800-1,200 word) report on the search. The report should summarize the response to the advertisement, describe the overall character of the applicant pool including the gender ratio of applicants, include brief profiles of the short-listed candidates, and explain the considerations upon which the top candidate was selected. Special attention should be paid to ensuring a balanced gender distribution of the short-list to the extent possible. The Provost supervises the hiring process and issues the offer to the candidate but the ultimate approval of the hire rests with the Rector.

For all other resident academic staff positions – with the exception of University Professors:

(b) Approval of the post: The request to establish or refill a post shall be submitted to the Provost for approval. Determining the position description and terms of appointment are the responsibility of the Unit Head in consultation with the Provost.

(c) Announcement of the post: Apart from a few exceptional cases when a position is filled by invitation, faculty or research staff positions are to be filled by open advertising. In such cases, Unit Heads should submit a job description to the HRO. HRO, in consultation
with the unit(s) where the appointment is planned, prepares a recruitment advertisement and an advertisement placement plan. All advertisements must include a statement of CEU’s non-discrimination policy, as required by U.S. and Hungarian law and regulations.

(d) Search committee for hires of Assistant Professors and Associate Research Fellows: The committee is appointed by the Provost in consultation with the Unit Head and after final endorsement by the Rector. It consists of the Unit Head or a person designated by the Unit Head as Chair, at least three other faculty members nominated by the Unit Head, including at least one faculty member external to the unit.

(e) Search committee for hires of Associate Professors, Professors, Professors of Practice, Research Fellows and Senior Research Fellows: The committee is appointed by the Provost in consultation with the Unit Head and after final endorsement by the Rector. The committee includes a person designated by the Rector as Chair; the Unit Head; and at least three other members nominated by the Unit Head, including at least one member external to the unit, or external to CEU. The Rector may appoint further members of the search committee in consultation with the Unit Head. The Unit Head can be selected as Chair in which case she or he will be replaced by another member of the unit.

(f) Selection procedures: The search committee draws up a shortlist. All shortlisted candidates must deliver a job talk in the form of a public lecture and must be interviewed by the search committee. They may also be interviewed by other members of the unit’s faculty and students. At the end of deliberations, and after having received relevant input from faculty and students, the search committee arrives at a recommendation. The committee then submits this recommendation to the Provost's Office accompanied by a brief (800-1,200 word) report on the search. The report should summarize the response to the advertisement, describe the overall character of the applicant pool, including the gender ratio of applicants, include brief profiles of the shortlisted candidates, and explain the considerations upon which the top candidate was selected. Special attention should be paid to ensuring a balanced gender distribution on the short list to the extent possible.

(g) Job offers: Once the search committee's recommendation has been approved by the Rector, job offers are approved and sent by the Provost, based on the offer drafted by the HRO. Any changes compared to the offer initiated by the candidate must be approved by the Provost in consultation with the Head(s) of Unit(s) involved in the search.

(h) Mentoring. Upon arrival, new hires will participate in orientation sessions organized by the University, where they learn about CEU, requirements for re-appointment and promotion, as well as the role of the administrative and other units. Unit Heads should assign a ‘mentor’ to all appointed academic staff members for at least one year. The mentor’s task is to help the introduction of the new faculty member to CEU: to get acquainted with teaching practices, organizational structure, involvement in the community, usual expectations, and so on. The name of the future mentor should be sent along with the search committee’s request to the Rector to endorse the appointment of an academic staff member.

(i) Invitations. In exceptional cases, faculty and research positions can be filled on the basis of an invitation from the University, without conducting an open search. In case of faculty positions, candidates for such invitations must be internationally highly recognized scholars whose work is directly relevant to existing or planned priority areas in the University's academic endeavors. In case of research positions, candidates for such invitations must bring their own research funding. Issuing all such invitations has to be approved by a Standing Appointment Committee of the Provost.
III.2.b. Horizontal moves from research to faculty positions
In exceptional cases, horizontal moves from research to faculty positions are possible. The Unit Head will nominate the Associate Research Fellow, Research Fellow, or Senior Research Fellow for such shift in job titles and submit to the Provost a letter that justifies the request as well as a CV and a research statement composed by the academic staff member in question. The Provost makes a recommendation and the final decision is made by the Rector.

III.2.c. Unit affiliation
(a) Academic staff members are appointed to an academic unit.

(b) The academic unit in which individual academic staff members perform the majority of their contractual teaching load will be considered as the home unit of the respective academic staff member. The home unit will be defined in the employment contract of the academic staff member.

(c) In cases when an academic staff member’s teaching is equally distributed in more than one academic unit, he or she will be assigned a home unit by the Provost in agreement with the Unit Heads and the academic staff member involved. The home unit will be one of the academic units in which the academic staff member teaches.

(d) The home unit is responsible for review, promotion, and all other matters requiring unit involvement. Other units hosting at least one third of the teaching load of the respective academic staff member are to be consulted in all cases and shall express their evaluation in written form. Academic staff members with at least one third of their individual teaching located in a particular unit enjoy equal status with other permanent academic staff members of that unit with regard to internal decision-making within the respective unit.

III.3. Visiting faculty members and visiting research staff
(a) Recruitment. Recruitment of visiting faculty and visiting research staff is not necessarily based on advertising and search, but could also happen by invitation, based on past experience of the person’s participation in CEU’s teaching and research activities including participation in summer schools or workshops. When advertised, the procedure of the announcement is identical to the procedure for resident academic staff – see III.2.a (c) above.

(b) Selection procedure. The post must be approved by the Provost. The Provost has to endorse the hiring of the nominated candidate. The endorsement is based on the CV, detailed documentation of the past service, and future commitment to CEU. The documents are provided by the Unit Head, together with the details of the hire. The position is subject to final approval by the Rector.
III.4. Postdoctoral fellows

Postdoctoral fellows are usually hired for specific research projects run by academic units, and their recruitment is determined by the particularities of the project. Recruitment of postdoctoral fellows is not necessarily based on advertising and search, but targeted hiring should be based on the written justification of the Principal Investigator of the project. The position is subject to final approval by the Rector.

III.5. Endowed Chairs

Appointments to endowed chairs or special professorships or research fellowships are regulated by their special by-laws.

III.6. University Professors

University Professors are appointed by the Senate from the ranks of existing CEU Professors, upon the recommendation of the Rector. The Rector informs the Board of Trustees about all University Professor appointments. Nominations by at least three CEU Professors are made to the Senate Committee on University Professors https://www.ceu.edu/administration/committees, which, upon conducting a review, including at least two internationally prominent outside reviewers chosen by the committee, advises the Rector and the Provost. The ratio of Professors to University Professors should not exceed 7 to 1 (University Professors are included in the count of Professors.)

III.7. Professors Emeriti

Professors Emeriti are honorary ranks intended to reward long-time commitment to the University and distinguished international academic reputation. The appointment is made by the Senate upon the nomination of the Rector. Professors Emeriti may teach a limited number of credits at the University at the discretion of their Unit Head after final endorsement by the Provost. The maximum number of credits taught by Professors Emeriti shall be six, and the maximum number of students supervised (both masters and doctoral) shall be three. Professors Emeriti are eligible for travel and research funds. Professors Emeriti are entitled to a CEU ID card and a full use of the CEU library and other CEU facilities.

III.8. Unit Heads

(a) Residence: Unit Heads should be resident academic staff members in the rank of Associate Professor, Professor, or University Professor.

(b) Appointment in newly established units: The Rector appoints a Unit Head for a maximum three-year period, which may be renewed for up to six consecutive years in total. The appointment is based on the recommendation of the unit's representative (depending on the procedures employed by each unit).

(c) Rotation: Academic units with at least three full-time permanent faculty members in the rank of Associate Professor, Professor, University Professor or Professor of Practice elect
their Head subject to the Rector’s approval. Appointments are normally for three years and rotation of headship is expected but renewal of headship is possible. If the Head of Unit is absent for an extended period, an Acting Head should be appointed by the Provost in consultation with the Unit Head. Academic units should design their own procedure for electing a Head, and send a copy of this to the Office of the Academic Secretary to be approved by Provost.

(d) Academic units that do not meet the criteria outlined above shall have a Head appointed by the Rector after consultation with the Unit’s faculty members for one or two year terms.

(e) In case the Unit Head’s spouse or partner is employed in the same unit, the Provost becomes the direct supervisor of the spouse or partner.

III.9. Communication of appointments

(a) The Rector’s Office informs the CEU Senior Staff and the HRO of all decisions made by the Rector or the Senate concerning new academic appointments (these include appointment of the Provost, of Heads of Units and Programs; as well as CEU resident academic staff members.)

(b) New academic appointments are communicated to the CEU community by the Academic Secretary with the support of the HRO through a designated website https://oas.ceu.edu/appointments and through the CEU Planet.
IV. Periodic review and evaluation

IV.1. Periodic review procedures for academic staff members

IV.1.a. Individual academic activity reports (IAAR)

(a) All resident academic staff members submit an IAAR annually, indicating their achievements since the last report in the areas listed below. Research staff members are asked to provide information in the applicable categories. For the content of IAAR, see Appendix 3.

(b) The deadline for submitting the reports every year is August 15. As a rule, the reports cover the period of 12 months prior to the submission of the report, or the period since the submission of the last report. The IAARs are collected by the coordinators of each Unit, and submitted electronically both to the Unit Head and to the Provost's Office. The IAARs are stored in the academic staff members' Academic Staff Files.

IV.1.b. Procedure for the periodic review of academic staff members

(a) An evaluation of resident academic staff members’ performance (based on IAARs, previous academic performance reviews, if available, and other relevant materials) is carried out annually in the case of academic staff members in the rank of instructor, lecturer, senior lecturer, Assistant Professor, and Associate Research Fellow, and every three years in the case of academic staff members in the rank of Associate Professor, Professor, University Professor, Professor of Practice, Research Fellow, and Senior Research Fellow (these academic staff members submit an IAAR every year, but they are reviewed every three years).

(b) Specific elements in the procedure for evaluating instructors, lecturers, and senior lecturers are described in Appendix 5.

(c) This evaluation is called “Periodic Review” and is conducted by the Unit Head (or by the Provost, in the case of Unit Heads) according to the following procedure. The staff member meets the Unit Head for an academic development meeting. At the meeting, they discuss the contents of the IAAR and other relevant materials, as well as the staff member's role in the University, and their academic development plans. In those discussions, special attention should be paid to what is required for promotion (if promotion applies to the rank of the reviewed staff member). Faculty’s 'mentor' can participate in the periodic review meeting, if such participation is acceptable to the staff member under review.

(d) After the meeting, the Unit Head issues a memorandum, which includes the staff member's academic plans and an evaluation of their performance. The Unit Head will discuss the contents of the memorandum with the staff member. The evaluation process has to be concluded by September 30 of the year when the IAAR report is filed. The memorandum is filed in the staff member's Academic Staff File. Staff members may submit a request to the Provost to review the memo and may submit their written comments to the memo. Such comments are also to be filed in the staff member's academic staff file and communicated to the Unit Head.

(e) If the Unit Head deems the performance of any staff member unsatisfactory, they can ask the Provost to initiate the following procedure, if the Provost agrees that the procedure is needed. The Provost calls a meeting with the staff member and the Unit Head where they discuss areas of concern and design a plan (one-year for resident instructors, lecturers, senior lectures, Assistant Professors and Associate Research Fellows, and two years for faculty in the rank of Associate Professors, Professors, University Professors, Professors...
of Practice, Research Fellows and Senior Research Fellows) to improve the situation. A record of this goes in the academic staff files of the staff member. The evaluation is then repeated after the one or two-year period (as described above) has elapsed. If the performance is not improved as expected, then proceedings to issue a warning and in extreme cases to terminate the contract may be initiated.

(f) If a staff member has completed a review procedure for promotion, there is no need for a periodic review during that academic year. This circumstance should be indicated at the annual submission of the IAAR.

IV.1.c. Academic Staff Files

(a) Academic staff files are electronically stored by the Provost’s Office. They contain the staff member’s IAARs, the results of the staff member’s periodic reviews, promotion and re-appointment materials, letters of reference and other materials relevant to the performance of the staff member. The Provost has access to the files and can give permission to others to view (part of the) contents of the file in case that is deemed necessary. Staff members have access to their files, with the exception of their external reviewers’ letters and the reports of the review and promotion committees.

(b) Materials in a staff member’s file, including IAARs and annual evaluations are consulted by the appropriate personnel during consideration for re-appointment, promotion, research leave, and awarding of other privileges for which academic staff members are eligible.

IV.2. Guidelines for evaluating academic performance in periodic review and for promotions and re-appointments

IV.2.a. General principles

(a) Evaluation of academic performance is divided into three categories: research, teaching, and service to the University and to the larger academic community. In case of research staff members who do not participate in teaching, the first and the third categories are applicable. In case of resident instructors and lecturers, the second and third categories are applicable.

(b) Given that CEU is a research-intensive graduate institution, higher weight should be placed on research performance in all faculty evaluations without neglecting the quality of achievements in the other two areas. CEU academic staff are required to perform in all relevant areas to the highest standards.

(c) Additional principles for the evaluation of lecturers, senior lecturers, and instructors are described in Appendix 5.

IV.2.b. Evaluation of research

(a) As stated above, research is a major component of academic activity. Therefore, all faculty and research staff members are required to do internationally recognized research.

(b) Research activity, evaluated in academic review, includes research leadership (creation and management of external and internal research groups, programs, centers, and networks), research management, and efforts and success in attaining external funding for research.
(c) CEU encourages all faculty and research staff members to submit grant applications for research funding to external agencies. Submission and the success of such applications should also be considered as part of the evaluation of research activities.

(d) It is required that all faculty members and research staff publish with reasonable regularity in scholarly periodicals and at academic publishing houses of international stature. The general guidelines for evaluating the publications activity of the academic staff members are described below.

(e) Given that variation across disciplines is unavoidable with respect to the evaluation of research excellence, each academic unit must specify in detail its own assessment criteria to be employed at the two stages of the evaluation process (re-appointment review and promotion review). These unit-specific evaluation frameworks, however, must remain within the constraints of the general guidelines set forth by this document below. The unit-specific evaluation frameworks (or the possible changes proposed in subsequent years) must be submitted by the Unit Head to the Senate Curriculum and Academic Quality Assurance Committee (SeCur) https://www.ceu.edu/administration/committees for review by August 15 each academic year. SeCur will review these at its first meeting of the academic year.

(f) The following general guidelines set the expected minimum research output:

- Normally, and on average, at least one publication of an article length per year is required; that publication should be in English (see exceptions noted below) and must contain the standard attributes of academic publications.
- For the purpose of the periodic evaluation, an article published in a refereed internationally respected journal (or, if the discipline of the academic staff member does not fully adhere to the practice of refereed journals, a journal of high academic status) is considered a publication.
- A book published by an internationally respected academic publisher equals four to six articles.
- Book chapters in books by internationally respected academic publishers count as articles.
- Co-authoring normally counts as publication, but the author may need to demonstrate that she or he played a key role in the underlying research.
- An edited book (by an internationally respected academic publisher) may count between one to two articles, depending on the significance of the staff member's contribution.
- Articles not yet published but accepted for publication shall count as publications.
- Depending on the particular discipline’s international orientation, publications in other major languages of wide academic circulation are also acceptable.
- It is desirable that CEU academic staff members be active participants in their local academic environment. Therefore, the University does not discourage publishing in other languages. However, publications in other languages are acceptable for purposes of academic evaluation at CEU only if: (1) there is documented evidence for the staff member's presence in international academic journals and at international academic publishing houses as well; (2) the choice of the local language is reasonable; (3) the publication appears in a refereed journal or in a non-refereed but highly prestigious academic journal (or publishing house). In case it is necessary, academic staff members from the Unit or elsewhere may be invited by the Unit Head to evaluate publications in other languages.
- Depending on discipline, other forms of scholarly output, such as catalogued exhibitions, policy reports, etc. are acceptable as publications.
(g) The Rector may give temporary exemption from the scholarly activity if the faculty member is involved in some very time consuming administrative tasks (e.g. Provost).

IV.2.c. Evaluation of service to the community

(a) As part of the academic performance review, it should be considered whether the academic staff member contributes to the administration of the academic unit and the University in a collegial manner. For example, it should be assessed whether the faculty member accepts invitations to serve on committees, is active in helping to organize events, takes part in recruitment and admissions activities, sponsorship of student and alumni organizations, as well as contributes to publicity and fundraising activities, participation in the Summer University (SUN) National Conference of Student Research Societies (OTDK), etc.

(b) Further, services to the larger academic community may be considered: refereeing for journals and publishers, membership of editorial boards, involvement in the assessment of grants, promotions, projects, etc.

(c) Outreach activities, where academic staff members address the larger community both locally and internationally, are also considered.

IV.2.d. Evaluation of teaching and supervision

Evaluation of teaching is based on the evaluation of the course load and teaching quality as well as the quality of supervision.

(a) The evaluation considers the course load, teaching effectiveness and innovation as well the degree to which the academic staff member has reflected on the feedback and incorporated it into his or her teaching practice. Course load and teaching quality should be evaluated in a number of ways including quantitative measures (teaching load, student numbers, the number of new courses prepared), the output of the CEU-wide course evaluation surveys, and qualitative feedback through small group analysis from students, peer observations, and a review of the syllabi of courses offered.

(b) In addition to course evaluation surveys, academic units should employ other modes of evaluation and feedback, including regular meetings with students, either in the form of townhalls or meetings of the Unit Head and program director with student representatives. There should be at least two such meetings per academic year, one in the fall to collect student feedback, and one in the spring to collect any additional feedback and to report back to the students on the use of their feedback for program and course improvement.

(c) The evaluation of the quality of supervision (or consultation in the case of instructors), which is reviewed based on quantitative evidence (the number of students supervised, completion rates), results of supervision evaluation by students, self-assessment forms by doctoral students, further feedback from masters and doctoral students, and other relevant materials and information.

(d) Academic staff members should include course evaluation scores and summary of relevant student comments in their Individual Academic Activity Reports (IAARs), reflecting on their significance for their teaching and outlining any changes made. Unit Heads should ensure that this is complied with.

(e) The evaluation procedure is described in detail in Appendix 6 to the Handbook.
V. Re-appointment and promotion

V.1. Re-appointment and Promotion Committee

(a) The CEU Re-appointment and Promotion Committee (RP Committee, RPC) is a committee chaired by the Provost, who may delegate this role to the Pro-Rector for Social Sciences and Humanities. The committee has five additional members, appointed by the Senate. Normally, members are nominated by the Chair (after consulting the serving members of the Committee), but the Senate can also nominate members for the Committee.

(b) Members of the RP Committee will be Associate or Full Professors or Senior Research Fellows with a permanent contract at CEU, appointed in a staggered manner for three-year terms. At least half of the members of the RP Committee (including the Provost) must be full Professors. There cannot be more than one member from one academic unit, and the composition of the Committee at any time should reflect a variety of disciplines (for example, both from the humanities and the social sciences). Over the years, membership should rotate among different academic units. Members of the RP Committee do not participate in internal committees for promotion and re-appointment during their membership in the RP Committee. Academic unit heads can be invited to attend the sessions of the RP committee when the cases from their respective units are discussed.

(c) The RP Committee reviews and discusses all promotion and re-appointment cases, and advises the Provost on forming a recommendation. The Provost formulates a recommendation and forwards it to the Rector, who has the final decision.

(d) In cases of promotions and reviews that are, for some reason, not covered by the following sections, the RP Committee, in consultation with the Unit Head, should design a process that follows the most appropriate process as closely as possible. In general, the process should be treated with appropriate flexibility to accommodate possibly unforeseen circumstances.

V.2. Re-appointment of teaching staff (instructors, lecturers, and senior lecturers)

(a) Normally, instructors, lecturers, and senior lecturers initially receive a contract for one year. Observing the deadline for preparing the review, the Unit Head convenes, upon consultation with the Provost, a review committee in due time. The committee is chaired by the Unit Head and includes two or more academic staff members from other units in the rank of Associate Professor/Research Fellow or higher. The review is based on student feedback from courses and consultations, classroom visits and any other relevant material collected by the committee or submitted by the teaching staff member (who is notified about the convening of the committee). The review should focus on whether the teaching staff member is proceeding with his or her professional, teaching, and administrative duties. The review will be finished by the end of April of the first year, and either the contract runs to the end of the academic year and no re-appointment is made, or after the expiry of the initial contract, a re-appointment is made with a fixed term or an indefinite contract, depending on the recommendation of the review committee. The re-appointment is subject to final endorsement by the Rector.
(b) In case an Instructor's contract is up for further renewal, the same process should be observed. No promotion is possible in the case of Instructors.

(c) In case a lecturer’s contract is up for renewal, the same process should be observed. Lecturers with a permanent contract and at least seven years of employment at CEU may be promoted to a senior lecturer rank following a review identical to the one described in V.2.a, with the difference that the question to be decided is not re-appointment but promotion. Senior lecturers cannot be further promoted.

V.3. Re-appointment and promotion of Assistant Professors and Associate Research Fellows

This section applies to resident Assistant Professors and Associate Research Fellows hired in an academic unit with a fixed (“definite”) term contract.

(a) **Time to Re-appointment and to Promotion:** The maximum period for continuous fixed term employment in Hungary is five years. The first contract at CEU is usually for a fixed term of four years. At the end of the four years, Assistant Professors and Associate Research Fellows must seek re-appointment with a permanent (“indefinite term”) contract and/or promotion. CEU expects to re-appoint Assistant Professors and Associate Research Fellows within four years and promote them within seven years of the start of their employment. Parental leave automatically extends the possible length of the period to promotion by maximum one year. Separately, the Provost may grant an extension for a maximum of three years (two additional years if requested after the parental leave) due to well-documented reasons, such as health or other personal problems beyond the control of the faculty member. Should an Assistant Professor/Associate Research Fellow seek to receive an extension, she or he must submit a formal request to the Provost who will make a decision.

(b) **The two steps of the review:** The first step towards an indefinite term contract at CEU is the Re-appointment review and the second step is the Promotion review. The Re-appointment review typically starts in the fourth year after the faculty member has begun his/her employment at CEU, while the Promotion review takes place in the seventh year of employment (unless an extension has been granted, see point (a) above).

(c) **Timing of reviews:** Both Re-appointment and Promotion reviews may be started earlier than specified above should the staff member apply or get nominated by the head of his/her unit earlier. The two reviews can happen simultaneously or at different times.

V.3.a. Step 1: Re-appointment Review of Assistant Professors and Associate Research Fellows

(a) The Re-appointment review usually takes place in the fourth year of employment. The process is normally carried out according to the schedule presented in Appendix 4. In exceptional cases, especially when the employment started with a different date than the beginning of the academic year, a different schedule can be designed with the agreement of the Provost.

(b) The procedure for re-appointment of Assistant Professors is described below. The same procedure applies to Associate Research Fellows, with proper adjustment for the fact that these faculty members may have only a limited involvement in teaching.
(c) The goal of the Re-appointment review is to assess whether the Assistant Professor is proceeding with her or his research, with his or her professional, teaching, and administrative duties, and whether he or she is well integrated in his or her academic unit. Re-appointment will be granted to faculty who receive positive evaluations on each of these dimensions and if the committee agrees that the faculty member is, at the time of the Re-appointment review, ready to be promoted to associate professorship or is likely to get there within a maximum of three years (notwithstanding possible extensions as detailed above).

(d) The procedure for re-appointment includes the following elements:

1. The formation of an internal committee within the academic unit.
2. A report produced by the internal committee with recommendations.
3. External reviews may be requested at several points in the procedure but they are not mandatory in all cases. The internal committee may respond to external reviews.
4. Consideration by the RP Committee and its recommendation to the Provost.
5. A decision by the Rector.

1) The Internal Committee
An internal committee is appointed by the Provost following the recommendation of the Unit Head. The internal committee is usually chaired by the Unit Head (although he or she may delegate this role to another faculty member within the unit in the rank of Associate Professor/Research Fellow or higher) and includes at least two additional CEU faculty members in the rank of Associate Professor/Research Fellow or higher (in or outside the unit). Academic units may involve more than three members in their internal deliberations.

The candidate is invited to submit the relevant materials by the chair of the internal committee (See Appendix 4).

2) The internal report
The internal committee prepares a joint report based on the materials submitted by the candidate, and any other material the committee deems as relevant. In case there is no consensus in the committee, committee members can submit dissenting opinions.

The report should evaluate the performance of the candidate in light of the general criteria listed below as well as the more specific evaluation framework of the academic unit, which had been approved by SeCur.

The internal report should address the faculty member’s contributions in research, teaching and supervision as well as outreach activities and service to the University community. Each of these areas should be addressed in the report, and the findings should be supported by adequate evidence.

The report must also indicate, as precisely as possible, what further conditions, if any, need to be fulfilled in order for the faculty member to become eligible for promotion within the following three years. If the person is already ready for promotion, that should be stated instead of the conditions.

The report concludes with one of the following recommendations:
1. Re-appointment with an indefinite term contract.
2. Re-appointment with an indefinite term contract with specific performance criteria stated as the conditions for continued employment after an additional three years and for promotion to associate rank. In this case the report must clearly and in
detail specify the missing elements that would be needed for promotion (e.g. publications of a certain kind, etc.).

3. The Assistant Professor is granted a one-year definite contract only. After this grace period his/her employment will be terminated.

4. In exceptional cases, such as when an Assistant Professor applied early (in his/her third year) for re-appointment but the committee does not recommend it at that time, a re-appointment for a further year with a proposal to repeat the re-appointment review.

3) External Reviews

(a) Re-appointment with a permanent contract for Assistant Professors and Associate Research Fellows can only be granted with the involvement of external reviewers.

(b) If the internal committee's unanimous recommendation is against re-appointment with a permanent contract, or if the internal committee cannot reach a consensual decision, the report and the materials are submitted to the RP committee for discussion. If, based on the submitted materials and this discussion, the Provost recommends that no re-appointment with a permanent contract should take place, the recommendation can be forwarded directly to the Rector for a final decision. There is then no need for external review.

(c) However, after the discussion by the RP committee, the Provost may decide that external reports are in fact needed. The Rector can also request, even if the matter was first directly forwarded to him or her, that external reports are collected before he or she makes a final decision. In these cases, the process moves to the next stage below.

(d) If the internal committee recommends re-appointment with a permanent contract, the Provost selects at least three external reviewers; the reviewers are chosen from a list of at least five names submitted by the chair of the internal committee, but one may be proposed by the Provost, after consultation with the chair of the internal committee. The chair of the internal committee solicits reports from the reviewers by using a sample letter.

(e) After the external reports arrive, the internal committee has an opportunity to reflect on the content of the external reports. This has particular relevance if there is a discrepancy between the internal report and some of the external reports. If there is no discrepancy, the extra reflection can be omitted.

4) Re-appointment and Promotion Committee recommendations

All materials (materials submitted by the candidate, additional material used by the committee, internal and external reports, possible internal reflection on external reports) are submitted to the Re-appointment and Promotion Committee. After due deliberations by the Committee, the Provost makes one of the following recommendations to the Rector:

1. Re-appointment with an immediate promotion review.
2. Re-appointment with the conditions for promotion specified. These conditions must be in line with the general expectations laid out in this Handbook as well as the unit specific requirements, which had been reviewed by SeCur.
3. Re-appointment for a further year of grace period after which the definite term contract of the Assistant Professor ends.
4. In exceptional cases, a re-appointment for a further year with a proposal to repeat the review before the additional year runs out.
5) The Rector’s decision
The recommendation is sent to the Rector who makes a final decision.

V.3.b. Step 2: Promotion Review of Assistant Professors and Associate Research Fellows
(a) Assistant Professors and Associate Research Fellows can be awarded a permanent contract before they are promoted, with the understanding that there is a serious prospect of their becoming suitable for promotion to the rank of Associate Professor or Research Fellow within three years of the review. Whenever this point arrives, and in the seventh year the latest (unless the deadline was extended because of a parental leave or similar consideration as detailed in section V.3. (a), the maximum length of extension being three years), the Promotion review should be started.

(b) In exceptional cases the Re-appointment review and the Promotion review can take place simultaneously. In this case, the unit’s internal committee must initiate this and write its report accordingly. The report must communicate independent decisions about and justifications of each of the two issues, re-appointment and promotion, although this can be done in a single review session, by a single committee and in a single report. The Promotion review should go as follows:

(1) An internal committee, as described in section V.3.a (1), is appointed by the Provost.

(2) The candidate is invited to submit materials by the chair of the internal committee.

(3) The internal committee prepares a joint report based on the materials submitted by the candidate, and any other materials the committee deems as relevant. In case there is no consensus in the committee, committee members can submit dissenting opinions. The report should assess whether the faculty member is suitable for promotion, based on the criteria listed in section IV.2.b (f) as well as the unit-specific evaluation framework in force. The internal committee should state whether the academic staff member has satisfied the conditions set forth in his/her contract, which she/he received after the re-appointment decision. Each of these points needs to be addressed in the report, and the findings must be supported by adequate evidence. If the internal committee recommends that a new set of external reports be solicited, this should be signalled and justified in the report (taking into account the recommendations formulated at the time of the faculty member's receiving an indefinite term contract.)

The report concludes with one of the following recommendations:
1. The faculty member is promoted to the rank of Associate Professor.
2. The faculty member is not promoted to the rank of Associate Professor. In this case, if the faculty member is within the three years after the re-appointment date, the Promotion review can be repeated in the following year. If the period is over, and the conditions specified in the contract were not fulfilled by the faculty member, the termination of her/his contract is initiated by the Rector.

(4) In general, no external opinion is solicited at this point, given that the faculty member had gone through a thorough review involving external reports when his or her contract was renewed a few years before the promotion process takes place. Therefore, the next step concerning external reports is omitted, and all materials are submitted to the RP committee.
(5) In some cases the Provost may decide, upon the advice of the RP committee and taking into account the internal committee's recommendation and the recommendations made at the time of awarding a permanent contract, to involve external reviewers, according to the process specified in V.3.a (3). The reviewers asked may be different from those involved in the previous re-appointment process. If external reports are solicited, the internal committee has an opportunity to reflect on the content of the external reports.

(6) All materials (including reports) are submitted to the RP Committee.

(7) After due deliberations by the Committee, the Provost makes one of the following recommendations to the Rector:

1. The faculty member is promoted to the rank of Associate Professor.
2. The faculty member is not promoted to the rank of Associate Professor and the Promotion review should be repeated in the following year. (This is possible only if the time period allocated to promotion, including the standard three years and extensions if applicable, has not expired.)
3. The faculty member is not promoted to the rank of Associate Professor. In this case the Provost recommends that the termination of contract is initiated.

(8) The recommendation is sent to the Rector who makes a final decision.

V.4. Re-appointment and promotion of academic staff members with joint appointments

At the beginning of the joint appointment, heads of respective units should agree on a single joint process of the faculty member's review, re-appointment and promotion. This process should specify the faculty member's multiple academic commitments and should take his or her interdisciplinary work into account. Evaluation criteria should be based on the primary disciplinary area of the faculty member's academic focus. Academic units should select external reviewers jointly, with the goal of identifying scholars who are capable of looking beyond traditional disciplinary cores.

V.5. Re-appointment review for Associate Professors, Full Professors, Professors of Practice, Research Fellows and Senior Research Fellows

This section applies to academic staff members in the rank of Associate Professor, Professor, Professor of Practice, Research Fellow or Senior Research Fellow appointed for a definite term with no prior employment at CEU. Normally, the first contract at CEU is for four years.

(a) Faculty can be appointed in those ranks with a fixed term initial contract. No later than in the fourth year of their employment, a Re-appointment review should take place. As a rule, this review does not involve external reviewers, but exceptionally, the Provost may decide (based on appropriate advice) that external reviewers be consulted. The re-appointment should follow the schedule for promotions and re-appointments as specified in Appendix 4.

(b) The procedure for re-appointment of Associate and Full Professors is described below. The same procedure applies to Research Fellows and Senior Research Fellows, with proper adjustment for the fact that these faculty members may have only a limited involvement in teaching, and to Professors of Practice, with proper adjustment for the fact that these faculty members may have only a limited involvement in research.
(1) An internal committee is appointed. For Associate Professors, the internal committee
is chaired by the Unit Head and includes at least two additional CEU faculty members in
the rank of Associate Professor or higher (in or outside the unit); for Professors, the
internal committee consists of at least three Professors. The committees are appointed by
the Provost, following a recommendation by the Unit Head.

(2) The candidate is invited to submit materials by the chair of the internal committee.

(3) The internal committee prepares a report, which should focus on whether the faculty
member is proceeding with his or her academic work, with his or her professional,
teaching, and administrative duties, whether he or she is well integrated in his or her
academic unit. In case there is no consensus in the committee, committee members can
submit dissenting opinions.

In exceptional cases, the internal committee can propose – after proper justification – that
external reviewers be also appointed.

The report should conclude with one of the following recommendations:
1. Re-appointment with a permanent contract.
2. Re-appointment with an additional one-year contract, which serves as a grace
   period.
3. In exceptional cases, a re-appointment for a further year with a proposal to repeat
   the review with an extraordinary schedule before the additional year runs out.

(4) All materials (materials used for the reports and the internal report) are submitted to
the RP Committee. In the case of full Professors, the constitution of the RP Committee
needs adjustment. Only the full Professor members of the RP Committee participate in
the decision, but they can co-opt, for the purpose of this particular case, Professors from
other academic units at CEU.

(5) In general, no external opinion is solicited at this point. In some cases the Provost may
decide, upon the advice of the RP committee and taking into account the internal
committee's recommendation, to involve external reviewers.

(6) If external reviewers are appointed, the Provost consults the chair of the internal
committee for recommendations, then selects at least three external reviewers; one out of
the three may be proposed by the Provost, after consultation with the chair of the internal
committee. The chair collects the reports by using a sample letter.

(7) If external references are solicited, the internal review committee has an opportunity
to reflect on the content of the external reports, especially in case there is a discrepancy
between the internal and external recommendations.

(8) Once the RP committee is in possession of all the materials, after due deliberation of
the Committee, the Provost makes one of the following recommendations to the Rector:
1. Re-appointment with a permanent contract.
2. Re-appointment with an additional one-year contract, which serves as a grace
   period.
3. In exceptional cases, a re-appointment for a further year with a proposal to repeat
   the review with an extraordinary schedule before the additional year runs out.

(9) The recommendation is sent to the Rector who makes a final decision.

(c) In the exceptional case where a further one-year contract is given and the Rector
endorses the recommendation to repeat the review before the additional year runs out, the
conditions of the review are established by the Provost, after consultation with the chair
of the internal committee and the RP committee, on a case-by-case basis.
V.6. Promotion to the rank of full Professor

This section applies to Associate Professors appointed in any academic unit at CEU.

(a) Associate Professors can apply for promotion to the rank of full Professor after a consultation with their Unit Head, or be recommended by their Unit Heads directly. If someone starts his or her employment at CEU in the rank of Associate Professor, the earliest they can apply for promotion is in his or her second year. In case of unsuccessful application, re-applying is possible after two years. Normally, promotion is done according to the usual promotion schedule (specified in Appendix 4). In exceptional cases, a different schedule can be designed with the agreement of the Provost.

(b) This process starts with the adjustment of the Re-appointment and Promotion Committee to make sure that everyone who participates in the decision is a full Professor. The full Professors who are members of the RP Committee may decide to co-opt other Professors for the purposes of this specific review.

(c) The procedure for promotion is described below. The same procedure applies to promotion to the rank of Senior Research Fellow, with proper adjustment for the fact that these academic staff members may have only a limited involvement in teaching.

(1) An internal committee is formed by at least three CEU Professors, selected by the Provost, upon recommendation of the Unit Head. The Provost also appoints the chair of the committee.

(2) The candidate is invited to submit the relevant materials by the chair of the internal committee.

(3) The committee prepares a joint report based on the materials submitted by the candidate, and any other materials the committee deems as relevant. In case there is no consensus in the committee, committee members can submit dissenting opinions.

(4) The general expectations to qualify a faculty member for promotion to the rank of Professor are the following. There must be evidence of international recognition and established research leadership in the relevant subject with reference to originality, contribution to the advancement of knowledge and reputation. Beyond publications, evidence can be collected from citations, successful completions of supervised doctoral dissertations, awards, leadership and role in international professional organisations and research projects. There must be evidence of an effective contribution to teaching. Further, there must be evidence of an effective contribution to the subject other than in teaching and research, in the service to CEU and the wider community.

Each of these areas should be addressed in the report, and the findings should be supported by adequate evidence.

The report concludes with one of the following recommendations:

1. Promotion to the rank of full Professor. In case the faculty member has a fixed term contract, promotion also means awarding a permanent contract.

2. No promotion to the rank of Professor.

(5) If the internal committee's unanimous recommendation is against promotion, or if the internal committee cannot reach a consensual decision, the report and the materials are submitted to the RP committee for discussion. If, based on the submitted materials and this discussion, the Provost recommends that no promotion takes place, the recommendation can be directly forwarded to the Rector for a final decision. Alternatively,
after the discussion by the RP committee, the Provost may decide that external reports are needed. The Rector can also request, even if the matter was first directly forwarded to him or her, that external reports are collected before he or she makes a final decision. In these cases the process moves to the next stage below. No promotion can be granted without the involvement of external reviewers.

(6) In the cases mentioned in the previous paragraph, or if the internal committee's unanimous recommendation is for promotion, the Provost selects at least four external reviewers; the reviewers are chosen from a list of at least six names submitted by the chair of the internal committee, but one reviewer may be proposed by the Provost, after consultation with the chair of the internal committee. The chair of the internal committee solicits reports from the external reviewers by using a sample letter.

(7) After the external reports arrive, the internal committee has an opportunity to reflect on the content of the external reports. This has particular relevance if there is a discrepancy between the internal report and some of the external reports. If there is no discrepancy, the extra reflection can be omitted.

(8) All required materials are submitted to the RP Committee. On the basis of the Committee's advice, the Provost makes one of the following recommendations to the Rector:
   1. Promotion to the rank of full Professor.
   2. No promotion to the rank of full Professor.

(9) The recommendation is sent to the Rector, who makes a final decision.

V.7. Appointment of University Professors
This section applies to full Professor appointed in any academic unit at CEU.

(a) The general expectations to qualify a Professor for appointment to the rank of University Professor are the following. There must be evidence of a very high level of internationally recognized and published scholarship; demonstrated leadership in interdisciplinary teaching and research; and an outstanding contribution to CEU or wider community.

(b) Nominations for the rank of University Professor are made by at least three CEU Professors to the Senate Committee on University Professors, which, upon conducting a review, including at least two internationally prominent outside reviewers chosen by the committee, makes a recommendation to the Rector.

(c) The Senate Committee on University Professors is formed by the decision of the Senate. The committee is chaired by the Provost and comprises three to five members elected by the Senate. The members of the Committee are faculty members in the rank of Professor or University Professor. The term of membership of the Committee is three years, renewable at the discretion of the Senate.

(d) Based on Committee's recommendation, the Rector makes a proposal to the Senate to appoint the candidate to the rank of University Professor. Following Senate’s approval, the Rector communicates the appointment to the Board of Trustees.
V.8. “Egyetemi tanár” and “Egyetemi docens”

‘Egyetemi tanár’ (literally, ‘University professor’) is the highest faculty rank in the Hungarian University system. Appointment or promotion to this rank is not an internal affair of institutions of higher education: the position is announced by the University, but is filled through a process of external quality control by the Hungarian Accreditation Committee (MAB), as well as administrative supervision by the ministry responsible for the higher education. The title is eventually formally awarded by the President of the Republic. At CEU, the academic record of applicants for promotion/appointment to the ‘egyetemi tanár’ rank is internally pre-assessed by the Senate Egyetemi Tanár Applications Evaluation Committee, according to criteria provided by the MAB.

According to 28.§(3) of the Hungarian Higher Education Act, the conditions for being appointed as ‘egyetemi docens’ are the following: possession of a doctoral degree, competence in advising students, including doctoral students, and in mentoring junior faculty, the ability to lecture in an international language, appropriate experience in teaching at a university level. It is expected that everyone at CEU who is appointed as an Associate Professor or a full Professor, either through internal promotion or external search, and has a doctoral degree received from a Hungarian university or nostrified in Hungary, satisfies these criteria. The guarantee of appropriate standards is to be found in the internal review procedure and the external expert reviews (by the external reviewers in the case of re-appointment and promotion, and the external referees in the case of a search). Therefore everyone at the University in the rank of Associate Professor or full Professor who has a doctoral degree received from a Hungarian university or nostrified in Hungary is entitled to appointment as an ‘egyetemi docens’. For the appointment procedure to the ‘egyetemi docens’ rank, as well as guidance on degree nostrification in Hungary, faculty should turn to the Office of the Pro-Rector for Hungarian Affairs.

V.9. Academic staff hired after previous employment at CEU

Occasionally, people who are employed as visiting faculty or work at CEU in some other capacity are appointed to a faculty or research staff position following a search. Since the maximum of five year fixed term contract (required by Hungarian labour law) applies to these people too, the normal procedure is not applicable in their case.

There is no general procedure for these cases, because individual circumstances (e.g., length of employment) may vary, and hence a case-by-case treatment is applied. The procedure should be as close as possible to the standard procedure described in the previous sections. The final procedure is to be approved by the Provost. The general guidelines are:

- as a rule, the requirement of promotion within seven years from initial appointment as Assistant Professor or Associate Research Fellow applies here too (with considering parental leave, etc.)
- as a rule, no permanent appointment is to be granted without a proper review process. Hence the initial contract cannot go beyond the maximum period of fixed term employment (e.g. if the faculty member spends two years at CEU as a visiting professor, the maximum length of initial contract is two or three years).
- a review for permanent contract will have to take place earlier than normal. It is best to agree at the time of the employment how this will be done. The timing of the review may shorten the grace period that can be given in case of a negative decision. This has to be agreed clearly at the time of drawing the initial contract.

1 Please note that the ‘egyetemi tanár’ title is distinct from the ‘University Professor’ title, and faculty holding the ‘egyetemi tanár’ title should not use the ‘University Professor’ title at CEU. Please see section III.6 for the procedure of appointment of University Professors.
HRO reviews whether there are academic staff members at any time in this situation at CEU (i.e., with employment at CEU prior to appointment to a faculty or research staff position). For each of them, an individual plan for the review of re-appointment should be drawn up.

V.10. Appeals against promotion or re-appointment decisions: Review Committee

(a) After a Re-appointment or Promotion review, the academic staff member is notified of the recommendation of the internal review committee, and of the recommendation of the Provost to the Rector. If the candidate has good reasons to believe that prior to the recommendation some policy was not applied properly, he or she can register a complaint. The appeal must be submitted to the Review Committee in writing within 14 days of being notified of these recommendations, and before the Rector's final decision is made. If the appeal is lodged, the Review Committee records the complaint and notifies the Provost and the Rector that the review process has been launched.

(b) The Review Committee (https://www.ceu.edu/administration/committees/review-committee) is appointed by the Senate, with the authority to investigate claims that a University policy was not properly applied in the process of promotion and re-appointment. The Review Committee will not consider substantive issues of professional competence or issues, which are within the competence of other University bodies, such as the Rector's Office or the Disciplinary Committee.

(c) The Review Committee has three members who are permanent faculty members at CEU, and are appointed in a staggered manner for three-year terms by the Senate, based on nominations by the Rector. The members of the Review Committee are different from those of the Re-appointment and Promotion Committee. Members of the Disciplinary Committee and the Grievance Committee should not serve on the Review Committee.

(d) The chair of the Review Committee or a member appointed by the chair will attempt to resolve the matter amicably; if that is not successful, the Review Committee will consider the case and establish whether the complaint has any basis. The members of the committee will have access to documents that are relevant to the process and were made prior to the complaint, except for those, which are covered by legal privilege. If the committee finds that some policy was not properly observed, they can recommend repeating in full or revisiting in part the appointment or promotion procedure with appropriate changes. Once the Review Committee starts a process, the schedule of the re-appointment or promotion process needs to be re-adjusted upon consultation with the Provost, including a deadline for the Review Committee to complete its work. The recommendation of the Review Committee is sent to the Rector, who can request a part of the procedure to be repeated or revisited, and takes the findings of the Review Committee into account before making a decision to offer a new contract or grant a promotion.

(e) Decisions by the Review Committee or by the Provost or the Rector are not labor measures even if – as an indirect consequence – the academic staff member's contract was to terminate through expiration or otherwise.
VI. Responsibilities of and resources for the academic staff

At CEU, all employees are expected to carry out their responsibilities in accordance with applicable legal and ethical principles. These ethical guidelines and their application to life at the University can be found in the CEU Code of Ethics, which can be downloaded from https://documents.ceu.edu/.

The policies set forth in this Handbook are applicable to academic staff members upon entering employment at CEU without further notice or agreement. These policies are subject to change by the University with or without previous notice.

VI.1. Residence

(a) Full-time academic staff not on leave are expected to be in residence in Budapest during three terms (fall, winter, spring) of the academic year. They may leave for short research periods with the acknowledgement of the Unit Head for parts of the spring term.

(b) Direct contact with students during term time (including classroom teaching, office hours and other consultation) is expected to spread over at least three days of the week.

(c) Resident full-time academic staff members intending to engage in teaching or other salaried appointment outside CEU – beyond occasional or incidental professional consultation – are required to request written permission from the Provost, following the endorsement of the Unit Head. Permission is dependent on the academic staff member’s ability to continue to perform his/her responsibilities at CEU; otherwise the appointment has to be re-negotiated provided CEU’s academic staffing needs continue to be satisfied.

(d) No full-time academic staff member is allowed to have more than a half additional teaching load at another university, nor to fulfill the task of head of a department or other academic unit elsewhere.

VI.2. Workload

VI.2.a. Full-time equivalent (FTE) workload for resident instructors

The normal full-time workload of resident instructors is 40 hours per week. The FTE teaching load for resident instructors is 10 course credits. In addition, they are also expected to provide consultation and be available in their offices as agreed by their Unit Heads and the Provost. They should also undertake such items from the ‘workload’ list of resident faculty as may be relevant for the unit in which they work.

VI.2.b. Full-time equivalent (FTE) workload for other resident academic staff

(a) The normal full-time workload of resident faculty members is 40 hours per week. All resident faculty members are expected to engage in teaching, research, and administration. The workload is normally divided according to the following approximate percentages: teaching (including supervision) 30-50%; research (including research management) 30-50%; other administration 20-40%. Percentages can be defined differently in individual job descriptions. For faculty with joint appointments, heads of respective units should agree on which administrative responsibilities the faculty member will perform in each unit, with a view of avoiding administrative overload. Whenever feasible, administrative tasks should be proportionate to the percentage of employment in each unit.

(b) The workload of research staff members will be defined from case to case. Research staff is expected to be engaged in research (including research management) at least 90% of their time, unless indicated otherwise in their job description.
(c) Apart from the obligation of resident faculty members to engage in research, the workload (other than Unit Heads) consists principally of the following:

- formal (classroom) teaching (for research staff members: research work on specified projects);
- thesis (research, writing) supervision and consultation with students upon their request or by unit scheduling;
- consultations during open office hours, totaling four hours per week;
- examination and evaluation duties;
- duties in admissions and recruitment;
- participation in the administration of the unit (including, but not limited to, correspondence, scholarly contacts, curriculum and/or research project planning and development) and of CEU (service on University or Senate committees, etc.);
- participation in unit and CEU research projects, directing of researchers, regular research and publication, preparation and delivery of papers to the scholarly or professional community (or comparable contributions);
- service to the wider community.

VI.2.c. Full-time teaching equivalency

VI.2.c.1. Classroom teaching

(a) The teaching load of academic staff members is specified in individual contracts. A typical full-time CEU teaching load for faculty members is 12 credits (7,200 teaching minutes) allocated for classroom teaching over the course of at least two terms. Faculty members with the title of “University Professor” need to teach only 8 credits instead of 12. Academic units can award a teaching reduction of altogether 4 credits for junior faculty in the first two years (2 in both years or 4 in one year). Teaching load for instructors is 10 credits.

(b) Unit Heads have to satisfy a minimum of 6 teaching credits.

(c) Heads of masters programs, directors of interdisciplinary specializations and advanced certificate programs, doctoral programs and doctoral schools may, at the discretion of the Provost and in consultation with the Unit Head, be allowed a teaching concession of no more than 2 credits.

(d) The Rector, the Provost, and the Pro-Rector(s) teach at their discretion.

(e) If two or more teachers jointly teach a course, dividing the sessions between them and not both (all) participating in all sessions, each of them will receive a pro-rated portion of the credits assigned to the course. However, if the teaching is carried out jointly by (no more than) two teachers, and they are both participating in all sessions and each assessing all course work, then each of them will be granted the full number of credits assigned to that course.

(f) Exceptionally, with the permission of the Unit Head, faculty may teach a higher or lower load in one academic year, which would be compensated by a lower or higher load in the next year. This is permissible as long as the teaching load averages to 12 credits over the two years.
(g) To accommodate administrative duties, special assignments or major research projects, the Unit Head and Provost, in consultation, may temporarily or permanently reduce a faculty or teaching staff member's teaching load.

VI.2.c.2. Supervision and class minimums

(a) Supervision is part of the normal workload, and it is understood that every faculty member participates in the supervision of theses. Supervision of masters and doctoral theses should be distributed as equally as is consistent with the competence of the potential supervisors at the level in question (for example, if someone supervises a large number of doctoral students, they should supervise fewer master's students). Under normal circumstances, no one should supervise more than five doctoral and five graduating master's students (graduating masters students are one-year masters students or two-year masters students in their second year of study). Academic units may have different limits, in line with their student numbers and accounting for specific supervision policies, to achieve a balanced workload between supervisors.

(b) The minimum number of students for any CEU lecture or seminar course is six for master's courses and three for doctoral courses. Any exception has to be approved by the Provost.

VI.2.d. Workload for visiting faculty

Visiting faculty are involved primarily in teaching; they may also be involved in supervision and various administrative tasks. The workload of visiting faculty is too diverse across the University to allow meaningful generalizations, so these workloads are specified in the individual contracts. However, in line with the 25.§ (3) of the Hungarian Higher Education Act, CEU will hire faculty for short-term and/or occasional work as a visiting faculty with an assignment contract if the workload (including teaching, supervision, research and other duties) does not exceed 60% of the full-time equivalent resident faculty workload, unless the nature of the contracted activities does not allow having an assignment contract.

VI.2.e. Expectations from the short-term visiting academic staff teaching at CEU

(a) Traditionally, short-term visiting academic staff members have made an important contribution to CEU, primarily in terms of teaching, together with resident and other visiting academic staff. CEU aims to bring in high quality short-term visiting academic staff in a way that allows students to benefit substantially from their presence at CEU, by intensive classroom activities that are organized over a reasonable period of time, and also by interaction outside the classroom, for example through consultation time. In order to avoid rigid implementation, which could result in these guidelines becoming counterproductive, exceptions can be made with the approval of the Provost.

(b) The normal period for teaching a one-credit course should be two weeks that is ten working days, with 3 x 100 minutes lectures each week. Only in exceptional cases and only with approval of the Unit Head, or the head of the doctoral program for doctoral courses, can this time be shortened, and only to a minimum of eight working days, unless special permission is granted by the Provost. For courses over one credit, this rule should apply proportionally.

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2 Four lectures each week in case of the Department of Legal Studies.
VI.3. Research leave and short-term leave

VI.3.a. Eligibility for paid research leave (sabbatical)

(a) CEU’s academic year is divided into four terms: fall, winter, spring and summer. Of these fall and winter are considered the main “teaching terms”.

(b) In order to allow resident faculty members to pursue research and advance their professional standing, full-time resident faculty members who have fulfilled their full-time equivalency (FTE) workload (including teaching, research and administration, as described in his or her contract) for at least three academic years may apply to be considered for a six-month research leave with full pay. The six-month sabbatical cannot span the two main teaching terms, instead a teaching and a non-teaching term must be combined, but any combination that satisfies this requirement is acceptable. In other words, the leave must be allocated in a way that the faculty member can still teach a half FTE teaching load in the given academic year. Fulfilling examination and evaluation duties related to courses taught that academic year is expected even during research leave.

(c) Applications for paid research leave may be combined: i.e., a six-month leave may be requested after three years taught (typically 36 credits taught), or a twelve-month leave, after six years taught (typically 72 credits taught). Credits that are waived either for administrative duties (e.g. unit headship), or academic reasons (e.g. teaching reduction for junior faculty), also count towards the total number of credits for research leave eligibility.

(d) “Unused” years can be counted towards subsequent sabbaticals.

(e) A faculty in the rank of Assistant Professor or Associate Research Fellow can apply for a six-month early research leave after two years if they can demonstrate that a leave will advance their preparation for a re-appointment review. If a research leave is awarded early, the period before being eligible for another leave will be correspondingly longer.

(f) Exceptionally, part-time resident faculty members can also apply for research leave if they teach at least 6 credits and have no permanent employment contract with another institution. In this case, the duration of the research leave will be calculated on a pro-rated basis.

(g) Plans to apply for a research leave should be, in the first instance, coordinated with the Unit Head, in order to make sure that all the unit’s mission critical teaching needs are covered in the absence of the faculty member. Planning should start well in advance of the leave, so that possible need of replacement teaching can be accommodated in the budget.

(h) Instructors, lecturers, and senior lecturers are not required to do research and hence they do not participate in the scheme of research leaves. However, in case they fulfilled at least the full-time equivalency of three years, instructors can apply for an occasional one-term research leave to pursue specific research tasks. The applications have to be submitted through the Unit Head to the Provost. The application has to make clear how the research leave will contribute to the work of the staff member as an instructor, lecturer, or senior lecturer.

VI.3.b. Procedure for requesting a paid research leave

A faculty member who wishes to apply for a paid research leave must submit a request for approval to the Provost, preferably one year in advance of the period of absence. The request should be accompanied by the endorsement of the Unit Head and the following supporting materials:
- A list of courses (and credit numbers) taught at CEU in the period which earned the research leave;
- A plan as to how to continue the supervision of doctoral students the faculty is responsible for;
- Additional activities which might be "credited" (e.g. unit headship);
- A brief (1-page) proposal for research to be pursued on leave.

VI.3.c. Unpaid research leave
Faculty may apply for unpaid leave after a minimum of three years of employment at CEU. The leave cannot be longer than two academic years and, with some exceptions granted by the Provost (e.g. Marie Curie visiting research fellowships), cannot be used to take up full time employment in another academic institution. Faculty may request a leave no more frequently than once every five years.

VI.3.d. Procedure for requesting an unpaid research leave
A faculty member who wishes to apply for an unpaid research leave must submit a request for approval to the Provost. The request should be accompanied by the endorsement of the Unit Head and the following supporting materials:
- A brief (1-page) proposal for research to be pursued on leave;
- A plan as to how to continue the supervision of students the faculty is responsible for.

VI.3.e. Obligations related to paid or unpaid research leave
(a) Research leave cannot be used to teach at another university, with the exception of short-term teaching engagements not exceeding a teaching load of one CEU credit per academic year. Research leave is meant to be a period of research, which will enhance teaching and scholarly achievements at CEU. Supervision of doctoral students should be continued during research leave, and evaluation duties related to taught courses should be fulfilled. It is the responsibility of the Unit Head to plan the recommendations for granting research leave so as to maintain the ability to offer the unit's mission critical courses and to maintain staffing of ongoing research projects.

(b) Those obtaining research leave are required to submit a short (about 500 words) report on the completion of their research proposal.

(c) Those returning from a paid sabbatical leave are obligated to teach at CEU after their return for a period at least as long as their leave.

VI.3.f. Short-term leaves
Short-term leave during academic sessions should be granted by the Provost only if unavoidable. As a rule, absence from classes must either be made up or substitute instruction should be arranged within the unit. A grant of a leave lasting up to a total of one week in any term is the responsibility of the Unit Head. Whenever the Unit Head is absent from the University for more than a week, he/she shall inform the Provost in advance and designate a member of the respective unit substituting him/her during that period.

VI.4. Academic travel
CEU provides financial support for its academic staff members in attending academic meetings and conferences. All resident academic staff are eligible for the travel fund. Faculty's travel is regulated in the Academic Travel Fund Policy, downloadable from https://documents.ceu.edu/.
VI.5. Research activities and internal conferences

All CEU faculty and research staff members are expected to engage in research as part of their regular academic activities. The University allocates special research funds to be distributed on a competitive basis and supports the organization of conferences at CEU. All resident academic staff are eligible for research funds. Different eligibility provisions apply to instructors. These practices are regulated in the Research Support Scheme Policy and in the Conferences and Academic Events Support Policy, downloadable from https://documents.ceu.edu/.

Additional academic support funds may be available at CEU at different times, such as the Intellectual Themes Initiative or the Humanities Initiative. The up-to-date status of such funds can be accessed at: http://acro.ceu.edu/sites/acro.ceu.edu/files/attachment/basicpage/131/academicsupportfundingschemesavailableatceu.pdf

VI.6. Other employee benefits and resources

This is a short overview of some of the main benefits offered by CEU to permanent employees. Eligibility requirements and further detail on each of these, as well as some additional benefits can be found on the website of the Human Resources Office (HRO) https://hro.ceu.edu/. Please note that the below description is subject to change. In case the information is different here and on the HRO website, the latter prevails. Always visit the HRO website for the latest status of staff benefits.

VI.6.a. Medical center
The CEU Medical Center with several English-speaking doctors is available to CEU staff members and students. Medical Center staff will also help with advice on seeking medical care outside of CEU. A description of the health insurance policy for staff members and their families is listed here: https://hro.ceu.edu/health-insurance and a schedule for the doctors is posted in the Medical Center (Nador utca 11 building courtyard).

CEU provides support towards the purchase of protective eye-wear to all permanent employees.

VI.6.b. CEU Supplementary Pension Plan
CEU offers a base contribution of 3% of the employee’s annual gross base salary (prorated to the length of the employment and paid in monthly instalments) if the employee enrolls into the RESAVER Pension Fund. Additional individual and matching employer contribution on top of the base contribution are also possible: See: https://hro.ceu.edu/resaver

VI.6.c. Relocation allowance
Permanent academic staff hired at CEU and moving from a foreign country may receive a relocation allowance. The amount of the moving costs covered will vary depending on the distance of the move and is negotiated individually with the Provost and the HRO before signing the employment contract. See: Relocation Allowance Policy

VI.6.d. Family support scheme
CEU provides help with the school fees of children whose parents do not speak Hungarian and who are enrolled in special fee-paying schools, kindergartens or crèches. Single parents
of small children are eligible for an annual summer camp support benefit. Education of children enrolled into a non-fee-paying primary and secondary schools in Hungary is supported by a School Starting Benefit, a lump sum at the beginning of each school year to help offset related costs. See: Policy on the Family Support Scheme

VI.6.e. Housing support
An interest-free loan is offered for the purchase and/or refurbishment of a flat/house. See: Housing Loan Policy
VII. Promulgation, validity, and transition

VII.1. Promulgation

(a) Upon entering into a contractual agreement with the University, every academic staff member must receive a copy of this Handbook from the Human Resources Office.

(b) The Handbook will also be made available in the University electronic document repository https://documents.ceu.edu/, and may be obtained in hard copy by placing a request with the Human Resources Office. Changes to this Handbook can only be made by decision of the CEU Senate, upon consultation with the Academic Forum. The Provost may decide to consult also SeCur, academic unit heads, and other relevant units and University officials as he or she deems necessary. As soon as the Senate decision enters into force, any changes to this Handbook are publicly announced by the Academic Secretary’s Office to all current academic staff and also in the CEU Planet. Such notifications will provide a detailed account of the nature of the changes made. Notwithstanding these notifications, it remains the obligation of every academic staff member to ensure that he or she has downloaded a copy of the most current Handbook from the electronic document repository https://documents.ceu.edu/ and is familiar with its contents.

VII.2. Validity and transition measures

(a) Upon approval by the Senate and by the Board of Trustees, the initial version of this Handbook came into force on 1 October 1999 and it was subsequently amended and re-stated by the Board of Trustees and the Senate on 21 April 2002, 30 July 2003 and 25 May 2006. Further amendments were agreed by the Senate on 4 March 2011, 13 May, 2011, 8 September 2011, 21 October 2011, 23 November 2012, 31 May 2013, 4 April 2014, 18 May 2015, 27 May 2016, and 26 May 2017. At any given time, the current version of these policies is valid for all contracted academic staff members and will govern all extensions of contracts to new academic staff from the date of the Handbook’s entry into force.

(b) Except where prohibited or contradicted by governing national law or regulations, or by specific contractual agreement to the contrary, this Handbook shall govern the appointment, promotion and related matters affecting CEU academic staff members.

(c) In the event of a conflict between the Handbook and an individual employment or consultancy contract, governing law or regulation, in this case the contract, law or regulation shall govern.

(d) If national employment laws necessitate changes in the Handbook, these shall be automatically incorporated and reported to the Senate. Matters not regulated in the present document are to be settled according to the policies of the University, accepted principles of academic ethics and usage or the laws of the United States and the State of New York (if legally required), or of Hungary, whichever is determined by legal counsel to be applicable.

Signed by CEU President and Rector Michael Ignatieff.
The original document is filed at the Office of the Academic Secretary.
Appendix 1: Definitions

For the purposes of the Academic Staff Handbook of Central European University:

(a) the term ‘Handbook’ in the present document means the Faculty Handbook of Central European University;

(b) the ‘Central European University’, ‘University’, and ‘CEU’ mean Central European University and Közép-európai Egyetem, which are operating as a single university;

(c) the ‘Rector’ means the Rector-President of Central European University;

(d) the ‘Provost’ means the Provost and Pro-Rector of Central European University;

(e) ‘academic staff members’ include all persons participating in the teaching process, academic supervision and research at the University (i.e. teaching staff members, faculty members and research staff members). Unless otherwise indicated, “academic staff member” refers to resident academic staff;

(f) ‘instructors’ include everyone involved in teaching and consultancy without responsibilities to do research;

(g) ‘faculty members’ includes Assistant, Associate, full Professors, University Professors, and Professors of Practice, whose primary area of responsibility is participation in the teaching process, research and academic supervision at the University;

(h) ‘teaching staff members’ include instructors, lecturers, senior lecturers, and faculty members;

(i) ‘research staff members’ include Research Fellows, Associate and Senior Research Fellows, whose primary area of responsibility is participation in academic research at the University;

(j) the academic ‘units’ include all administrative units which award academic diplomas and any other unit, the primary function of which is to conduct research or teaching at the University;

(k) the ‘Unit Heads’ are the administrative leaders of academic units at the University;

(l) the ‘Board of Trustees’ is the governing Board of Central European University Corporation, an educational corporation established in the State of New York of the United States of America and chartered by the Board of Regents of the University of the State of New York;

(m) the ‘Senate’ is the Senate of Central European University as defined by the University’s Founding Charter. The Senate establishes its committees within its competencies as laid out in the Founding Charter. Those committees may contribute to the fulfillment of the regulatory goals of this Handbook.

3This does not refer to individual research projects, but to University administrative units.

4 The full list of the Senate and other University Committees is available at https://www.ceu.edu/administration/committees.
(n) the ‘CEU community’ or the ‘University community’ consists of resident and non-resident academic staff members, members of the administrative staff, and students of CEU.
Appendix 2: Academic Staff Ranks applicable at CEU

The rank cards contain basic information on the following:

- Rank and its Hungarian equivalent
- Description of the rank
- Standard full-time equivalent (FTE) workload linked to the rank:
  - teaching load,
  - thesis supervision,
  - research.
- Regular term of contract
- Review provisions:
  - periodic review,
  - re-appointment review,
  - promotion review.
- Eligibility for academic staff benefits:
  - travel fund,
  - research grant,
  - research leave.

Please note that reading the cards will not substitute reading the relevant details in the CEU Academic Staff Handbook.
## 1. Resident Academic Staff

<table>
<thead>
<tr>
<th>Rank</th>
<th>Instructor</th>
<th>Hungarian Equivalent</th>
<th>'Lektor' (for CAW instructors)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Academic support staff member (e.g. language teacher, computer trainer) with relevant professional qualifications involved only in teaching and consultancy. The minimum academic requirement is master's degree in the relevant field.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Standard FTE Teaching load</strong></td>
<td>10 teaching credits + consultancy according to the Unit's guidelines</td>
<td>Standard FTE Thesis Supervision</td>
<td>Participation in Research</td>
</tr>
<tr>
<td><strong>Term of Contract</strong></td>
<td>1 year with probation period. Renewal: fixed or indefinite term - depending on the result of the assessment. The contract must be terminated if the results of the review do not qualify the Instructor for re-appointment.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Periodic Review necessary?</strong></td>
<td>Yes – review after the first year, then every second year.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review for Re-appointment</strong></td>
<td>Re-appointment on the recommendation of the Unit Head subject to endorsement by the Rector. There may be subsequent re-appointments. The maximum term of fixed contract is 5 years.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Promotion Review</strong></td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Eligibility to apply for academic benefits:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel fund</td>
<td>Yes</td>
<td>Research grant</td>
<td>Yes – but under different provisions</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rank</th>
<th>Lecturer</th>
<th>Hungarian Equivalent</th>
<th>‘Tanár’ or ‘Tudományos fokozattal rendelkező tanár’</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Academic staff whose tasks generally include significant responsibilities for teaching and may also include research or other academic activities, as appropriate to the individual unit.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Standard FTE Teaching load</strong></td>
<td>Up to 18 credits / academic year</td>
<td>Standard FTE Thesis Supervision</td>
<td>According to allocation in the academic unit</td>
</tr>
<tr>
<td><strong>Term of Contract</strong></td>
<td>At the discretion of the academic unit.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Periodic Review necessary?</strong></td>
<td>Yes - IAARs and student course evaluations collected by the head of the academic unit each year. Based on them, the Unit Head reviews the academic staff member every year.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review for Re-appointment</strong></td>
<td>Re-appointment on the recommendation of the Unit Head, subject to endorsement by the Rector. There may be subsequent re-appointments. The maximum term of fixed contract is 5 years.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Promotion Review</strong></td>
<td>Promotion is considered during periodic evaluation according to the unit's promotion rules.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Eligibility to apply for academic benefits:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel fund</td>
<td>Yes</td>
<td>Research grant</td>
<td>Yes</td>
</tr>
<tr>
<td>Rank</td>
<td>Senior Lecturer</td>
<td>Hungarian Equivalent</td>
<td>‘Tanár’ or ‘Tudományos fokozattal rendelkező tanár’</td>
</tr>
<tr>
<td>----------------------</td>
<td>-----------------</td>
<td>----------------------</td>
<td>-----------------------------------------------------</td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>Academic staff whose tasks generally include significant responsibilities for teaching and may also include research or other academic activities, as appropriate to the individual unit.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Standard FTE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Teaching load</strong></td>
<td>Up to 18 credits/academic year</td>
<td>Standard FTE Thesis Supervision</td>
<td>According to allocation in the academic unit</td>
</tr>
<tr>
<td><strong>Participation in Research</strong></td>
<td></td>
<td></td>
<td>According to the academic unit's needs</td>
</tr>
<tr>
<td><strong>Term of Contract</strong></td>
<td>At the discretion of the academic unit.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Periodic Review necessary?</strong></td>
<td>Yes - IAARs and student course evaluations collected by the head of the academic unit each year. Based on them, the Unit Head reviews the academic staff member every year.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review for Re-appointment</strong></td>
<td>Re-appointment on the recommendation of the Unit Head, subject to endorsement by the Rector. There may be subsequent re-appointments. The maximum term of fixed contract is 5 years.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Promotion Review</strong></td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Eligibility to apply for academic benefits:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel fund</td>
<td>Yes</td>
<td>Research grant</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rank</th>
<th>Professor of Practice</th>
<th>Hungarian Equivalent</th>
<th>‘Mesteroktató’</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>Distinguished academics and practitioners with appropriate degrees, certificates and/or licensure, significant experience and senior level accomplishments in a specific area of expertise, who have had a major impact on fields important to CEU’s practice-oriented educational programs.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Standard FTE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Teaching load</strong></td>
<td>12 credits/academic year</td>
<td>Standard FTE Thesis Supervision</td>
<td>According to allocation in the academic unit</td>
</tr>
<tr>
<td><strong>Participation in Research</strong></td>
<td></td>
<td></td>
<td>According to the academic unit's needs</td>
</tr>
<tr>
<td><strong>Term of Contract</strong></td>
<td>4 years; Renewal: 1 year or indefinite term - based on the results of the review to be held before the completion of the 4th year of employment.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Periodic Review necessary?</strong></td>
<td>Yes - IAARs and student course evaluations collected by the head of the academic unit each year. Based on them, the Unit Head reviews the academic staff member every year.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review for Re-appointment</strong></td>
<td>Eligible for re-appointment through the review process; subject to endorsement by the Rector.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Promotion Review</strong></td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Eligibility to apply for academic benefits:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel fund</td>
<td>Yes</td>
<td>Research grant</td>
<td>Yes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rank</th>
<th>Assistant Professor</th>
<th>Hungarian Equivalent</th>
<th>'Adjunktus'</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Academic staff involved in teaching-related and research activities with a doctoral degree or an equivalent.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------</td>
<td>-------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standard FTE Teaching load</td>
<td>12 credits (7,200 minutes)/AY</td>
<td>Standard FTE Thesis Supervision</td>
<td>according to departmental allocation (normally 5 doctoral and 5 master's students)</td>
</tr>
<tr>
<td>Term of Contract</td>
<td>4 years; Renewal: 1 year or indefinite term - based on the results of the review to be held before the completion of the 4th year of employment.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Periodic Review necessary?</td>
<td>Yes - IAARs and student course evaluations collected by the Head of the academic unit each year. Based on them, the Unit Head evaluates the Assistant Professor every year.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review for Re-appointment</td>
<td>Eligible for re-appointment through the review process; to be endorsed by the Rector; subject to the limitation that this rank - as a rule - cannot be held for more than 7 years</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion Review</td>
<td>May request promotion to the rank of Associate Professor once a year. The Unit Head may also initiate promotion. The review committee convened for re-appointment may also choose to recommend promotion.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eligibility to apply for academic benefits:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel fund</td>
<td>Yes</td>
<td>Research grant</td>
<td>Yes</td>
</tr>
<tr>
<td>Rank</td>
<td>Associate Professor</td>
<td>Hungarian Equivalent</td>
<td>'Adjunktus' or 'Egyetemi docens'</td>
</tr>
<tr>
<td>Description</td>
<td>Academic staff involved in teaching-related and research activities with minimum a doctoral degree and experience in relevant field.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standard FTE Teaching load</td>
<td>12 credits (7,200 minutes)/AY</td>
<td>Standard FTE Thesis Supervision</td>
<td>according to departmental allocation (normally 5 doctoral and 5 master's students)</td>
</tr>
<tr>
<td>Term of Contract</td>
<td>4 years; Renewal: 1 year or indefinite term - based on the results of the review to be held before the completion of the 4th year of employment.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Periodic Review necessary?</td>
<td>Yes - IAARs and student course evaluations collected by the Head of the academic unit each year. Based on them, the Unit Head evaluates the Associate Professor every three years. If the Associate Professor is the Unit Head, the Provost performs the evaluation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review for Re-appointment</td>
<td>Eligible for re-appointment through the review process; subject to endorsement by the Rector.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion Review</td>
<td>May request promotion to the rank of Professor once a year. The Unit Head may also initiate promotion. If the Associate Professor is the Unit Head, the Provost may initiate the promotion procedure. The review committee convened for re-appointment may also choose to recommend promotion.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eligibility to apply for academic benefits:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel fund</td>
<td>Yes</td>
<td>Research grant</td>
<td>Yes</td>
</tr>
<tr>
<td>Rank</td>
<td>Professor</td>
<td>Hungarian Equivalent</td>
<td>'Egyetemi docens' or 'Egyetemi tanár'</td>
</tr>
<tr>
<td>Description</td>
<td>Academic staff involved in teaching-related and research activities with minimum a doctoral degree or an equivalent and significant experience in relevant field. The holder of the 'egyetemi tanár' title must be appointed by the President of the Hungarian Republic.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>-------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standard FTE</td>
<td>12 credits (7,200 minutes)/AY</td>
<td></td>
<td>according to departmental allocation (normally 5 doctoral and 5 master's students)</td>
</tr>
<tr>
<td>Teaching load</td>
<td></td>
<td>Standard FTE Thesis Supervision</td>
<td>Participation in Research</td>
</tr>
<tr>
<td>Term of Contract</td>
<td>4 years; Renewal: 1 year or indefinite term - based on the results of the review to be held before the completion of the 4th year of employment.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Periodic Review necessary?</td>
<td>Yes - IAARs and student course evaluations collected by the Head of the academic unit each year. Based on them, the Unit Head evaluates the Professor every three years. If the Professor is the Head, the Provost performs the evaluation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review for Re-appointment</td>
<td>Eligible for re-appointment through the review process; subject to endorsement by the Rector.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion Review</td>
<td>The Rector can initiate promotion to the rank of University Professor based on recommendation of the Senate Committee on University Professors; approval by the Senate.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Eligibility to apply for academic benefits:

| Travel fund | Yes | Research grant | Yes | Research Leave | Yes |

| Rank | University Professor | Hungarian Equivalent | 'Egyetemi docens' or 'Egyetemi tanár' |

<table>
<thead>
<tr>
<th>Description</th>
<th>Distinguished international scholars who have made an outstanding contribution to CEU or wider academic community. The holder of the 'egyetemi tanár' title must be appointed by the President of the Hungarian Republic.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard FTE</td>
<td>8 credits (4,800 minutes)/AY</td>
</tr>
<tr>
<td>Teaching load</td>
<td></td>
</tr>
<tr>
<td>Term of Contract</td>
<td>4 years; Renewal: 1 year or indefinite term - based on the results of the review to be held before the completion of the 4th year of employment.</td>
</tr>
<tr>
<td>Periodic Review necessary?</td>
<td>Yes - IAARs and student course evaluations collected by the Head of the academic unit each year. Based on them, the Unit Head evaluates the University Professor every three years. If the University Professor is the Unit Head, the Provost performs the evaluation.</td>
</tr>
<tr>
<td>Review for Re-appointment</td>
<td>n/a</td>
</tr>
<tr>
<td>Promotion Review</td>
<td>n/a</td>
</tr>
</tbody>
</table>

Eligibility to apply for academic benefits:

| Travel fund | Yes | Research grant | Yes | Research Leave | Yes |

| Rank | Professor Emeritus/a | Hungarian Equivalent | 'Professor Emeritus/a’ |
|-------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
**Honorary Rank**

Honorary rank given to reward long-time commitment to the University after retirement. (The rank can be recognized in the Hungarian accreditation system only if the holder is appointed as 'egyetemi tanár' by the President of the Hungarian Republic.)

<table>
<thead>
<tr>
<th><strong>Description</strong></th>
<th><strong>Teaching load</strong></th>
<th><strong>Thesis Supervision</strong></th>
<th><strong>Participation in Research</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Standard FTE</strong></td>
<td>Maximum 6 credits</td>
<td>Maximum 3 students</td>
<td>n/a</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Term of Contract</strong></th>
<th>The appointment is for indefinite term; however, no contract is necessary.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Periodic Review necessary?</strong></td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Review for Re-appointment</strong></td>
<td>n/a</td>
</tr>
<tr>
<td><strong>Promotion Review</strong></td>
<td>n/a</td>
</tr>
</tbody>
</table>

**Eligibility to apply for academic benefits:**

<table>
<thead>
<tr>
<th><strong>Travel fund</strong></th>
<th><strong>Research grant</strong></th>
<th><strong>Research Leave</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Yes</td>
<td>No</td>
</tr>
</tbody>
</table>

**Associate Research Fellow**

Academic staff involved primarily in research; comparable in terms of scholarly qualifications and appointment to an Assistant Professor.

<table>
<thead>
<tr>
<th><strong>Rank</strong></th>
<th><strong>Hungarian Equivalent</strong></th>
<th><strong>Description</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Associate Research Fellow</td>
<td>&quot;Tudományos munkatárs&quot;</td>
<td>Academic staff involved primarily in research; comparable in terms of scholarly qualifications and appointment to an Assistant Professor.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Standard FTE Teaching load</strong></th>
<th><strong>Standard FTE Thesis Supervision</strong></th>
<th><strong>Participation in Research</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Occasional - not mandatory. On pro bono basis.</td>
<td>Occasional - not mandatory. On pro bono basis.</td>
<td>At least 90% of the total working time.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Term of Contract</strong></th>
<th>1 or 2 years but maximum 5 consecutive years - after 5 years: indefinite term. Renewal: based on the results of the periodic review.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Periodic Review necessary?</strong></td>
<td>Yes - IAARs and, in case of teaching activity was performed, student course evaluations are collected by the Head of the academic unit each year. Based on them, the Unit Head evaluates the Associate Research Fellow every year. If the Associate Research Fellow is the Head, the Provost performs the evaluation.</td>
</tr>
<tr>
<td><strong>Review for Re-appointment</strong></td>
<td>Eligible for re-appointment through the review process; subject to endorsement by the Rector.</td>
</tr>
<tr>
<td><strong>Promotion Review</strong></td>
<td>May apply for promotion once a year. Promotion to be considered during periodic review process, recommended by the Unit Head.</td>
</tr>
</tbody>
</table>

**Eligibility to apply for academic benefits:**

<table>
<thead>
<tr>
<th><strong>Travel fund</strong></th>
<th><strong>Research grant</strong></th>
<th><strong>Research Leave</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Yes</td>
<td>Yes</td>
</tr>
<tr>
<td>Rank</td>
<td>Research Fellow</td>
<td>Hungarian Equivalent</td>
</tr>
<tr>
<td>-----------------------</td>
<td>-----------------</td>
<td>----------------------</td>
</tr>
<tr>
<td>Description</td>
<td>Academic staff involved primarily in research; comparable in terms of scholarly qualifications and appointment to an Associate Professor.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Standard FTE Teaching load</th>
<th>Standard FTE Thesis Supervision</th>
<th>Participation in Research</th>
<th>Term of Contract</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occasional - not mandatory. On pro bono basis.</td>
<td>Occasional - not mandatory. On pro bono basis.</td>
<td>At least 90% of the total working time.</td>
<td>1 or 2 years but maximum 5 consecutive years - after 5 years: indefinite term.</td>
</tr>
</tbody>
</table>

| Periodic Review necessary? | Yes - IAARs and, in case of teaching activity was performed, student course evaluations are collected by the Head of the academic unit each year. Based on them, the Unit Head evaluates the Research Fellow every three years. If the Research Fellow is the Head, the Provost performs the evaluation. |

| Review for Re-appointment | Eligible for re-appointment through the review process, subject to endorsement by the Rector. |

| Promotion Review | May apply for promotion once a year. Promotion to be considered during periodic review process, recommended by the Unit Head. |

<table>
<thead>
<tr>
<th>Eligibility to apply for academic benefits:</th>
<th>Yes</th>
<th>Yes</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel fund</td>
<td>Yes</td>
<td>Research grant</td>
<td>Yes</td>
</tr>
<tr>
<td>Research Leave</td>
<td>Yes</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

---

<table>
<thead>
<tr>
<th>Rank</th>
<th>Senior Research Fellow</th>
<th>Hungarian Equivalent</th>
<th>‘Kutatóprofesszor’</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Academic staff involved primarily in research; comparable in terms of scholarly qualifications and appointment to a Professor or University Professor.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Standard FTE Teaching load</th>
<th>Standard FTE Thesis Supervision</th>
<th>Participation in Research</th>
<th>Term of Contract</th>
</tr>
</thead>
<tbody>
<tr>
<td>Occasional - not mandatory. On pro bono basis.</td>
<td>Occasional - not mandatory. On pro bono basis.</td>
<td>At least 90% of the total working time.</td>
<td>1 or 2 years but maximum 5 consecutive years - after 5 years: indefinite term.</td>
</tr>
</tbody>
</table>

| Periodic Review necessary? | Yes - IAARs and, in case of teaching activity was performed, student course evaluations are collected by the Head of the academic unit each year. Based on them, the Unit Head evaluates the Senior Research Fellow every three years. If the Senior Research Fellow is the Head, the Provost performs the evaluation. |

| Review for Re-appointment | Eligible for re-appointment through the review process, subject to endorsement by the Rector. |

| Promotion Review | n/a |

<table>
<thead>
<tr>
<th>Eligibility to apply for academic benefits:</th>
<th>Yes</th>
<th>Yes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Travel fund</td>
<td>Yes</td>
<td>Research grant</td>
</tr>
<tr>
<td>Research Leave</td>
<td>Yes</td>
<td></td>
</tr>
</tbody>
</table>

---
### 2. Non-resident Academic Staff

<table>
<thead>
<tr>
<th>Rank</th>
<th>Visiting Instructor</th>
<th>Hungarian Equivalent</th>
<th>'Nyelvtanár/ Lektor'</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>One-time or recurrent academic support staff member (e.g. language teacher, computer trainer) with relevant professional qualifications involved only in teaching and consultancy - employed temporarily.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Standard FTE Teaching load</strong></td>
<td>n/a</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td><strong>Term of Contract</strong></td>
<td>as defined in the contract</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Periodic Review necessary?</strong></td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review for Re-appointment</strong></td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Promotion Review</strong></td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Eligibility to apply for academic benefits:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel fund</td>
<td>Not eligible as a rule.</td>
<td>Not eligible as a rule.</td>
<td>Not eligible as a rule.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rank</th>
<th>Visiting Professor</th>
<th>Hungarian Equivalent</th>
<th>Vendég oktató</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>One-time or recurrent academic staff involved primarily in teaching-related and, depending on the contract, research activities, with a doctoral degree or an equivalent - employed temporarily.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Standard FTE Teaching load</strong></td>
<td>n/a</td>
<td>n/a</td>
<td></td>
</tr>
<tr>
<td><strong>Term of Contract</strong></td>
<td>as defined in the contract</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Periodic Review necessary?</strong></td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review for Re-appointment</strong></td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Promotion Review</strong></td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Eligibility to apply for academic benefits:</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel fund</td>
<td>Not eligible as a rule.</td>
<td>Not eligible as a rule.</td>
<td>Not eligible as a rule.</td>
</tr>
<tr>
<td>Rank</td>
<td>Distinguished Visiting Professor</td>
<td>Hungarian Equivalent</td>
<td>Vendég professzor</td>
</tr>
<tr>
<td>----------------------------</td>
<td>----------------------------------</td>
<td>----------------------</td>
<td>-------------------</td>
</tr>
<tr>
<td>Description</td>
<td>One-time or recurrent academic staff involved primarily in teaching-related and, depending on the contract, research activities, with a doctoral degree or equivalent, with significant experience in the field - employed temporarily.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standard FTE Teaching load</td>
<td>n/a</td>
<td>Standard FTE Thesis Supervision</td>
<td>Participation in Research</td>
</tr>
<tr>
<td>as defined in the contract</td>
<td></td>
<td>as defined in the contract</td>
<td></td>
</tr>
<tr>
<td>Term of Contract</td>
<td>as defined in the contract</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Periodic Review necessary?</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review for Re-appointment</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion Review</td>
<td>n/a</td>
<td></td>
<td></td>
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<tr>
<td>Eligibility to apply for academic benefits:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel fund</td>
<td>Not eligible as a rule.</td>
<td>Research grant</td>
<td>Research Leave</td>
</tr>
<tr>
<td></td>
<td>Not eligible as a rule.</td>
<td>Not eligible as a rule.</td>
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<tr>
<td></td>
<td></td>
<td>Research Leave</td>
<td>Not eligible as a rule.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rank</th>
<th>Research Affiliate</th>
<th>Hungarian Equivalent</th>
<th>Vendég társkutató</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Honorary title given to those researchers who do not have active contractual relations with the University but who in some fashion cooperate with the academic community of the University on a permanent or recurring basis.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standard FTE Teaching load</td>
<td>n/a</td>
<td>Standard FTE Thesis Supervision</td>
<td>Participation in Research</td>
</tr>
<tr>
<td>as defined in the contract</td>
<td></td>
<td>as defined in the contract</td>
<td></td>
</tr>
<tr>
<td>Term of Contract</td>
<td>as defined in the contract</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Periodic Review necessary?</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review for Re-appointment</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion Review</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eligibility to apply for academic benefits:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel fund</td>
<td>Not eligible as a rule.</td>
<td>Research grant</td>
<td>Research Leave</td>
</tr>
<tr>
<td></td>
<td>Not eligible as a rule.</td>
<td>Not eligible as a rule.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Research Leave</td>
<td>Not eligible as a rule.</td>
</tr>
<tr>
<td>Rank</td>
<td>Junior Visiting Researcher</td>
<td>Hungarian Equivalent</td>
<td>Vendég kutatási segédmunkatárs</td>
</tr>
<tr>
<td>----------------------</td>
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</tr>
<tr>
<td>Description</td>
<td>Doctoral candidates and students, young researchers with a master's degree participating in research projects on one-off or recurring basis.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standard FTE</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Teaching load</td>
<td>n/a</td>
<td>Standard FTE</td>
<td>n/a</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Thesis Supervision</td>
<td></td>
</tr>
<tr>
<td>Participation in</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Research</td>
<td></td>
<td></td>
<td>As defined in the contract.</td>
</tr>
<tr>
<td>Term of Contract</td>
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<td></td>
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<tr>
<td>As defined in the</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>contract.</td>
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<tr>
<td>Periodic Review</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>necessary?</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review for Re-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>appointment</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion Review</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>n/a</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eligibility to apply for academic benefits:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel fund</td>
<td>Not eligible as a rule.</td>
<td>Research grant</td>
<td>Not eligible as a rule.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Research Leave</td>
</tr>
<tr>
<td></td>
<td></td>
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<td>Not eligible as a rule.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Rank</th>
<th>Visiting Researcher</th>
<th>Hungarian Equivalent</th>
<th>Vendég kutató</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>One-time or recurrent research staff with a doctoral degree or an equivalent, participating in the research activities of the University.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standard FTE</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Teaching load</td>
<td>n/a</td>
<td>Standard FTE</td>
<td>as defined in the contract.</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Thesis Supervision</td>
<td></td>
</tr>
<tr>
<td>Participation in</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Research</td>
<td></td>
<td></td>
<td>As defined in the contract.</td>
</tr>
<tr>
<td>Term of Contract</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>As defined in the</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>contract.</td>
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<tr>
<td>Periodic Review</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>necessary?</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Review for Re-</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>appointment</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion Review</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>n/a</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eligibility to apply for academic benefits:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel fund</td>
<td>Not eligible as a rule.</td>
<td>Research grant</td>
<td>Not eligible as a rule.</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Research Leave</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Not eligible as a rule.</td>
</tr>
<tr>
<td>Rank</td>
<td>Senior Visiting Researcher</td>
<td>Hungarian Equivalent</td>
<td>Kutatás-vezető or Vendég vezető kutató</td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------------------------</td>
<td>----------------------</td>
<td>----------------------------------------</td>
</tr>
<tr>
<td>Description</td>
<td>One-time or recurrent senior or leading research staff with a doctoral degree or an equivalent, participating in the research activities of the University.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Standard FTE Teaching load</td>
<td>n/a</td>
<td>Standard FTE Thesis Supervision</td>
<td>n/a</td>
</tr>
<tr>
<td>Standard FTE Teaching load</td>
<td>n/a</td>
<td>Standard FTE Thesis Supervision</td>
<td>n/a</td>
</tr>
<tr>
<td>Term of Contract</td>
<td>As defined in the contract.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Periodic Review necessary?</td>
<td>n/a</td>
<td>Participation in Research</td>
<td>As defined in the contract.</td>
</tr>
<tr>
<td>Review for Re-appointment</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion Review</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eligibility to apply for academic benefits:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel fund</td>
<td>Not eligible as a rule.</td>
<td>Research grant</td>
<td>Not eligible as a rule.</td>
</tr>
<tr>
<td>Research Leave</td>
<td>Not eligible as a rule.</td>
<td>Research Leave</td>
<td>Not eligible as a rule.</td>
</tr>
</tbody>
</table>

3. Postdoctoral fellows

<table>
<thead>
<tr>
<th>Rank</th>
<th>Postdoctoral fellow</th>
<th>Hungarian Equivalent</th>
<th>posztdoktori kutató</th>
</tr>
</thead>
<tbody>
<tr>
<td>Description</td>
<td>Academic staff member with a recent doctoral degree or an equivalent, engaged primarily in research (including research management).</td>
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<td></td>
</tr>
<tr>
<td>Standard FTE Teaching load</td>
<td>n/a</td>
<td>Standard FTE Thesis Supervision</td>
<td>n/a</td>
</tr>
<tr>
<td>Standard FTE Teaching load</td>
<td>n/a</td>
<td>Standard FTE Thesis Supervision</td>
<td>n/a</td>
</tr>
<tr>
<td>Term of Contract</td>
<td>1 or 2 years, employment contract or grant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Periodic Review necessary?</td>
<td>n/a</td>
<td>Participation in Research</td>
<td>Yes</td>
</tr>
<tr>
<td>Review for Re-appointment</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion Review</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Eligibility to apply for academic benefits:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Travel fund</td>
<td>Not eligible as a rule.</td>
<td>Research grant</td>
<td>Not eligible as a rule.</td>
</tr>
<tr>
<td>Research Leave</td>
<td>Not eligible as a rule.</td>
<td>Research Leave</td>
<td>No</td>
</tr>
</tbody>
</table>
Appendix 3: Individual Academic Activity Reports (IAAR)

IAARs should be submitted every year by all resident academic staff members by August 15.

(This document can be found in word format in the University Policy repository at https://documents.ceu.edu/documents/f-1105-1v1605)

Every resident Assistant Professor, Associate Professor, Professor, University Professor, Professor of Practice and every resident Associate Research Fellow, Research Fellow, Senior Research Fellow should submit a report annually containing [at least and not limited to] the following information (research staff members only in the applicable categories):

- An approximate percentage of time spent on research, teaching, service, and outreach activities.
- Publications (including accepted forthcoming publications) – please fill out table 1 for the Hungarian Central Statistical Office.
- Distinguished invitations and awards.
- Involvement in research projects – please fill out table 2 for the Hungarian Central Statistical Office.
- Courses taught, with syllabi and/or comprehensive course websites (e.g., course sites on the CEU Moodle) that may include additional course materials, media, and other documentation of teaching activities; and the average grade for the course as a whole in the student evaluation, together with the unit mean, if available.
- Discussion of students’ evaluation and comments in relation to future courses, if applicable.
- Current status of doctoral students under supervision (both primary and secondary); number of masters students supervised.
- Service to the unit and the University (major administrative positions, committee work) and to the international community (leadership of professional organizations, refereeing, etc.).
- Work with other academic units, including courses that have been cross-listed or co-taught with other units.
- Brief description of current research activity and plans for the near future (including planned publications).

Every resident lecturer and senior lecturer is asked to submit a report annually, which indicates their achievements since the last report in the areas listed below:

- Courses taught, with syllabi, and/or comprehensive course websites (e.g., course sites on the CEU Moodle) that may include additional course materials, media, and other documentation of teaching activities; and the average grade for the course as a whole in the student evaluation, together with the unit mean, if available.
- Discussion of students’ evaluation and comments in relation to future courses, if applicable.
- Overview of consultation work, if applicable.
- Service to the unit and the University (major administrative positions, committee work) and to the international community (membership in professional organizations, refereeing, consultancy, etc.).
- Other supporting materials (e.g. publications, awards), if applicable.

5 In case of the Center for Teaching and Learning, copies or links to online course evaluations and other documentation of student feedback, as available.
Every resident **instructor** is asked to submit a report annually, which indicates their achievements since the last report in the areas listed below:
- courses taught, with syllabi and/or comprehensive course websites (e.g., course sites on the CEU Moodle) that may include additional course materials, media, and other documentation of teaching activities; and the average grade for the course as a whole in the student evaluation, together with the unit mean, if available.
- discussion of students’ evaluation and comments in relation future courses, if applicable.
- overview of consultation work.

**Table 1. Publications report (for the Hungarian Central Statistical Office)**

<table>
<thead>
<tr>
<th></th>
<th>Author(s)</th>
<th>Title</th>
<th>Publisher</th>
<th>(Expected) publication date</th>
<th>Hard copy or electronic publication</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>In Hungarian:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Books</td>
<td></td>
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</tr>
<tr>
<td>Book chapters</td>
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<tr>
<td>Articles in peer-reviewed journals</td>
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<tr>
<td>Conference proceedings</td>
<td></td>
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</tr>
<tr>
<td>Patents (registered in Hungary)</td>
<td></td>
<td></td>
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<tr>
<td><strong>In other languages:</strong></td>
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<tr>
<td>Books</td>
<td></td>
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</tr>
<tr>
<td>Book chapters</td>
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<tr>
<td>Articles in Hungarian peer-reviewed journals</td>
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<tr>
<td>Articles in non-Hungarian peer-reviewed journals</td>
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<tr>
<td>Conference proceedings</td>
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</tr>
<tr>
<td>Patents (registered outside of Hungary)</td>
<td></td>
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</tbody>
</table>
Table 2. Ongoing research projects (for the Hungarian Central Statistical Office)

Please enter your ongoing research projects into the table below. The research classification is provided by the Hungarian Statistical Office. Detailed description of each category is available in the footnotes. Please note that most research conducted at CEU will fall under the 'basic research' category.

<table>
<thead>
<tr>
<th>Basic Research(^6)</th>
<th>Applied Research(^7)</th>
<th>Experimental Development(^8)</th>
</tr>
</thead>
</table>

\(^6\) **Basic research** is an academic activity, which is primarily aimed at the increase of scientific knowledge without aspirations for any concrete practical application or utilization thereof. Basic research analyses features, structures and connections in order to establish new theories. Basic research is the general increase of scientific knowledge base, which is not connected with industrial or commercial targets. Basic research can be divided into two groups: - pure basic research - or applied basic research.

\(^7\) **Applied research** also means original research, which is conducted in order to add to the body of knowledge. However, it is primarily aimed at the realization of some practical goals or the achievement of practical targets. Applied research serves either the utilization of the outcomes of the basic research, or the realization of new methods and procedures necessary for some concrete and pre-defined achievement. Applied research gives the idea a form that is practically applicable. Research of this kind is expected to produce outcomes that are useful for one single or a limited number of products, processes, methods or systems.

\(^8\) **Experimental development** is a systematic activity which is aimed at the production of new materials, products or tools, introduction of new procedures, systems and services, or the fundamental development of such products and tools already produced or introduced, based upon knowledge gathered from research and/or practical experience. In the field of social sciences, experimental development can be defined as a process which is aimed at the transformation of information collected through research into practical programs, including demonstration tasks with testing and evaluating goals. In the field of human sciences this activity is less significant or not at all applicable.
Appendix 4: Schedule for the promotion and re-appointment process

The dates below assume a contract starting on the 1st of August. If the contract started on some other date, a different schedule needs to be agreed in good time. All dates are approximate and can be treated flexibly in a given academic year, depending for example on the distribution of weekends or holidays.

**By 2 November,** the head of academic unit submits his or her nominations of members of the internal committee to the Provost.

**By 20 November,** the Provost appoints the internal committee, after receiving a recommendation from the head of the academic unit. The candidate is notified by the chair of the internal committee that he or she is to submit the relevant materials by 15 December.

**By 15 December,** the candidate submits the following materials to the chair of the internal committee, who forwards them to the other members of the internal committee without delay:

- Current CV of the candidate
- Candidate’s own statement on research, teaching and service, with particular attention to fulfilling the relevant criteria for promotion or re-appointment
- Data from student evaluations for the relevant period (either since start of employment or previous promotion)
- A copy of the last periodic review submitted by the Unit Head with comments, if any
- Four pieces of representative pieces of work (six for promotion to the rank of full Professor), in paper and in electronic copy. In case of promotion to the rank of full Professor, the pieces should represent research done after the last promotion. The candidate should select works that best represent his or her research: these can include published pieces, submitted work, work in progress.
- Names of external reviewers the candidate does NOT wish to participate in the review.

In addition to these, the candidate may submit any material that he or she thinks could be relevant for the assessment.

**20 January** is the deadline for the internal committees for submitting their report to the Provost. There are different procedures depending on whether external review is required.

**By 20 January,** the internal committee sends the report to the Provost, together with a list of recommended external reviewers, in case external review is required or recommended, along with those names (if any) the candidate indicated as her or his not wishing to participate in the process.

**By 5 February,** the Provost selects the external reviewers for cases where external reviews are automatically required, and sends their names to the chair of the internal committee. The Provost may veto reviewers nominated by the academic unit, and also, upon consultation with the chair of the internal committee, suggest one additional reviewer. Usually it is advisable to contact more than the required number of candidates (three for junior faculty and four for promotion to the rank of full Professor), because of delays or turning down requests.
Also by 20 January, the internal committee sends the report to the Provost for reviews that normally don’t require external reports (re-appointment of Associate Professors and Professors, and promotion of junior faculty within 1-3 years after receipt of a permanent contract, unless an external review was required at the time of contract renewal), together with the materials listed below the next paragraph. If, exceptionally, the internal committee proposes an external report for one these cases, this should be specifically flagged by the sender of the package.

Further, in cases where the internal committee’s recommendation is against promotion or re-appointment, or the committee could not reach a unanimous decision supporting promotion or re-appointment, the following package should be sent to the Provost at this point:

- Current CV of the candidate
- Candidate’s own statement on research, teaching and service, with particular attention to fulfilling the relevant criteria for promotion or re-appointment
- Data from student evaluations for the relevant period (either since start of employment or previous promotion)
- A copy of the last periodic review submitted by the Unit Head with comments, if any
- Internal report

By 15 February. After the receipt of the reports by the internal committees on the 20th of January, the RP Committee needs to consider those cases which as a rule don’t require an external review or where the question of whether an external review is needed is not settled. These include: promotion of junior faculty within 1-3 years of their re-appointment, the re-appointment of Associate Professors and Professors, and those cases where the internal committee is either unanimously against promotion or re-appointment, or could not reach a consensual decision. By the 15th of February, the Provost needs to decide, based on the advice of the RP committee, if any of these cases need external reports. If external reports are deemed necessary, the reviewers are selected without delay and the chair of the internal committee is notified of the need to collect reports from them. From here, the cases will be treated with other cases requiring external reports.

In those cases where no external report is deemed necessary, after due deliberations by the RP Committee, the Provost sends a recommendation to the Rector by the 5th of March. The Rector makes a decision by the 20th of March. Before making the final decision, the Rector may request collecting external reports even if this was not recommended by the Provost before he or she makes a final decision. In those cases, the process needs to be adjusted so that a final decision can be reached by the relevant deadline.

Starting from the appointment of external reviewers (around the 5th of February) with no delay, but by 20 February the latest: the chair of the internal committee contacts reviewers by using a sample letter, with a two-month deadline. Following up with the reviewers is the task of the chair of the internal committee. Reviewers are sent:

- the candidate's CV
- Four pieces of representative pieces of work (six for promotion to the rank of full Professor). The pieces are usually the same as those submitted by the candidate at the beginning of the promotion or re-appointment process; however, the candidate may request, exceptionally and upon his or her own initiate, that some pieces are replaced. The request has to be sent to the Provost in due time. The Provost decides, after consultation with the chair of the internal committee, whether to grant the request or not. If no such request is submitted, the
assumption is to proceed with the pieces initially submitted.
- the candidate's statement about research
- a sample letter specifying the purpose of the review. The appropriate sample letters are available from the Provost's Office, and these must be used when contacting the external reviewers. The internal committee may request minor additions or modifications to the sample letter.

Once all external reports arrived, the chair of the internal committee shares the report with the members of the internal committee without delay, and the committee forms a view whether they want to reflect on the content of the external reports. (This is relevant if there is a discrepancy between the external and internal reports. In case the external reports coincide with the internal committee's recommendation, this extra step of reflection may be omitted.)

**Starting around the 30th of April, but by May 10 the latest:** assembly of all materials for consideration by the RP Committee. These include
- Candidate's updated CV
- Candidate's own statement on research, teaching and service, with particular attention to fulfilling the relevant criteria for promotion or re-appointment
- Data from student evaluations for the relevant period (either since start of employment or previous promotion)
- A copy of the last periodic review submitted by the unit head with comments, if any
- External reports. At least three for re-appointment of junior faculty and promotion to Associate Professor, and at least four for promotion to Professor.
In addition to these, the candidate and the internal committee may submit any material that they think could be relevant for the assessment, and the RP Committee can also take into account additional relevant material of their choice.

**By June 15** (or by 1.5 months before the expiry of the contract): based on consultations with the RP Committee, the Provost formulates a recommendation to the Rector. In case there is a divergence from the conclusions of the internal committees or external reports, or if the case was deemed controversial in the discussions of the RP Committee, the Provost's recommendation should be supported by a reasoned report. The recommendation should, with all relevant materials, sent to the Rector.

**By 15 July** (or 0.5 months before the expiry of the contract): final decision by the Rector

**July 31:** end of contract.
Appendix 5: Principles for evaluation of instructors, lecturers, and senior lecturers

Instructors, Lecturers and Senior Lecturers

Instructors, lecturers and senior lecturers are evaluated on an annual basis by the head of the respective unit. They as a rule have significant responsibilities for teaching, but may also engage in research and other academic activities, as appropriate to the individual school or unit. The exact breakdown of responsibilities is laid down in the job description.

The evaluation is based on the staff member’s IAAR, and is performed according to the procedures and criteria adopted at the respective academic unit, within the general evaluation framework specified in Appendix 3.

The evaluation process has to be concluded by the end of the academic year. After the evaluation, the unit head issues a memorandum that is filed in the staff member's Academic Staff File. Staff members may submit a request to the Provost to review the memo and may submit their written comments to the memo. Such comments are also to be filed in the staff member's academic file.

Criteria to be used in Evaluation of Instructors

A. Teaching Duties

1. Student feedback
The principal evaluation criterion for teaching will be student feedback over the previous two years or since employment started, whichever is shorter. Satisfactory performance will be not less than 10% below the average for the unit overall. Explicit student complaints (e.g. regarding lateness or inappropriate behaviour) will be considered individually.

2. Observation of Classes
Two lessons will be observed, if possible with two different groups. The criteria in evaluating are that the instructor:
- was well prepared for the lesson
- showed competence in the subject of academic writing
- created an atmosphere encouraging learning
- encouraged discussion and active student participation
- achieved the goals of the lesson, which were also appropriate

Normally both observations will be carried out by the director. The observations should be both evaluative (adequate competence should be established) and developmental (the instructor should have a say in the agenda setting and should receive helpful feedback). An individual may request that a further observation be carried out by a peer to provide a second opinion.

B. Consultation Duties

1. Consultation statistics
This will be a quantitative criterion based on statistics for the previous two years or since employment started, whichever is shorter.
A system will be used that allows students to reflect on the usefulness of consultations in January after they have submitted their term papers.

2. Observation of Consultations
Two consultations with two students from different academic units and with different abilities/needs will be observed. The criteria in evaluating are that the instructor:
- was well prepared for the consultation
- showed competence in the subject of academic writing
- created an atmosphere encouraging learning
- encouraged discussion and active student participation in the consultation
- achieved the goals of the consultation, which were also appropriate

Normally both observations will be carried out by the unit head. An individual may request that a further observation be carried out by a peer to give a second opinion.

C. Publications & Conference Presentations

Optional element. Publications and presentations closely related to academic writing will be seen as evidence of self-development and scholarly engagement in the debates of the discipline. Publications and presentations outside the field of academic writing will be seen as general scholarly engagement and experience in the areas we aim to encourage our students in.

D. Special services provided to the academic unit and the University

Optional element. These include involvement in work of other units, services to other units other than the provision of AW courses and consultations.

E. Services provided to other institutions in relation to CEU’s mission

Optional element. Mostly outreach, but could include any relevant services to the wider community.
Appendix 6: Procedures for Course and Supervision Evaluation

For courses evaluations, the following procedure should be observed:

- The Manager of the evaluation system at the Institutional Research Office will create, manage and close surveys in close coordination with the Unit.
- The course evaluation surveys will open in the last week of classes and will remain open until the grades are distributed.
- The evaluation surveys should be opened as early as possible and remain open for as long as possible, with the aim of reaching a response rate of at least 85%. It is the responsibility of the Program Coordinator to monitor response rates and send reminders to students as needed.
- The Program Coordinator chooses the dates for opening and closing the survey in consultation with the Unit Head. The principal factor in deciding when to close the survey should be an assessment of whether the response rate is sufficiently high, 85% being the target for all Units. Unit Heads may consider leaving surveys open for an extended period of time in order to reach the target.
- It is the responsibility of the Program Coordinator to make sure that no grades are announced to the students until the survey is closed.
- Once the course evaluation survey is closed and all the grades are announced to the students, faculty members will receive invitations to view their course evaluations on the website.
- Faculty members will have access only to their individual course evaluations.
- Unit Heads and Coordinators will have access to all evaluation results for their respective units.
- The Provost, the Pro-Rector for Social Sciences and Humanities and the Academic Secretary will have access to all evaluation results for all units.
- The System Manager at the Institutional Research Office will have access to all results and all enrolment and course registration data and is authorized to create and manage evaluation surveys.
For supervision evaluation, the following procedure should be observed:

4. For masters’ students: As soon as the thesis is submitted by the student/student cohort, the Program Coordinator will notify the Manager of the evaluation system at the Institutional Research Office. For doctoral students: The survey is administered annually. The System Manager will assemble the data and create two surveys for each academic unit (one for masters and one for doctoral students).

5. The surveys will remain open until the release of the thesis grades (for masters’ students), and for at least one month for doctoral students.

6. The Manager of the evaluation system will generate an aggregate supervision evaluation report for each unit (separately for masters and doctoral evaluations) and make it available for the Unit Head by July 31. The report will exclude evaluation results for the Unit Head. A separate doctoral evaluations report will be made available to the Doctoral Program Director. This report will exclude evaluation results of the Doctoral Program Director, but will include the Unit Head’s evaluation results. In addition, the System Manager will generate a separate report for all Unit Heads and will send it to the Provost and the Pro-Rector for the Social Sciences and Humanities.

7. As a general rule, supervisors will not have direct access to the results of supervision evaluations. The Unit Head will discuss any supervision-related issues during the periodic review, making sure student anonymity is preserved. The Provost or the Pro-Rector for Social Sciences and Humanities will discuss supervision issues during the periodic review of the Unit Heads. In certain cases (e.g. when preparing for reappointment, promotion, applying for a teaching development grant or being nominated for a teaching award), supervisors may request that their supervision evaluation reports aggregated over a number of years are made available to them. Such requests are submitted to the Manager of the evaluation system, who determines whether a sufficient number of evaluations have accumulated in the system to ensure anonymity of students and graduates (a recommended minimum is 8 for each subsequent report – the number represents students, not evaluations). The System Manager may then release a report with the Provost’s approval.

The course and supervision evaluation forms can be found here:
https://documents.ceu.edu/document-type/form
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