Academic Staff Handbook
of Central European University

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Introduction

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

CEU is a 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, cognitive, network and data sciences, 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: Outline 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 CEU Charter By-Laws and the CEU Statutes. In case of a conflict between the texts, these documents shall prevail over the Academic Staff Handbook.

CEU holds an absolute charter from the Board of Regents of the University of the State of New York, for and on behalf of the New York State Education Department. In the United States, CEU is accredited by the Middle States Commission on Higher Education. In addition, all CEU degree programs are registered with the New York State Education Department. In Austria, CEU GmbH is an officially recognized Private University with the designation "Central European University Private University" and accredited by the Agency for Quality Assurance and Accreditation Austria (AQ Austria). In Hungary, CEU is recognized as a private higher education institution, and accredited as Kozep-europai Egyetem (KEE) by the Hungarian Accreditation Committee.

As a result of this triple accreditation, the University’s structure of governance, rules and regulations must conform to all three sets of legal and academic systems. At the same time, CEU is one University community.

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 (in the following “Rector”) leads the University in its triple capacity as a United States, an Austrian, 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 Pro-Rectors

The Pro-Rectors assist the Rector with the supervision and direction of CEU’s educational, academic and general development, including but not limited to academic staff recruitment, the promotion process, program reviews, budget planning and grant allocations, etc. The specific distribution of tasks between the Pro-Rectors is downloadable from here. The Pro-Rectors are elected for three-year renewable staggered terms by the
Senate, upon nomination by the Rector. The appointment is endorsed by the Board of Trustees.

I.2.c. The Chief Operating Officer
The Chief Operating Officer (COO) is the chief administrative officer overseeing administrative units of the University.

I.2.d. The Dean of Undergraduate Studies
The Dean of Undergraduate Studies provides academic leadership, management and oversight in all matters relating to undergraduate education. The Dean oversees the undergraduate core curriculum and coordinates curricular discussions and reviews within and among the units offering undergraduate programs. The Dean of Undergraduate Studies is appointed by the Rector for an initial three-year term, renewable, and reports to the Pro-Rector for Teaching and Learning.

I.2.e. Senate and Senate Committees

I.2.e.1. The Senate
The Senate consists of elected representatives of the academic staff members, administrative staff, students, and the Rector. 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.e.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.f. The 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](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.g. 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 programs: [https://www.ceu.edu/academics/schools-departments](https://www.ceu.edu/academics/schools-departments), [https://www.ceu.edu/research/centers](https://www.ceu.edu/research/centers) and [https://www.ceu.edu/academics/ias](https://www.ceu.edu/academics/ias).

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.h. Senior Leadership Team

Senior Leadership Team members advise the Rector and oversee the coordination of day-to-day affairs at the University. For membership, see: [https://www.ceu.edu/administration/senior-leadership-team](https://www.ceu.edu/administration/senior-leadership-team).

For further information on Administration, see the [University’s organizational chart](https://www.ceu.edu/administration/senior-leadership-team).
II. General rules and the structure of Academic Life

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 Staff Members, Administrative Staff Members 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. A 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 Policy on the Rights of Students with Disabilities 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 Pro-Rector for Teaching and Learning (in case of bachelors’ and masters’ students) or the Pro-Rector for Faculty and Research (in case of doctoral students), 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 the Unit Heads, the Pro-Rector for Teaching and Learning (in case of bachelors’ and masters’ students), the Pro-Rector for Faculty and Research (in case of doctoral students), 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 Members
The resident Academic Staff is composed of three types of categories: Faculty Members (from Assistant Professors to University Professors), whose responsibility includes both research and teaching, Teaching Staff Members (Instructors, Lecturers, Senior Lecturers, and Professors of Practice), whose responsibility is primarily teaching, and Research Staff Members (from Associate Research Fellows to Senior Research Fellows), who primarily do research.

The table below summarizes all resident and non-resident 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:

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<thead>
<tr>
<th>Table 1.</th>
<th>1. RESIDENT ACADEMIC STAFF MEMBERS</th>
<th>2. NON-RESIDENT ACADEMIC STAFF MEMBERS</th>
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<tbody>
<tr>
<td>Teaching Staff Members:</td>
<td>Faculty Members:</td>
<td>Visiting Teaching Staff Members:</td>
</tr>
<tr>
<td>Instructor</td>
<td>Assistant Professor</td>
<td>Visiting Instructor</td>
</tr>
<tr>
<td>Lecturer</td>
<td>Associate Professor</td>
<td>Visiting Lecturer</td>
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<tr>
<td>Senior Lecturer</td>
<td>Full Professor</td>
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<tr>
<td>Professor of Practice</td>
<td>University Professor</td>
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<tr>
<td>Faculty Members:</td>
<td>Visiting Faculty Members:</td>
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<tr>
<td>Assistant Professor</td>
<td>Visiting Professor</td>
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<tr>
<td>Associate Professor</td>
<td>Distinguished Visiting Professor</td>
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<td>Full Professor</td>
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<td>University Professor</td>
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<tr>
<td>Professor Emeritus/a</td>
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<tr>
<th>Research Staff Members:</th>
<th>Visiting Research Staff Members:</th>
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<tbody>
<tr>
<td>Associate Research Fellow</td>
<td>Research Affiliate</td>
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<tr>
<td>Research Fellow</td>
<td>Junior Visiting Researcher</td>
</tr>
<tr>
<td>Senior Research Fellow</td>
<td>Visiting Researcher</td>
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<tr>
<td></td>
<td>Senior Visiting Researcher</td>
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</tbody>
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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, positions of Academic Staff Members are filled by an open search. The hiring process is supervised by the Pro-Rector for Faculty and Research, 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 directly after graduation in order to enable them to pursue independent careers of their own. They are eligible to be hired once they have 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. Appointment of Academic Staff Members

III.2.a. Resident Academic Staff Members

Instructors, Lecturers, Senior Lecturers and Professors of Practice

(a) Hiring procedure: The hiring of Instructors, Lecturers, Senior Lecturers and Professors of Practice is the responsibility of the Unit Head. He or she is in charge of getting permission from the Rector to establish or refill a post, organizing the call for applications and screening applicants. The Unit Head, having consulted with other members of her or his Unit on this matter, submits a recommendation to the Rector and the Pro-Rector for Faculty and Research, 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 Pro-Rector for Faculty and Research supervises the hiring process but the ultimate approval of the hire rests with the Rector.
Assistant Professors, Associate Professors, Full Professors, Associate Research Fellows, Research Fellows, and Senior Research Fellows

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

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

(d) Search Committee for hires of Assistant Professors and Associate Research Fellows: The Search Committee is appointed by the Pro-Rector for Faculty and Research 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 Academic Unit.

(e) Search Committee for hires of Associate Professors, Professors, Research Fellows and Senior Research Fellows: The Search Committee is appointed by the Pro-Rector for Faculty and Research in consultation with the Unit Head and after final endorsement by the Rector. The Search Committee includes a person designated by the Rector as Chair; the Unit Head; and at least three other Faculty Members nominated by the Unit Head, including at least one member external to the Academic 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 Faculty 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 Faculty members of the Academic Unit and students. At the end of deliberations, and after having received relevant input from Faculty Members and students, the Search Committee arrives at a recommendation. The Search Committee then submits their recommendation to the Rector and the Pro-Rector for Faculty and Research 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 shortlist 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 Rector, based on the offer drafted by the HRO. Any changes compared to the offer initiated by the candidate must be approved by the Rector in consultation with the Pro-Rector for Faculty and Research and the Unit Head(s) involved in the search.
(h) **Invitations:** In exceptional cases, positions of Faculty Members and Research Staff Members can be filled on the basis of an invitation from the University, without conducting an open search. In case of positions of Faculty Members, 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 positions of Research Staff Members, candidates for such invitations must bring their own research funding.

Issuing all such invitations has to be approved by the Standing Appointment Committee of the Rector [https://www.ceu.edu/administration/committees](https://www.ceu.edu/administration/committees). The Standing Appointment Committee will make sure to receive input from the Academic Unit(s) where the appointment is planned. The members of the Standing Appointment Committee are appointed by the Rector.

**Unit-based mentoring for all newly hired Academic Staff Members:**

Upon arrival, all new Academic Staff Member hires will participate in orientation sessions organized by the HRO, where they learn about CEU, requirements for re-appointment and promotion, as well as the role of the administrative staff and other units. Unit Heads should assign a ‘mentor’ to all newly appointed Academic Staff Members for at least one year. The mentor's task is to help the introduction of the new Academic Staff Member to CEU: to get acquainted with teaching practices, organizational structure, involvement in the community, CEU-wide and departmental expectations and timeline for promotion, and so on. The name of the mentor should be kept on record at the department. The Pro-Rector for Faculty and Research, following consultations with the Gender Equality Officer and Equal Opportunity Officer, and feedback from Academic Staff Members, will periodically review the efficiency of the mentoring scheme.

**III.2.b. Horizontal moves of Research Staff Members and Teaching Staff Members to Faculty Member ranks**

In exceptional cases, horizontal moves of Research or Teaching Staff Members to Faculty ranks are possible. The Unit Head will nominate the Research or Teaching Staff Member for such shift in job titles and submit to the Rector a letter that justifies the request as well as the candidate’s CV and a statement of research, teaching and service activities by November 2. The Rector then decides on the initiation of the review process to determine the outcome of the application. If she or he decides to reject the request, the candidate can apply again, but no earlier than in the 2nd academic year following this decision. If the Rector decides that the request has merit, she or he initiates a review process following the one described in Section V.4 and following the schedule in Appendix 4. The Rector makes the final decision based on the recommendation of the PR Committee.

**III.2.c. Academic Unit affiliation**

(a) Academic Staff Members are appointed to an Academic Unit.

(b) The Academic Unit in which individual Academic Staff Member performs 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 Pro-Rector for Faculty and Research 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 initiating the annual review, re-appointment and promotion procedures of Academic Staff Members with joint appointments. For further details on Re-appointment and Promotion see section V.8. Other Academic 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 Academic Unit enjoy equal status with other permanent Academic Staff Members of that Academic Unit with regard to internal decision-making within the respective Academic Unit.

III.3. Non-resident Academic Staff Members

(a) Recruitment: Recruitment of Visiting Teaching Staff, Visiting Faculty Members and Visiting Research Staff Members 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 Members—see III.2.a (c) above.

(b) Selection procedure: The post must be approved by the Rector. The Pro-Rector for Faculty and Research 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. Endowed Chairs

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

III.5. University Professors

University Professors are appointed by the Senate from the ranks of existing CEU's Full Professors, upon the recommendation of the Senate Committee on University Professors. 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, formulates a recommendation to the Senate. The Committee on University Professors is chaired by the Rector. The ratio of Professors to University Professors should not fall below 7 to 1 (University Professors are included in the count of Professors and counted irrespective of part-time or full-time status, i.e. headcount is used to establish this ratio).
III.6. 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 Pro-Rector for Faculty and Research. 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.7. Academic Unit Heads

(a) Residence. Academic Unit Heads should be resident Academic Staff Members in the rank of Associate Professor, Full Professor, or University Professor.

(b) Appointment in newly established units: The Rector appoints an Academic 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 Academic Unit’s representative (depending on the procedures employed by each Academic Unit).

(c) Rotation: Academic Units with at least three full-time permanent Faculty Members in the rank of Associate Professor, Full Professor, University Professor elect their Unit 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 Unit Head is absent for an extended period, an Acting Unit Head should be appointed by the Rector in consultation with the Unit Head. Academic Units should design their own procedure for electing the Unit Head, and send a copy of this to the Office of the Academic Secretary.

(d) Academic Units that do not meet the criteria outlined above shall have a Unit Head appointed by the Rector after consultation with the Academic 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 Academic Unit, the Pro-Rector for Faculty and Research becomes the direct supervisor of the spouse or partner.

III.8. Communication of appointments

(a) The Rector’s Office informs the Academic Secretary and the HRO of all decisions made by the Rector concerning new academic appointments (these include appointment of the Pro-Rectors, of Unit Heads and Head of 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://www.ceu.edu/appointments.
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 IAAR in the areas listed below. Research and Teaching Staff Members are asked to provide information only in the applicable categories. For the content of IAAR, see Appendix 3 or under the Institutional Assessment and Quality Assurance SharePoint

(b) IAARs are completed online in response to the link received from the Pro-Rector for Faculty and Research's Office by June 30th, the latest. The deadline for submitting the IAAR every year is September 30th.

(c) As a rule, the IAARs cover the period of 12 months prior to the submission of the IAAR, or the period since the submission of the last IAAR.

(d) 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, Assistant Professor, and Associate Research Fellow, and every three years in the case of Academic Staff Members in the rank of Senior Lecturer, Professor of Practice, Associate Professor, Full Professor, University Professor, 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 Pro-Rector for Faculty and Research, 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 academic development meeting, they discuss the contents of the IAAR and other relevant materials, as well as the Academic 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). Academic Staff Member's mentor can participate in the periodic review meeting, if such participation is acceptable to the Academic Staff Member under review.

(d) After the meeting, the Unit Head issues a memorandum, which includes the Academic Staff Member's academic plans and an evaluation of their performance. The Unit Head will discuss the contents of the memorandum with the Academic Staff Member. The evaluation process has to be concluded by October 30 of the year when the IAAR report is filed. The memorandum is filed electronically in the Academic Staff Member's Academic Staff File. Academic Staff Members may send a request to the Pro-Rector for Faculty and Research to review the memo and may submit their written comments to it.
Such comments are also to be filed in the Academic Staff Member’s Academic Staff File and communicated to the Unit Head.

(e) If the Unit Head deems the performance of any Academic Staff Member unsatisfactory, they can ask the Pro-Rector for Faculty and Research to initiate the following procedure, if the Pro-Rector for Faculty and Research agrees that the procedure is needed. The Pro-Rector for Faculty and Research calls a meeting with the Academic Staff Member and the Unit Head where they discuss areas of concern and design a plan (one-year for resident Instructors, Lecturers, Senior Lectures, Professors of Practice, Assistant Professors and Associate Research Fellows, and two years for Associate Professors, Full Professors, University Professors, Research Fellows and Senior Research Fellows) to improve the situation. A record of this goes in the Academic Staff Files of the Academic 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 an Academic 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 Pro-Rector for Faculty and Research’s Office. They contain the Academic Staff Member's IAARs, the results of the Academic Staff Member's periodic reviews, promotion and re-appointment materials, letters of reference and other materials relevant to the performance of the Academic Staff Member. The Pro-Rector for Faculty and Research 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. Academic Staff Members have access to their Academic Staff Files, with the exception of their External Reviewers’ letters and the reports of the Review and Promotion Committees.

(b) Materials in Academic 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 Teaching Staff Members, the second and third categories are applicable.

(b) Given that CEU is a research-intensive institution, higher weight should be placed on research performance in all faculty evaluations but the quality of achievements in the other two areas must also be given due significance. CEU's Academic Staff Members are required to perform in all relevant areas to the highest standards. Re-appointment and
promotion are not possible if an Academic Staff Member's performance is below acceptable standards in any one of the three areas (research, teaching and service)

(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 Members 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 Members 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) It is expected that all Faculty Members and Research Staff Members maintain and regularly update, at least once per year, their external research profiles, and they are required to update their CEU website profile to record academic achievements as well as all publication output. Academic Unit heads will check at the beginning of the academic year and as part of periodic reviews whether all CEU website profiles are up to date and ensure follow-up if that is not the case.

(f) 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 during each phase of the Re-appointment and Promotion processes. These unit-specific research evaluation frameworks, however, must remain within the constraints of the general guidelines set forth by this document below. The unit-specific research 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. The Senate Curriculum and Academic Quality Assurance Committee (SeCur) will review these at its first meeting of the academic year in order to make sure that variations across departments in requirements are within acceptable range and the specific departmental requirements are in line with the university-wide guidelines described below. Academic Unit-specific research evaluation criteria and guidelines will be uploaded to the University SharePoint pages on Institutional Assessment and Quality Assurance.

(g) 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 international 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 Academic 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.

(b) The Rector may give temporary exemption from the scholarly activity if the Academic Staff Member is involved in some very time-consuming administrative tasks (e.g. Pro-Rector).

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

Academic Staff Members are expected to be active contributors to the administration of teaching and research within their Units and within the University.

(a) Service to the community is considered an important part of the academic performance review. During this review it will 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 Academic Staff Member accepts invitations to serve on committees, contributes to university-wide strategic initiatives, 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, or participates in the Summer University (SUN), or helps organize national or international student contests, such as, for example, the National Conference of Student Research Societies (OTDK), etc.

(b) Further, services to the larger academic community may also 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

Teaching is the third important pillar of the evaluation process. 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

Statement on CEU Policies Relating to Security of Employment

CEU will continue to observe the principle of academic freedom as its central value. In particular, CEU reaffirms its policy not to initiate the dismissal of any Academic Staff Member without a justifiable and well-documented ethical or academic performance related cause strictly in line with the procedures described in the Academic Staff Handbook. Dismissal may also be initiated in case of reorganization or termination of a unit, but only following a decision by the Senate and only in line with procedures described in the Academic Staff Handbook.
V.1. Re-appointment and Promotion Committee

(a) The CEU Re-appointment and Promotion Committee (RP Committee) is a committee chaired by the Pro-Rector for Faculty and Research. The RP 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 RP Committee.

(b) Members of the RP Committee will be Associate, or Full Professors (including University Professors in the latter category) 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 Pro-Rector for Faculty and Research) must be Full Professors. There cannot be more than one member from one Academic Unit, and the composition of the RP 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. Unit Heads can be invited to attend the sessions of the RP committee when the cases from their respective Academic Units are discussed.

(c) The RP Committee reviews and discusses all promotion and re-appointment cases, and advises the Pro-Rector for Faculty and Research on forming a recommendation. The Pro-Rector for Faculty and Research 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.

(e) Academic Staff Members undergoing review may be informed about the constitution of their Internal Committee but will not be given access, even in a redacted form, to either the Internal Report or the External Reports assembled for the review. These will be stored in the Academic Staff member's Files in the Office of the Pro-Rector for Faculty and Research.

V.2. Re-appointment of Teaching Staff Members (Instructors, Lecturers, Senior Lecturers and Professors of Practice)

V.2.a. Instructors

(a) Normally, Instructors, initially receive a contract for a maximum of three years. In year three of their employment, the Unit Head prepares a report evaluating their performance and reviews this with the Pro-Rector for Faculty and Research. If the Pro-Rector for Faculty and Research and the Unit Head find the performance of the Teaching Staff Member satisfactory, a further three-year, definite term contract can be granted.

(b) In the case of Instructors, the Unit Head initiates a Re-appointment Review in the 6th year from the start of employment and prepares a report for the Pro-Rector for Faculty and Research, who makes a decision about whether or not the Instructor may be granted an indefinite term contract.
(c) No promotion is possible in the case of Instructors.

V.2.b Lecturers, Senior Lecturers and Professors of Practice

(a) Normally, Lecturers, Senior Lecturers and Professors of Practice initially receive a contract for a maximum of three years. In year three of their employment, the Unit Head prepares a report evaluating their performance and reviews this with the Pro-Rector for Faculty and Research. If the Pro-Rector for Faculty and Research and the Unit Head find the performance of the Teaching Staff Member satisfactory, a further three-year, definite term contract can be granted.

(b) Lecturers, Senior Lecturers and Professors of Practice must undergo a Re-appointment Review in year six of their employment. The timeline for this review should follow that described in Appendix 4. The Unit Head convenes, upon consultation with the Pro-Rector for Faculty and Research, an Internal Committee in due time. The Internal Committee is typically chaired by the Unit Head and includes two or more Academic Staff Members from other Academic Units in the rank of Associate Professor/Research Fellow or higher. The candidate is asked to submit his or her application folder, which should contain the following: a CV, a teaching portfolio including a statement of achievements and teaching philosophy, courses taught, syllabi, teaching evaluations, professional and research activities as well as any other material deemed important or requested specifically by the Internal Committee. The Internal Committee will prepare the Internal Report 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. The Internal Report should focus on the performance of the Teaching Staff Member in his or her professional, teaching, and administrative duties and should contain a recommendation about whether the Teaching Staff Member should be reappointed with an indefinite term contract or not.

(c) The RP Committee will conduct a review of the Teaching Staff Member and make one of the following recommendations to the Pro-Rector for Faculty and Research and the Rector:

1) The contract runs to the end of the academic year and no re-appointment is made.
2) After the expiry of the initial contract, a re-appointment is made with an indefinite contract.

The re-appointment is subject to final endorsement by the Rector.

(d) Outstanding Lecturers with a permanent contract and at least seven years of employment at CEU (or a similar length of experience in the job category elsewhere) may be promoted to the rank of Senior Lecturer following a review described in V.6.a. Senior Lecturers cannot be further promoted.

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

This section applies to Assistant Professors and Associate Research Fellows hired in an Academic Unit with a fixed (“definite”) term contract.
Time to Re-appointment and Promotion: The first contract at CEU in these ranks is usually for a fixed term of six years. During year six of their employment, Assistant Professors and Associate Research Fellows must seek re-appointment with an indefinite term contract and promotion.

The promotion of Assistant Professor to Associate Professor and Associate Research Fellow to Research Fellow is a pre-condition of continued employment beyond the seventh year after hire (except in case of parental leave or if a special extension is granted.)

Extending the time to review: CEU expects to reappoint and promote Assistant Professors/Associate Research Fellow within six years of the start of their employment. Assistant Professors/Associate Research Fellow; however, may request an extension of this period from the Pro-Rector for Faculty and Research. The Pro-Rector for Faculty and Research may grant an extension due to parental leave, or other well-documented non-academic reasons, such as health or other personal problems beyond the control of the Assistant Professors/Associate Research Fellow. The extensions granted to an Assistant Professors/Associate Research Fellow cannot be longer than three years. Should an Assistant Professor/Associate Research Fellow seek to receive an extension, she or he must submit a formal request to the Pro-Rector for Faculty and Research who will make a decision.

Reducing the time to review: The Re-appointment and Promotion reviews may be started earlier than specified above should the Assistant Professor/Associate Research Fellow apply or get nominated by his/her Unit Head earlier. The Re-appointment and Promotion review cannot start earlier than in the third year of the Faculty Member's employment.

V.3.a. The Re-appointment and Promotion Review Process of Assistant Professors, Associate Research Fellows

(a) The Re-appointment and Promotion Review usually takes place in the sixth 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 Pro-Rector for Faculty and Research.

(b) The procedure for the Re-appointment and Promotion review of Assistant Professors who seek promotion to the rank of Associate Professor is described below. The same procedure applies to Associate Research Fellows who seek promotion to the rank of Research Fellow 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 and Promotion review is to assess whether or not the candidate has excelled in her or his research, professional, teaching, and administrative duties, and whether or not he or she is well integrated in her or his Academic Unit. Re-appointment and promotion will be granted to the candidate who receive positive evaluations on all three of these dimensions.

1 The fixed term of six years has been introduced in light of CEU's move to Vienna
(d) The procedure for Re-appointment and Promotion 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 are mandatory in all cases. The Internal Committee may respond to External Reviews. Consideration by the RP Committee and its recommendation to the Pro-Rector for Faculty and Research. A decision by the Rector.

1) The Internal Committee
An Internal Committee is appointed by the Pro-Rector for Faculty and Research 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 Staff Members in the rank of Associate Professor/Research Fellow or higher (in or outside the Academic 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 Internal Committee deems as relevant. In case there is no consensus in the Internal Committee, committee members can submit dissenting opinions.

The Internal Report should evaluate the performance of the candidate in light of the general criteria listed in section IV.2. as well as the more specific research evaluation framework of the academic unit, which had been approved by Senate Curriculum and Academic Quality Assurance Committee.

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 Internal Report concludes with one of the following recommendations:
1. Re-appointment and promotion to the rank of Associate Professor / Research Fellow with an indefinite term contract.
2. The Assistant Professor / Associate Research Fellow is granted a one-year definite-term contract only. After this grace period his/her employment will be terminated.
3. In exceptional cases, such as when an Assistant Professor / Research Fellow applied early (before his/her sixth year), the RP committee may recommend that the review be repeated but no later than within six years of the start of employment.

3) External Reviews
(a) Re-appointment and promotion with an indefinite term contract for Assistant Professors and Associate Research Fellows can only be granted with the involvement of External Reviewers.

(b) After the Internal Committee submitted its Internal Report, the Pro-Rector for Faculty
and Research selects at least three External Reviewers. The External 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 Pro-Rector for Faculty and Research, after consultation with the chair of the Internal Committee. The chair of the Internal Committee solicits External Reports from the External Reviewers by using a sample letter.

(c) 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.

(d) In the exceptional case of a repeated review, it is the Pro-Rector for Faculty and Research’s prerogative to request or not new External Reviews. The Pro-Rector for Faculty and Research makes this decision in consultation with the chair of the Internal Committee.

4) Re-appointment and Promotion Committee’s 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 RP Committee. After due deliberations by the RP Committee, the Pro-Rector for Faculty and Research makes one of the following recommendations to the Rector:

1. Re-appointment and promotion to the rank of Associate Professor / Research Fellow with an indefinite term contract.
2. The Assistant Professor / Associate Research Fellow is granted a one-year definite-term contract only. After this grace period his/her employment will be terminated.
4. The review should be repeated at a later date, but no later than within six years of the staff member’s start of employment. (This is only for the exceptional case when a review was initiated earlier than the sixth year of employment.)

5) The Rector’s decision
The recommendation is sent to the Rector who makes a final decision.

V.4. Re-appointment review for Associate Professors and Research Fellows

This section applies to Academic Staff Members in the ranks of Associate Professor or Research Fellow. Normally, the first contract at CEU is concluded for a fixed-term of up to four years.

(a) No later than in the fourth year of their employment, a Re-appointment review should take place for Associate Professors and Research Fellows. The Re-appointment review can take place earlier too but not before the second year of employment.

As a rule, this Re-appointment review does not involve External Reviewers, but exceptionally, the Pro-Rector for Faculty and Research 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 Professors is described below. The same procedure applies to Research Fellows as well, with proper adjustment for the fact that these faculty members may have only a limited involvement in teaching.
(c) 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 Academic Unit). The Internal Committee are appointed by the Pro-Rector for Faculty and Research, following a recommendation by the Unit Head.

(d) The candidate is invited to submit materials by the chair of the Internal Committee.

(e) The Internal Committee prepares the Internal report, which should focus on whether the candidate 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 Internal 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 Internal 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. After this grace period his/her employment will be terminated.
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.

(f) All materials (materials used for the reports and the internal report) are submitted to the RP Committee.

(g) In general, no external opinion is solicited at this point. In some cases, the Pro-Rector for Faculty and Research may decide, upon the advice of the RP Committee and taking into account the Internal Committee’s recommendation, to involve External Reviewers.

(b) If External Reviewers are appointed, the Pro-Rector for Faculty and Research 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 Pro-Rector for Faculty and Research, after consultation with the chair of the Internal Committee. The chair collects the External Reports by using a sample letter.

(i) If external references are solicited, the Internal 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.

(j) Once the RP Committee is in possession of all the materials, after due deliberation of the RP Committee, the Pro-Rector for Faculty and Research 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. After this grace period, his or her employment will be terminated.
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.

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

(l) 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 Pro-Rector for Faculty and Research, after consultation with the chair of the Internal Committee and the RP committee, on a case-by-case basis.

V.5. Promotion to the rank of Full Professor and Senior Research Fellow

This section applies to Associate Professors and Research Fellows appointed in any Academic Unit at CEU.

(a) Associate Professors and Research Fellows can apply for promotion to the rank of Full Professor/Senior Research Fellow 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/Research Fellow, the earliest they can apply for promotion is in their third year. In case of an unsuccessful application, re-applying is possible in the third academic year after the review. 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 Pro-Rector for Faculty and Research.

(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 at least a Full Professor. 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.

(d) An Internal Committee is formed by at least three CEU Full Professors, selected by the Pro-Rector for Faculty and Research, upon recommendation of the Unit Head. The Pro-Rector for Faculty and Research also appoints the chair of the Internal Committee.

(e) The candidate is invited to submit the relevant materials by the chair of the Internal Committee.

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

(g) The general expectations to qualify an Associate Professors / Research Fellows for promotion to the rank of Full Professor /Senior Research Fellow include excellence in research, teaching and professional service. 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 organizations and research projects. In case of Associate Professors, research excellence must be complemented by dedicated and effective contributions to teaching as evidenced by student evaluations, syllabi, recommendations or innovative contributions to the teaching programs of the university. For both Associate Professors and Research Fellows,
there must be evidence of sustained contributions to the administration of teaching and research activities in the candidate's Academic Unit, in CEU and in the wider community.

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

The Internal Report concludes with one of the following recommendations:

1. Promotion to the rank of Full Professor/Senior Research Fellow. In case the faculty member has a fixed term contract, promotion also means awarding a permanent contract.
2. No promotion to the rank of Full Professor/Senior Research Fellow.

(h) If the Internal Committee's unanimous recommendation is against promotion, or if the Internal Committee cannot reach a consensual decision, the Internal Report and the materials are submitted to the RP Committee for discussion. If, based on the submitted materials and this discussion, the Pro-Rector for Faculty and Research 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 Pro-Rector for Faculty and Research 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.

(i) In the cases mentioned in the previous paragraph, or if the Internal Committee's unanimous recommendation is for promotion, the Pro-Rector for Faculty and Research selects at least four External Reviewers; the External Reviewers are chosen from a list of at least six names submitted by the chair of the Internal Committee, but one External Reviewer may be proposed by the Pro-Rector for Faculty and Research, 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.

(j) 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.

(k) All required materials are submitted to the RP Committee. On the basis of the RP Committee's advice, the Pro-Rector for Faculty and Research makes one of the following recommendations to the Rector:

1. Promotion to the rank of Full Professor/Senior Research Fellow.
2. No promotion to the rank of Full Professor/Senior Research Fellow.

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

V.6. Promotion to the rank of Senior Lecturer

This section applies to Lecturers appointed in any Academic Unit at CEU.
(a) Lecturers can apply for promotion to the rank of Senior Lecturer after a consultation with their Unit Head, or be recommended by their Unit Heads directly after at least seven years of employment at CEU (or at a similar rank in other comparable institution). 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 Pro-Rector for Faculty and Research.

(b) An Internal Committee is formed by at least three CEU Associate Professors or Professors of higher rank, selected by the Pro-Rector for Faculty and Research, upon recommendation of the Unit Head. The Pro-Rector for Faculty and Research also appoints the chair of the Internal Committee.

(e) The candidate is invited to submit the relevant materials by the chair of the Internal Committee (See Appendix 4).

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

(g) The general expectations to qualify a Lecturer for promotion to the rank of Senior Lecturer include excellence in teaching and professional service as well as original contributions to pedagogical research and practice. There must be evidence of teaching excellence in student evaluations, syllabi and recommendations. Further, there must be proof of sustained contributions to the administration of teaching and research activities in the candidate’s Academic Unit in CEU and in the wider community, from innovative contributions to the teaching programs of the university, international publications or professional activity. Each of these areas should be addressed in the Internal Report, and the findings should be supported by adequate evidence.

The Internal Report concludes with one of the following recommendations:

1. Promotion to the rank of Senior Lecturer.
2. No promotion to the rank of Senior Lecturer.

(h) All materials (materials used for the reports and the internal report) are submitted to the RP Committee.

(i) In general, no external opinion is solicited at this point. In some cases, the Pro-Rector for Faculty and Research may decide, upon the advice of the RP Committee and taking into account the Internal Committee's recommendation, to involve External Reviewers.

(j) If External Reviewers are appointed, the Pro-Rector for Faculty and Research 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 Pro-Rector for Faculty and Research, after consultation with the chair of the Internal Committee. The chair collects the External Reports by using a sample letter.

(k) If external references are solicited, the Internal 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.

(l) Once the RP Committee is in possession of all the materials, after due deliberation of the RP Committee, the Pro-Rector for Faculty and Research makes one of the following recommendations to the Rector:

1. Promotion to the rank of Senior Lecturer
2. No promotion to the rank of Senior Lecturer.
(m) The recommendation is sent to the Rector who makes a final decision.

(n) In case the Lecturer was not promoted, she or he can reapply but no earlier than in the third year after the decision was made.

V.7. Appointment to University Professors

This section applies to Full Professors appointed in any Academic Unit at CEU.

(a) The general expectations to qualify a Full 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 Senate.

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

(d) Based on recommendation of the Senate Committee on University Professors, 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.

(e) The ratio of Professors to University Professors should not fall below 7 to 1 (University Professors are included in the count of Professors and counted irrespective of part–time or full-time status, i.e. headcount is used to establish this ratio).

V.8. Re-appointment and promotion of Academic Staff Members with joint appointments

At the beginning of the joint appointment, respective Units Heads should agree on a single joint process of the Academic Staff Member’s review, re-appointment and promotion. This process should specify the Academic Staff Member’s multiple academic commitments. Evaluation criteria should be based on the primary disciplinary area of the Academic Staff 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.9. “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 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 Budapest and KEE.

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 RP Committee to be sent 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 Pro-Rector for Faculty and Research 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 Re-appointment and Promotion procedure. 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 Disciplin ary 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

2 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.
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 Review 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 Review Committee finds that some policy was not properly observed, they can recommend repeating in full or revisiting in part the Re-appointment or Promotion procedure with appropriate changes. Once the Review Committee starts a process, the schedule of the Re-appointment and Promotion procedure needs to be re-adjusted upon consultation with the Pro-Rector for Faculty and Research, 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 Pro-Rector for Faculty and Research 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 Academic Staff Members

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/.

VI.1. General Duties of Academic Staff Members

(a) Resident full-time Academic Staff Members, who are not on leave are expected to be personally available in Vienna during three terms (fall, winter, spring) of the academic year in order to fulfill their work duties. They may leave for 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 Pro-Rector for Faculty and Research, 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 Teaching Staff Members

The normal full-time workload of resident Teaching Staff Members is 40 hours per week. The FTE teaching load for resident Teaching Staff Members is 12 US/24 ECTS course credits. In addition, they are also expected to provide consultation and be available in their offices as agreed by their Unit Heads. They should also undertake such items from the ‘workload’ list of resident Faculty Members as may be relevant for the Academic Unit in which they work. In exceptional cases, the Rector can approve a permanent modification of the teaching credit load for resident Teaching Staff and replace taught credits with other type of workload deemed equivalent. In exceptional cases, when a discipline included in the undergraduate curriculum is not represented in one of the existing academic units, Instructors and Lecturers can be hired by the undergraduate programs, rather than by a department. In such cases their teaching load will be up to 18 US/36 ECTS course credits.

VI.2.b. Full-time equivalent (FTE) workload for other resident Academic Staff Members

(a) The normal full-time workload of resident Faculty Members is 40 hours per week.

(b) 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 Members with joint appointments, respective Unit Heads should agree on which administrative responsibilities the Faculty Member will perform in each Academic Unit, with a view of avoiding administrative overload. Whenever feasible, administrative tasks should be proportionate to the percentage of employment in each Academic Unit.

(c) The workload of Research Staff Members will be defined from case to case. Research Staff Members are expected to be engaged in research (including research management) at least 90% of their time, unless indicated otherwise in their job description.

(d) 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 Academic 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 Academic 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.
(e) Responsibilities of the Unit Heads include:

- overall leadership and management of academic and administrative functions of the unit in line with the University's policies;
- oversight of students’ academic progress and quality of student experience from admission to graduation;
- promoting the unit’s research excellence and international academic reputation;
- coordination and oversight of curriculum planning of the Academic Unit’s degree programs;
- planning and allocating teaching responsibilities of Faculty Members, including allocating some course credits for university-wide courses as required;
- Initiating, organizing and overseeing mentoring for Faculty Members in collaboration with and following guidelines supplied by the Gender Equality Officer;
- allocating faculty credits for undergraduate teaching upon request of and in collaboration with the Dean of Undergraduate Studies;
- coordination in hiring Academic Staff Members and their integration into the life of the Academic unit, including assigning a mentor to all new Academic Staff Members;
- periodic review and evaluation of Academic Staff Members, coordination and support of re-appointment and promotion of Academic Staff Members;
- quality assurance of the Academic Unit’s teaching programs, including coordination of annual and strategic reviews, (re)accreditation of programs, and other reporting as required by internal and external regulations;
- budget planning, monitoring, and reporting;
- coordination of the Academic Unit’s participation in university-wide and cross-departmental activities;
- participation in the Academic Forums, Department Heads’ meetings, and other strategic consultations;
- other duties may be assigned by the Rector.

(f) Responsibilities of the Dean of Undergraduate Studies include:

- academic leadership, management and oversight in all matters relating to undergraduate education;
- oversight of the undergraduate core curriculum;
- coordination of work of Academic Units in providing undergraduate teaching;
- review, approval, and evaluation of courses offered by CEU faculty at undergraduate level; supporting Academic Staff Members in teaching undergraduate courses;
- coordinating the presentation of undergraduate program offerings and policies to students, CEU community and external constituencies;
- monitoring the progress of undergraduate students in completing degree requirements in cooperation with the Student Records Office;
- developing guidelines for and evaluation of work of teaching assistants in undergraduate courses.
VI.2.c. Full-time teaching equivalency

VI.2.c.1. Classroom teaching

(a) The teaching load of the Academic Staff Members is specified in individual contracts. A typical full-time CEU teaching load for Faculty Members in the ranks of Assistant Professor, Associate Professor and Full Professor is 12 faculty credits (total of 7,200 teaching minutes) allocated for classroom teaching over the course of at least two terms. Academic Units can award a teaching reduction of altogether 4 faculty credits for Assistant Professor and Associate Professor in the first two years of employment (2 in both years or 4 in one year). University Professors need to teach only 8 faculty credits.

One CEU faculty credit is equal to 600 classroom teaching minutes. Due to the difference in graduate and undergraduate credit definition (600 classroom minutes for graduate and 720 minutes for undergraduate credit, respectively), faculty credits for undergraduate teaching are calculated using the 1 to 1.2 multiplier formula (e.g. teaching 1 undergraduate credit equals 1.2 faculty credits; teaching 5 undergraduate credits equals 6 faculty credits). Other sections of this ASH referring to “US credits” imply faculty credits. The BA multiplier should be applied to convert undergraduate teaching into faculty credits.

(b) All Faculty Members are expected to teach undergraduate courses, as decided in consultation with the Dean of Undergraduate Studies and the Unit Head. As a rule, Faculty Members are to teach one third of their credit load at undergraduate level, but their annual teaching load allocated to undergraduate teaching should exceed half only in exceptional cases.

(c) Pro-Rectors and Unit Heads have to satisfy a minimum of 6 teaching credits.

(d) Heads/Directors of Master’s Programs, Directors of Interdisciplinary Specializations and Advanced Certificate Programs, Doctoral Programs and Doctoral Schools may, at the discretion of the Pro-Rector for Faculty and Research and in consultation with the Unit Head, be allowed a teaching concession of no more than 2 credits.

(e) The Rector teaches at his/her discretion.

(f) If two or more Academic Staff Members 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 Academic Staff Members, 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.

(g) In justifiable cases (such as in case of Academic Staff Members teaching undergraduate courses), and in consultation with the Unit Head and the Dean of Undergraduate Studies (as relevant), Academic Staff Members may teach a higher or lower load in one academic year, which would be compensated by a lower or higher load in the next academic year. This is permissible as long as the teaching load averages to 12 faculty credits over three years.

(h) To accommodate administrative duties, special assignments or major research projects, the Unit Head and the Rector, in consultation, may temporarily or permanently reduce a Faculty or Teaching Staff Member’s teaching load.
VI.2.c.2. Supervision and class size minimums

(a) Supervision is part of the normal workload (with no teaching credits allocated for it), and it is understood that every Faculty Member participates in the supervision of theses and capstone projects. Supervision of bachelor's, master's 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 and/or bachelor's students). Under normal circumstances, no one should supervise more than five doctoral and five graduating master's/bachelor's students (graduating masters students are one-year master's students or two-year master's 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. Any unit-specific method for the distribution of supervision should be made known to all members of the department concerned.

(b) The minimum number of students for any CEU lecture or seminar course is six (6) for bachelor's and master's courses and three (3) for doctoral courses. Any exception has to be approved by the Pro-Rector for Teaching and Learning (in case of bachelors’ and masters’ degree programs) or the Pro-Rector for Faculty and Research (in case of doctoral programs).

VI.2.d. Workload for visiting Faculty Members

Visiting Faculty Members are involved primarily in teaching; they may also be involved in supervision and various administrative tasks. The workload of visiting Faculty Members is too diverse across the University to allow meaningful generalizations, so these workloads are specified in the individual contracts.

VI.2.f. Expectations from the short-term visiting Academic Staff Members 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 Members. CEU aims to bring in high quality short-term visiting Academic Staff Members 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 Pro-Rector for Teaching and Learning (in case of bachelors’ and masters’ degree programs) or the Pro-Rector for Faculty and Research (in case of doctoral programs)

(b) The normal period for teaching a one US/two ECTS-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 Pro-Rector for Teaching and Learning (in case of bachelors’ and masters’ degree programs) or the Pro-Rector for Faculty and Research (in case of doctoral programs). For courses over one credit, this rule should apply proportionally.
VI.3. Research leave and short-term leave

VI.3.a. Paid research leave (sabbatical)

(a) As indicated in the CEU’s Academic Calendar, the academic year is divided into three terms: Fall, Winter and Spring.

(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 (typically 36 faculty credits) may apply to be considered for a six-month research leave (sabbatical) with full pay. The six-month sabbatical 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 during that academic year is expected even during research leave.

(c) A twelve-month leave may be requested after six years taught (typically 72 faculty credits).

(d) 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 years of eligibility. In addition, the exchange rate between undergraduate and graduate credits, as described in VI.2.c.2 must be applied in the calculations.

(e) Credits taught over and above that required in a Faculty Member’s contract cannot be used to request an earlier sabbatical but should be compensated by a reduced load in the following year – see VI.2.c.1.f.

(f) If a sabbatical is delayed, any additional FTE workload years or part years fulfilled before the sabbatical is taken can be counted towards subsequent sabbaticals.

(g) Exceptionally, part-time resident Faculty Members can also apply for research leave if they teach at least 6 faculty 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.

(h) 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 Academic Unit’s mission critical teaching needs are covered in the absence of the Faculty Member. Faculty Members who plan to take paid (and also unpaid) research leave in the following academic year must indicate this to the Unit Head (and Pro-Rector for Faculty and Research, if head) by September 30. A Unit Head cannot endorse more than 20% of departmental FTE credit loss due to paid research leave in any given year. To make a decision about who should be endorsed for sabbatical, Unit Heads should consult with departmental faculty. Priorities to be used are in this order: junior faculty’s re-appointment needs, longest time since last paid research leave, overall credits accumulated, well-justified research project needs, more junior faculty should have priority all else being equal. In exceptional cases the Pro-Rector for Faculty and Research may allow special sabbaticals over and above the departmental allotment.

(i) Once the research leave request is approved, the Dean of Undergraduate Studies needs to be informed by the Faculty Member or Unit Head.

(j) Instructors, Lecturers, Senior Lecturers and Professors of Practice are not required to do research and hence they do not, as a rule, participate in the scheme of research leaves.
However, in case they fulfilled at least the full-time equivalency (FTE) workload of three years, Lecturers, Senior Lecturers and Professors of Practice can apply for an occasional one-term research leave to pursue specific research, professional or pedagogical development tasks. The applications have to be submitted through the Unit Head to the Pro-Rector for Faculty and Research. The application has to make clear how the research leave will contribute to the further work Lecturer, Senior Lecturer or Professor of Practice. The Unit Head should observe the rules regarding endorsement described in section VI.3.a.(h).

VI.3.b. Procedure for requesting a paid research leave
Faculty Member who wishes to apply for a paid research leave must submit a request for approval to the Pro-Rector for Faculty and Research, 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:

- Evidence of having completed the FTE workload for each year of the period which earned the research leave: a list of courses (and credit numbers, as well as if the course was a BA or MA course) taught at CEU, credit waivers received, and credit requirements specified in the contract
- A plan as to how to continue the supervision of doctoral students the faculty is responsible for;
- A brief (maximum 1-page) proposal for research to be pursued on leave.

VI.3.c. Unpaid research leave
Faculty Members may apply for unpaid research 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 Pro-Rector for Faculty and Research (e.g. Marie Curie visiting research fellowships), cannot be used to take up full time employment in another academic institution. Faculty Members may request an unpaid research 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 Pro-Rector for Faculty and Research. 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 for which the faculty member is responsible.

VI.3.e. Obligations related to paid or unpaid research leave
(a) Research leaves cannot be used to teach at another university, with the exception of short-term teaching engagements not exceeding a teaching load of one faculty credit per academic year. The 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 the research leave, and evaluation duties related to taught courses should be fulfilled. It is the responsibility of the Unit Head to plan the endorsements for granting research leaves within their units so as to maintain the ability to offer the Academic Unit’s mission critical courses and to maintain staffing of ongoing research projects (see rules described in VI.3.a.(h)).
(b) Those obtaining research leave are required to submit a short (about 500 words) report on the completion of their research proposal to their Unit Heads and the Pro-Rector for Faculty and Research.

(c) Those returning from a paid research leave are expected 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 Pro-Rector for Faculty and Research 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 Pro-Rector for Faculty and Research 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 resident Academic Staff Members to attend academic meetings and conferences. All resident Academic Staff Members are eligible for the travel fund. Travel funding is regulated by the Academic Travel Fund Policy, downloadable from https://documents.ceu.edu/.

VI.5. Research activities and internal conferences
All CEU Faculty Members 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 Members shall be eligible for research funds. Different eligibility provisions shall 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: https://acro.ceu.edu/ceu-funding-0

VI.6. Other employee benefits and resources
This is a short overview of some of the main benefits offered by CEU to resident 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) and the HRO internal SharePoint site. 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. 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://ceuedu.sharepoint.com/sites/humanresources/SitePages/Pension-Benefits.aspx?web=1
VI.6.b Relocation allowance
Resident Academic Staff Members hired at CEU and moving from a foreign country may receive a relocation allowance. The amount of the moving costs covered may vary depending on the distance of the move and may be negotiated individually with the Pro-Rector for Faculty and Research and the HRO before signing the employment contract. See: Relocation Allowance Policy.

VII. Final Provisions

VII.1. Miscellaneous

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.

VII.2 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 at 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 Pro-Rector for Faculty and Research 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. 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.3. 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 October 1, 1999 and it was subsequently amended and restated by the Board of Trustees and the Senate on April 21, 2002; July 30, 2003 and May 25, 2006. Further amendments were agreed by the Senate on March 4, 2011; May 13, 2011; September 8, 2011; October 21, 2011; November 23, 2012; May 31, 2013; April 4, 2014; May 18, 2015; May 27, 2016; September 29, 2017; June 8, 2018; November 29, 2019, May 15, 2020. 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 or Austria, whichever is determined by legal counsel to be applicable.

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 Academic Staff Handbook of Central European University;

(b) the ‘Central European University’, ‘University’, and ‘CEU’ mean Central European University New York, Central European University GmbH, Central European University Private University, and Közép-európai Egyetem, which are operating as one University community;

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

(d) the ‘Pro-Rector(s)’ mean one or more Pro-Rector(s) of the Central European University, as a rule with a special portfolio (e.g. Pro-Rector for Faculty and Research, Pro-Rector for Teaching and Learning);

(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) ‘Teaching Staff Members’ include Instructors, Lecturers, Senior Lecturers and Professors of Practice, who are primarily involved in teaching and consultancy ".

(g) ‘Faculty Members’ include Assistant, Associate, Full Professors, University Professors, whose primary area of responsibility is participation in the teaching process, research and academic supervision at the University;

(h) ‘Research Staff Members’ include Associate Research Fellows, Research Fellows, and Senior Research Fellows, whose primary area of responsibility is participation in academic research;

(i) ‘Academic Units’ include all administrative units which award academic diplomas and any other unit, the primary function of which is to conduct research3 or teaching at the University;

(j) ‘Unit Heads’ are the administrative leaders of Academic Units at the University;

(k) ‘Board of Trustees’ is the governing Board of Central European University;

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3This does not refer to individual research projects, but to University administrative units.
(l) ‘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.  

(m) ‘CEU community’ or the ‘University community’ consists of resident and non-resident Academic Staff Members, Members of the Administrative Staff, and Students of CEU.

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4 The full list of the Senate and other University Committees is available at https://www.ceu.edu/administration/committees.
Appendix 2: Academic Staff Ranks applicable at CEU

The rank cards contain basic information on the following:

- Rank and its equivalents
- 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>Equivalent title</th>
</tr>
</thead>
<tbody>
<tr>
<td>Instructor</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>
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<tr>
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<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>
</tr>
</tbody>
</table>
### Description

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. The minimum academic requirement is a Ph.D degree and higher education experience in a relevant field.

<table>
<thead>
<tr>
<th>Description</th>
<th>Standard FTE Teaching load</th>
<th>Standard FTE Thesis/Capstone Supervision</th>
<th>Participation in Research</th>
<th>Participating in Research</th>
<th>Term of Contract</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 teaching credits + consultancy according to the Unit's guidelines</td>
<td>According to allocation in the academic unit</td>
<td>According to the academic unit's needs</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Terms of Contract

- **Initial contract for 3 years definite term, renewable for another 3 years.**
- **Re-appointment Review in year 6 to determine re-appointment.**

### Periodic Review necessary?

Yes - IAARs and student course evaluations collected by the head of the academic unit each year. Based on these, the Unit Head reviews the academic staff member every three years.

### Review for Re-appointment

Yes

### Promotion Review

n/a

### Eligibility to apply for academic benefits:

<table>
<thead>
<tr>
<th>Travel fund</th>
<th>Yes</th>
<th>Research grant</th>
<th>Yes</th>
<th>Research Leave</th>
<th>Under specific circumstances</th>
</tr>
</thead>
</table>

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### Rank: Professor of Practice

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. Primarily responsible for teaching and advising students.

<table>
<thead>
<tr>
<th>Description</th>
<th>Standard FTE Teaching load</th>
<th>Standard FTE Thesis/Capstone Supervision</th>
<th>Participation in Research</th>
<th>Participating in Research</th>
<th>Term of Contract</th>
</tr>
</thead>
<tbody>
<tr>
<td>12 credits/academic year</td>
<td>According to allocation in the academic unit</td>
<td>According to the academic unit's needs</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Terms of Contract

- **Initial contract for 3 years definite term, renewable for another 3 years.**
- **Re-appointment Review in year 6 to determine re-appointment.**

### Periodic Review necessary?

Yes - IAARs and student course evaluations collected by the head of the academic unit each year. Based on these, the Unit Head reviews the academic staff member every three years.

### Review for Re-appointment

Yes

### Promotion Review

n/a

### Eligibility to apply for academic benefits:

<table>
<thead>
<tr>
<th>Travel fund</th>
<th>Yes</th>
<th>Research grant</th>
<th>Yes</th>
<th>Research Leave</th>
<th>Under specific circumstances</th>
</tr>
</thead>
</table>

---

### Eligibility to apply for academic benefits:

Under specific circumstances.
<table>
<thead>
<tr>
<th>Rank</th>
<th>Assistant Professor</th>
<th>Equivalent titles</th>
<th>Hungary: ‘Adjunktus’</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></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><strong>Standard FTE</strong></td>
<td>12 credits (7,200 minutes)/AY</td>
<td><strong>Standard FTE</strong></td>
<td>according to departmental allocation (normally 5 doctoral and 5 master’s students, BA students supervision in consultation with the Dean)</td>
</tr>
<tr>
<td><strong>Teaching load</strong></td>
<td></td>
<td><strong>Thesis/ Capstone Supervision</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Participation in Research</strong></td>
<td></td>
<td></td>
<td>At least 30% of the total working time</td>
</tr>
<tr>
<td><strong>Term of Contract</strong></td>
<td>Initial contract: 6 years; Re-appointment and Promotion Review in year 6, continued employment depends on outcome of review.</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 these, the Unit Head evaluates the Assistant Professor every year.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review for Re-appointment and Promotion</strong></td>
<td>Re-appointment and Promotion Review conducted typically in year 6 of employment. Final decision to be endorsed by the Rector.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Promotion Review</strong></td>
<td>n/a: the Promotion review is conducted simultaneously with the Re-appointment review.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Eligibility to apply for academic benefits:</strong></td>
<td>Yes</td>
<td>Research grant</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Travel fund</strong></td>
<td></td>
<td>Research Leave</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Associate Professor</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Description</strong></td>
<td>Academic staff involved in teaching-related and research activities with minimum a doctoral degree or an equivalent and experience in relevant field.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Standard FTE</strong></td>
<td>12 credits (7,200 minutes)/AY</td>
<td><strong>Standard FTE</strong></td>
<td>according to departmental allocation (normally 5 doctoral and 5 master’s students, BA students supervision in consultation with the Dean)</td>
</tr>
<tr>
<td><strong>Teaching load</strong></td>
<td></td>
<td><strong>Thesis/ Capstone Supervision</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Participation in Research</strong></td>
<td></td>
<td></td>
<td>At least 30% of the total working time</td>
</tr>
<tr>
<td><strong>Term of Contract</strong></td>
<td>Initial contract: Up to 4 years; Re-appointment review no later than in year 4 and no earlier than in year 2.</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 these the Unit Head evaluates the Associate Professor every three years. If the Associate Professor is the Unit Head, the Pro-Rector for Faculty and Research performs the evaluation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Review for Re-appointment</strong></td>
<td>Eligible for re-appointment through the Re-appointment Review process; subject to endorsement by the Rector.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Promotion Review</strong></td>
<td>May request promotion to the rank of Full Professor once a year. The Unit Head may also initiate promotion. If the Associate Professor is the Unit Head, the Pro-Rector for Faculty and Research may initiate the Promotion procedure.</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>Rank</td>
<td>Full Professor</td>
<td>Equivalent titles</td>
<td>Hungary: 'Egyetemi docens' or 'Egyetemi tanár'</td>
</tr>
<tr>
<td>-------------------------</td>
<td>----------------</td>
<td>--------------------</td>
<td>------------------------------------------------</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 a 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>Standard FTE Teaching load</td>
<td>12 credits (7,200 minutes)/AY</td>
<td>according to departmental allocation (normally 5 doctoral and 5 master's students, BA students supervision in consultation with the Dean)</td>
<td>Participation in Research</td>
</tr>
<tr>
<td>Term of Contract</td>
<td>Indefinite term</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 these, the Unit Head evaluates Full Professors every three years. If the Professor is the Head, the Pro-Rector for Faculty and Research performs the evaluation.</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>
<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>Review for Re-appointment</td>
<td>n/a</td>
<td></td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Promotion Review</td>
<td>n/a</td>
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Eligibility to apply for academic benefits:

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<thead>
<tr>
<th>Travel fund</th>
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<th>Research grant</th>
<th>Yes</th>
<th>Research Leave</th>
<th>Yes</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Rank</th>
<th>Professor Emeritus/a</th>
<th>Equivalent titles</th>
</tr>
</thead>
</table>

| Description | 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.) |
| Standard FTE Teaching load | Maximum 6 credits | Standard FTE Thesis/ Capstone Supervision | Maximum 3 students | Participation in Research | n/a |

| Term of Contract | The appointment is for indefinite term; however, no contract is necessary. |
| Periodic Review necessary? | n/a |
| Review for Re-appointment | n/a |
| Promotion Review | n/a |

Eligibility to apply for academic benefits:

| Travel fund | Yes | Research grant | Yes | Research Leave | No |

<table>
<thead>
<tr>
<th>Rank</th>
<th>Associate Research Fellow</th>
<th>Equivalent titles</th>
</tr>
</thead>
</table>

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

| Term of Contract | Initial contract: for a maximum of 6 years. Continued employment depends on the outcome of the Re-appointment and Promotion review typically conducted in year 6. |
| 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 these the Unit Head evaluates the Associate Research Fellow every year. If the Associate Research Fellow is the Head, the Pro-Rector for Faculty and Research performs the evaluation. |
| Review for Re-appointment | Eligible for re-appointment and promotion through the review process; subject to endorsement by the Rector. |
| Promotion Review | The reappointment and promotion reviews are conducted simultaneously. |

Eligibility to apply for academic benefits:

| Travel fund | Yes | Research grant | Yes | Research Leave | Not eligible as a rule. |
### Rank: Research Fellow

<table>
<thead>
<tr>
<th>Equivalent titles</th>
<th>Hungary: 'Tudományos főmunkatárs'</th>
</tr>
</thead>
</table>

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

#### Standard FTE Teaching load
Occasional - not mandatory. On pro bono basis.

#### Standard FTE Thesis/ Capstone Supervision
Occasional - not mandatory. On pro bono basis.

#### Participation in Research
At least 90% of the total working time.

#### Term of Contract
Initial contract: 2-4 years, continued employment depends on outcome of re-appointment review.

#### 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 these, the Unit Head evaluates the Research Fellow every three years. If the Research Fellow is the Head, the Pro-Rector for Faculty and Research 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.

#### Eligibility to apply for academic benefits:

<table>
<thead>
<tr>
<th>Travel fund</th>
<th>Research grant</th>
<th>Research Leave</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Yes</td>
<td>Not eligible as a rule.</td>
</tr>
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</table>

---

### Rank: Senior Research Fellow

<table>
<thead>
<tr>
<th>Equivalent titles</th>
<th>Hungary: ‘Kutatóprofesszor’</th>
</tr>
</thead>
</table>

#### Description
Academic staff involved primarily in research; comparable in terms of scholarly qualifications and appointment to a Professor or University Professor.

#### Standard FTE Teaching load
Occasional - not mandatory.

#### Standard FTE Thesis/ Capstone Supervision
Occasional - not mandatory.

#### Participation in Research
At least 90% of the total working time.

#### Term of Contract
Indefinite term contract

#### 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 Pro-Rector for Faculty and Research performs the evaluation.

#### Review for Re-appointment
n/a

#### Promotion Review
n/a

#### Eligibility to apply for academic benefits:

<table>
<thead>
<tr>
<th>Travel fund</th>
<th>Research grant</th>
<th>Research Leave</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>Yes</td>
<td>Not eligible as a rule.</td>
</tr>
</tbody>
</table>
## 2. Non-resident Academic Staff

<table>
<thead>
<tr>
<th>Rank</th>
<th>Visiting Instructor</th>
<th>Equivalent titles</th>
<th>Hungary: ‘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</strong></td>
<td>n/a</td>
<td><strong>Standard FTE</strong></td>
<td>as defined in the contract</td>
</tr>
<tr>
<td><strong>Teaching load</strong></td>
<td></td>
<td><strong>Thesis/ Capstone Supervision</strong></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>
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<tr>
<td><strong>Travel fund</strong></td>
<td>Not eligible as a rule.</td>
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<tr>
<td><strong>Research grant</strong></td>
<td>Not eligible as a rule.</td>
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<tr>
<td><strong>Research Leave</strong></td>
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<table>
<thead>
<tr>
<th>Rank</th>
<th>Visiting Lecturer</th>
<th>Equivalent titles</th>
<th>Hungary: ‘Nyelvtanár/ Lektor’</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Description</strong></td>
<td>One-time or recurrent 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. The minimum academic requirement is a Ph.D degree and higher education experience in a relevant field.</td>
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<tr>
<td><strong>Standard FTE</strong></td>
<td>n/a</td>
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<td>as defined in the contract</td>
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<tr>
<td><strong>Teaching load</strong></td>
<td></td>
<td><strong>Thesis/ Capstone Supervision</strong></td>
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<td>as defined in the contract</td>
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<tr>
<td><strong>Periodic Review necessary?</strong></td>
<td>n/a</td>
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<tr>
<td><strong>Review for Re-appointment</strong></td>
<td>n/a</td>
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<tr>
<td><strong>Promotion Review</strong></td>
<td>n/a</td>
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<tr>
<td><strong>Eligibility to apply for academic benefits:</strong></td>
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<tr>
<td><strong>Travel fund</strong></td>
<td>Not eligible as a rule.</td>
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<tr>
<td><strong>Research grant</strong></td>
<td>Not eligible as a rule.</td>
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<tr>
<td><strong>Research Leave</strong></td>
<td>Not eligible as a rule.</td>
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</tr>
<tr>
<td>Rank</td>
<td>Visiting Professor</td>
<td>Equivalent titles</td>
<td>Hungary: Vendég oktató</td>
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<tr>
<td><strong>Description</strong></td>
<td>One-time or recurrent academic staff involved primarily in teaching-related and,</td>
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<td>depending on the contract, research activities, with a doctoral degree or an</td>
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<td></td>
<td>equivalent - employed temporarily.</td>
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<tr>
<td>Standard FTE Teaching load</td>
<td>n/a</td>
<td>Standard FTE Thesis/</td>
<td>as defined in the</td>
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<tr>
<td></td>
<td></td>
<td>Capstone Supervision</td>
<td>contract</td>
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<td></td>
<td></td>
<td>Participation in</td>
<td>as defined in the</td>
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<td>Research</td>
<td>contract</td>
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<td>as defined in the contract</td>
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<td>Periodic Review necessary?</td>
<td>n/a</td>
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<tr>
<td>Review for Re-appointment</td>
<td>n/a</td>
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<td>Promotion Review</td>
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<td>Travel fund</td>
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<td>Research grant</td>
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<td>rule.</td>
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<tr>
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<td></td>
<td>depending on the contract, research activities, with a doctoral degree or equivalent, with significant experience in the field - employed temporarily.</td>
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<td>Standard FTE Thesis/</td>
<td>as defined in the</td>
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<td></td>
<td></td>
<td>Capstone Supervision</td>
<td>contract</td>
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<td></td>
<td>Participation in</td>
<td>as defined in the</td>
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<td></td>
<td>Research</td>
<td>contract</td>
</tr>
<tr>
<td>Term of Contract</td>
<td>as defined in the contract</td>
<td></td>
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<tr>
<td>Periodic Review necessary?</td>
<td>n/a</td>
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</tr>
<tr>
<td>Review for Re-appointment</td>
<td>n/a</td>
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<tr>
<td>Promotion Review</td>
<td>n/a</td>
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<tr>
<td>Eligibility to apply for academic benefits:</td>
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<tr>
<td>Travel fund</td>
<td>Not eligible as a rule.</td>
<td>Research grant</td>
<td>Not eligible as a</td>
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<td>rule.</td>
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<td></td>
<td></td>
<td>Research Leave</td>
<td>Not eligible as a</td>
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<td>rule.</td>
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</table>

<table>
<thead>
<tr>
<th>Rank</th>
<th>Research Affiliate</th>
<th>Equivalent titles</th>
<th>Hungary: Vendég társkutató</th>
</tr>
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<tr>
<td><strong>Description</strong></td>
<td>Honorary title given to those researchers who do not have active contractual</td>
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<tr>
<td></td>
<td>relations with the University but who in some fashion cooperate with the academic</td>
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<td></td>
<td>community of the University on a permanent or recurring basis.</td>
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<tr>
<td>Standard FTE Teaching load</td>
<td>n/a</td>
<td>Standard FTE Thesis/</td>
<td>n/a</td>
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<td></td>
<td></td>
<td>Capstone Supervision</td>
<td>Participation in</td>
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<td>Research</td>
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<td>as defined in the</td>
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<td>contract</td>
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<tr>
<td>Term of Contract</td>
<td>as defined in the contract</td>
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<td></td>
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<tr>
<td>Periodic Review necessary?</td>
<td>n/a</td>
<td></td>
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</tr>
<tr>
<td>Rank</td>
<td>Junior Visiting Researcher</td>
<td>Equivalent titles</td>
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</tr>
<tr>
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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 Teaching load</td>
<td>n/a</td>
<td>Standard FTE Thesis/ Capstone 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>
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</tr>
<tr>
<td>Review for Re-appointment</td>
<td>n/a</td>
<td></td>
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</tr>
<tr>
<td>Promotion Review</td>
<td>n/a</td>
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<tr>
<td>Eligibility to apply for academic benefits:</td>
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<td></td>
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</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>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>Rank</th>
<th>Visiting Researcher</th>
<th>Equivalent titles</th>
<th>Hungary: 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 Teaching load</td>
<td>n/a</td>
<td>Standard FTE Thesis/ Capstone Supervision</td>
<td>as defined in the contract.</td>
</tr>
<tr>
<td>Term of Contract</td>
<td>As defined in the contract.</td>
<td></td>
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<tr>
<td>Periodic Review necessary?</td>
<td>n/a</td>
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<td></td>
</tr>
<tr>
<td>Review for Re-appointment</td>
<td>n/a</td>
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<td></td>
</tr>
<tr>
<td>Promotion Review</td>
<td>n/a</td>
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<tr>
<td>Eligibility to apply for academic benefits:</td>
<td></td>
<td></td>
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<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>
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<td></td>
</tr>
<tr>
<td>Rank</td>
<td>Senior Visiting Researcher</td>
<td>Equivalent titles</td>
<td>Hungary: Kutatás-vezető or Vendég vezető kutató</td>
</tr>
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</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>
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</tr>
<tr>
<td>Standard FTE Teaching load</td>
<td>n/a</td>
<td>Standard FTE Thesis/ Capstone Supervision</td>
<td>As defined in the contract.</td>
</tr>
<tr>
<td></td>
<td>n/a</td>
<td>Participation in Research</td>
<td>As defined in the contract.</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>
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<tr>
<td>Promotion Review</td>
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<td>Eligibility to apply for academic benefits:</td>
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<tr>
<td>Travel fund</td>
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<tr>
<td>Research Leave</td>
<td>Not eligible as a rule.</td>
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Appendix 3: Individual Academic Activity Reports (IAAR)

The IAARs shall be submitted every year by all resident Academic Staff Members by September 30. As of the 2018/19 academic year the IAAR forms are submitted using the online form.

Every resident Assistant Professor, Associate Professor, Full Professor, University Professor, and every resident Associate Research Fellow, Research Fellow, Senior Research Fellow shall submit a report annually containing information about his or her scholarly, teaching and administrative activities in response to questions in the IAAR form distributed electronically by the Office of the Pro-Rector for Faculty and Research by June 15 each year.

**IAAR Guidelines**

- Information is collected in the following areas: (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), together with confirmation that the faculty member's internal and external profiles are up to date.
- distinguished invitations and awards.
- involvement in research projects.
- 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 and bachelor's students supervised.
- service to the Academic 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).

Resident Lecturers and Senior Lecturers are asked to provide information in the following areas:

- 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, 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.

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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.
Residents Instructors are asked to provide information in the following areas:
- 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.

**Individual Academic Activity Report (IAAR)**

**Outline of the online Form**

1. Please select your home unit
2. Please select your academic rank
3. Please select your gender
4. Please indicate the percentage of your time spent on TEACHING in the past 12 months.
5. Please indicate the percentage of your time spent on RESEARCH in the past 12 months.
6. Please indicate the percentage of your time spent on SERVICE TO THE COMMUNITY in the past 12 months.
7. Please indicate the percentage of your time spent on OUTREACH ACTIVITIES in the past 12 months.
8. Did you publish any books/articles/book chapters etc. in ENGLISH in the last 12 months as author, co-author, editor or co-editor (including patents registered outside Hungary)?
9. Please summarize your ENGLISH publications in the table: how many of the following items did you publish in the last 12 months? (Books; Book chapters; Edited volumes/special issues; Articles in peer-reviewed journals; Conference proceedings; Policy papers; Patents).
10. Questions 11-17 ask for detailed information on each publication category listed above.
11. Did you publish any books/articles/book chapters etc. in HUNGARIAN in the last 12 months as author, co-author, editor or co-editor (including patents registered in Hungary)? Including publications which have not been published yet, but are already accepted for publication.
12. Please summarize your publications in HUNGARIAN in the table: how many of the following items did you publish in the last 12 months? (Books; Book chapters; Edited volumes/special issues; Articles in peer-reviewed journals; Conference proceedings; Policy papers; Patents (registered in Hungary).
13. Questions 20-25 ask for detailed information on each publication category listed above.
14. Did you publish any books/articles/book chapters etc. in ANY OTHER LANGUAGES in the last 12 months as author, co-author, editor or co-editor? Including publications which have not been published yet, but are already accepted for publication.
15. Please summarize your publications in OTHER LANGUAGE(S) in the table: how many of the following items did you publish in the last 12 months? (Books; Book chapters; Edited volumes/special issues; Articles in peer-reviewed journals; Conference proceedings; Policy papers; Patents (registered outside of Hungary).
16. Questions 28-33 ask for detailed information on each publication category listed above.
17. Please list your distinguished invitations and awards received in the last 12 months.
35. How many research projects (funded externally or internally) were you involved in during the last 12 months (performing research or proposal writing for grant application)? Categories: basic research; applied research; experimental research.
36. Please list all the BASIC RESEARCH projects you were involved in with your role indicated.
37. Please list all the APPLIED RESEARCH projects you were involved in with your role indicated.
38. Please list all the EXPERIMENTAL RESEARCH projects you were involved in with your role indicated.
39. How many submitted research grant applications were you involved in the last 12 months?
40. Please give a brief description of current research activity and plans for the near future, including planned publications. (max. 4000 characters)
41. How many courses did you teach/co-teach in the last academic year?
42. How many credits did you teach in the last academic year?
43. Please list the courses you taught/co-taught in the last academic year: (title, semester, link to Moodle site, average student evaluation score, departmental score).
44. In case you would like to discuss students’ evaluations and comments in relation to future courses, please include them here.
45. How many Master’s and/or Doctoral students did you supervise (both as a primary and secondary supervisor) in the last 12 months? Supervision categories: Master’s students primary supervision; Master’s students secondary supervision; Doctoral students primary supervision; Doctoral students secondary supervision
46. Please briefly discuss the current status of the doctoral students under your supervision (max. 4000 characters).
47. Did you work in any of the below capacities during the past year? Categories: High level administrative position; Member of Senate; Head of department or unit; Head of program.
48. In how many university committees or ad-hoc working groups did you serve as Chair or Member?
49. Were you involved in the admission process within your department?
50. Approximate how many applications did you read and evaluate?
51. Approximately how many interviews did you conduct?
52. Please detail any other service to the community you undertook in the last 12 months (e.g. participating in the development of new programs, participating in departmental committees etc.).
53. Overall, how many hours a week (on average) did you spend on service to community? (in the Fall, Winter and Spring terms)
54. Please discuss the service to the international community you undertook in the last 12 months. List leaderships of professional communities, refereeing etc.
55. How many of the following activities did you perform in the past year? Categories: Article or chapter review; Book manuscripts review; Grant application review
56. Please discuss your work with other academic units, including courses that were cross-listed or co-taught with other units.
57. Did you do any dissemination work in the past year (e.g. media, blog, website)? Did you do any consulting or expert work for non-academic audiences? If yes, please describe:
58. Please share any other items, comments etc..
Appendix 4: Schedule for the promotion and re-appointment process

The dates below assume a contract starting on the 1 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 Unit Head submits his or her nominations of members of the Internal Committee to the Pro-Rector for Faculty and Research.

By 20 November, the Pro-Rector for Faculty and Research appoints the Internal Committee, after receiving a recommendation from the Unit Head. 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
- The candidate’s own statement on research with particular attention to fulfilling the relevant criteria for reappointment and promotion. Candidates should include in this statement a discussion of their professional service activities and contributions to the administration of teaching and research in their own Units and the University.
- A Teaching Portfolio, which includes the candidate’s statement on her/his teaching activities, data from student evaluations for the relevant period, as well as possible other contributions to teaching, if any (either since start of employment or since previous promotion).
- A copy of the last periodic review submitted by the Unit Head with comments, if any.
- Four pieces of representative 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 Pro-Rector for Faculty and Research. There are different procedures depending on whether external review is required.

By 20 January, the Internal Committee sends the report to the Pro-Rector for Faculty and Research, 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 Pro-Rector for Faculty and Research selects the External Reviewers for cases where external reviews are automatically required, and sends their names to the chair of the Internal Committee. The Pro-Rector for Faculty and Research 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 Assistant Professor and Associate Professor 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 Pro-Rector for Faculty and Research for reviews that normally don't require External Reports (together with the materials listed below)

- **Current CV of the candidate**
- The candidate's own statement on research with particular attention to fulfilling the relevant criteria for reappointment and promotion. Candidates should include in this statement a discussion of their professional service activities and contributions to the administration of teaching and research in their own Units and the University.
- A Teaching Portfolio, which includes the candidate's statement on her/his teaching activities, data from student evaluations for the relevant period, as well as possible other contributions to teaching, if any (either since start of employment or since previous promotion)
- A copy of the last periodic review submitted by the Unit Head with comments, if any
- Four pieces of representative 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.
- **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 do not require an external review or where the question of whether an external review is needed is not settled. By the 15th of February, the Pro-Rector for Faculty and Research 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 External Reviewers are selected without delay and the chair of the Internal Committee is notified of the need to collect External 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 Pro-Rector for Faculty and Research 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 Pro-Rector for Faculty and Research 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 External Reviewers by using a sample letter, with a two-month deadline. Following up with the External Reviewers is the task of the chair of the Internal Committee. External Reviewers are sent:

- 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 initiative, that some pieces are replaced. The request has to be sent to the Pro-Rector for Faculty and Research in due time. The Pro-Rector for Faculty and Research 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 own statement on research with particular attention to fulfilling the relevant criteria for reappointment and promotion. Candidates should include in this statement a discussion of their professional service activities and contributions to the administration of teaching and research in their own Units and the University.

- The candidate’s Teaching Portfolio, which includes the candidate’s statement on her/his teaching activities, data from student evaluations for the relevant period, as well as possible other contributions to teaching, if any (either since start of employment or since previous promotion)

- Sample letter specifying the purpose of the review. The appropriate sample letters are available from the Pro-Rector for Faculty and Research’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 Internal 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

- Current CV of the candidate
- The candidate’s own statement on research with particular attention to fulfilling the relevant criteria for reappointment and promotion. Candidates should include in this statement a discussion of their professional service activities and contributions to the administration of teaching and research in their own Units and the University.
- A Teaching Portfolio, which includes the candidate’s statement on her/his teaching activities, data from student evaluations for the relevant period, as well as possible other contributions to teaching, if any (either since start of employment or since previous promotion)
- A copy of the last periodic review submitted by the Unit Head with comments, if any
- Four pieces of representative 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.
- 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 may submit additional material published since December 5 which he or she wishes to be taken into consideration. The candidate and the internal committee may submit any further 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 Pro-Rector for Faculty and Research 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 Pro-Rector for Faculty and Research’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

As other Academic Staff Members, Instructors, Lecturers and Senior Lecturers must undergo Periodic Reviews, 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 Periodic Review should be conducted following the procedure described in section IV.

Criteria to be used in Evaluation of Instructors, Lecturers and Senior Lecturers

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 behavior) 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 Teaching Staff Member:
   - was well prepared for the lesson
   - showed competence in the subject of the class
   - 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.

3. Contributions to developing teaching methods at CEU
   The evaluation of this should be based on a statement by the candidate in which she/he describes his/her contributions and offers evidence of accomplishments.

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. Evaluation will take into consideration questions relating to consultations in the student feedback from the previous two years.
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 Teaching Staff Member:
- 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 Academic Units, services to other Academic 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 responsible person for 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 minimum target for all Academic 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.
- Teaching Staff Members and 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 Pro-Rector for Faculty and Research and the Academic Secretary will have access to all evaluation results for all units. The Dean of Undergraduate Studies will have access to all evaluation results for undergraduate courses.
- The responsible person 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:

- For bachelor’s and master’s students: As soon as the thesis is submitted by the student/student cohort, the Program Coordinator will notify the responsible person for the evaluation system at the Institutional Research Office. For doctoral students: The survey is administered annually.
- The surveys will remain open until the release of the thesis grades (for bachelor’s and masters’ students), and for at least one month for doctoral students.
- The responsible person of the evaluation system will generate an aggregate supervision evaluation report for each unit/program (separately for bachelor’s, master’s and doctoral evaluations) and make it available for the Unit Head by August 31.
- 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 Pro-Rector for Faculty and Research will discuss supervision issues during the periodic review of the Unit Heads. In certain cases (e.g. when preparing for re-appointment, 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 Pro-Rector for Faculty and Research’s approval.

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

Signed by *CEU President and Rector Shalini Randeria.*
The original document is filed at the Office of the Academic Secretary.
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**For final documents**

| **Approved by:**    | Senate                                          |
| **Date of approval**| May 13, 2011; amended September 8 and October 21, 2011; further amended November 23, 2012; May 31, 2013; April 4, 2014; May 18, 2015; May 27, 2016; September 29, 2017; June 8, 2018; November 29, 2019, May 15, 2020, May 6, 2021 and January 28, 2022 |
| **Enters force**    | This version enters into force on February 1, 2022. |