

Academic Staff Handbook

of Central European University

Approved by the Board of Trustees on October 1, 1999
Amended and restated on April 21, 2002; July 30, 2003 and May 25, 2006
Further amended 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, May 6, 2021, January 28, 2022, June 3, 2022,
April 14, 2023, and November 27, 2023

Table of Contents

Introduction	5
I. Governance	6
<i>I.1. The Board of Trustees</i>	6
<i>I.2. The Administration of the University</i>	6
I.2.a. The President and Rector of CEU	6
I.2.b. The Pro-Rectors	6
I.2.c. The Chief Operating Officer	6
I.2.d. The Dean of Undergraduate Studies	7
I.2.e. Senate and Senate Committees.....	7
I.2.f. The Academic Forum.....	8
I.2.g. Academic Units of the University: Academic Units, Research Units, Interdisciplinary Programs.....	8
I.2.h. Senior Leadership Team	8
II. General rules and the structure of Academic Life	9
<i>II.1. General rules guiding University life</i>	9
II.1.a. A statement on institutional autonomy	9
II.1.b. A statement on academic freedom	9
II.1.c. A statement on equal opportunities	9
II.1.d. A statement on respectful behavior	9
II.1.e. A statement on disability	9
II.1.f. Grievance procedures	10
<i>II.2. Academic Staff Members</i>	10
II.2.a. Resident Academic Staff Members	10
II.2.b. Non-Resident Academic Staff Members	10
III. Recruitment policy and appointment procedures	12
<i>III.1. Recruitment</i>	12
<i>III.2. Appointment of Academic Staff Members</i>	12
III.2.a. Resident Academic Staff Members	12
III.2.b. Horizontal moves of Research Staff Members and Teaching Staff Members to Faculty Member ranks	15
III.2.c. CEU retirement age	15
III.2.d. Academic Unit affiliation	15
<i>III.3. Non-resident Academic Staff Members</i>	16
<i>III.4. Endowed Chairs</i>	16
<i>III.5. Professors Emeriti</i>	16
<i>III.6. Academic Unit Heads</i>	17
<i>III.7. Communication of appointments</i>	18
IV. Periodic review and evaluation	19
<i>IV.1. Periodic review procedures for academic staff members</i>	19

IV.1.a. Individual academic activity reports (IAAR)	19
IV.1.b. Procedure for the Periodic Review of Academic Staff Members	19
IV.1.c. Academic Staff Files	20
<i>IV.2. Guidelines for evaluating academic performance in periodic review and for promotions and re-appointments</i>	20
IV.2.a. General principles.....	20
IV.2.b. Evaluation of research.....	21
IV.2.c. Evaluation of service to the community	22
IV.2.d. Evaluation of teaching and supervision.....	23
V. Re-appointment and promotion	23
<i>V.1. Re-appointment and Promotion Committee</i>	24
<i>V.2. Re-appointment and Promotion of Teaching Staff Members (Instructors, Lecturers, Senior Lecturers and Professors of Practice)</i>	24
<i>V.3. Re-appointment and promotion of Assistant Professors and Associate Research Fellows</i>	27
<i>V.4. Re-appointment review for Associate Professors and Research Fellows</i>	30
<i>V.5. Promotion to the rank of Full Professor and Senior Research Fellow</i>	31
<i>V.6. Re-appointment and promotion of Academic Staff Members with joint appointments</i>	33
<i>V.7. Re-appointment after retirement</i>	33
<i>V.8. Appeals against promotion or re-appointment decisions: Review Committee</i>	34
VI. Responsibilities of and resources for Academic Staff Members	35
<i>VI.1. General Duties of Academic Staff Members</i>	35
<i>VI.2. Workload</i>	36
VI.2.a. Full-time equivalent (FTE) workload for resident Teaching Staff Members	36
VI.2.b. Full-time equivalent (FTE) workload for other resident Academic Staff Members	36
VI.2.c. Full-time teaching equivalency	38
VI.2.d. Workload for visiting Faculty Members.....	39
VI.2.f. Expectations from the short-term visiting Academic Staff Members.....	39
<i>VI.3. Research leave and short-term leave</i>	41
VI.3.a. Paid research leave (sabbatical)	41
VI.3.b. Procedure for requesting a paid research leave	42
VI.3.c. Unpaid research leave.....	42
VI.3.d. Procedure for requesting an unpaid research leave	42
VI.3.e. Obligations related to paid or unpaid research leave	42
VI.3.f. Short-term leaves.....	43
<i>VI.4. Academic travel</i>	43
<i>VI.5. Research activities and internal conferences</i>	43
<i>VI.6. Other employee benefits and resources</i>	43
VI.6.a. CEU Supplementary Pension Plan	43
VI.6.b Relocation allowance.....	44
VII. Final Provisions	44

<i>VII.1. Miscellaneous.....</i>	<i>44</i>
<i>VII.2 Promulgation.....</i>	<i>44</i>
<i>VII.3. Validity and transition measures</i>	<i>44</i>
Appendix 1: Definitions	46
Appendix 2: Academic Staff Ranks applicable at CEU	48
Appendix 3: Search committee report template.....	59
Appendix 4: Schedule for the promotion and re-appointment process	60
Appendix 5: Principles for evaluation of Instructors, Lecturers, and Senior Lecturers	64
Appendix 6: Procedures for Course and Supervision Evaluation.....	66
Appendix 7: Credit Waivers.....	68

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: Search Committee Report Template
- 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
- Appendix 7: Credit Waivers

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).

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. 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 Senate. 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>. As a rule, 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/research/centers> and <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>.

For further information on Administration, see the University's organizational chart, downloadable from [here](#).

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 respectful behavior

Central European University is committed to maintaining a respectful and civil work environment for its academic and administrative staff members. All members of the University community should adhere to the basic principles of civility and respect in their interactions with each other and follow CEU policies and procedures. Incidents of disrespectful behavior should be reported to the offender's immediate supervisor, or in cases when it is not possible, to either the Pro-Rector for Research and Faculty (in case of academic staff members), or the COO (in case of administrative staff members). Disrespectful behavior by students should be reported to the Program Director or the Unit Head. For reporting cases of harassment, community members should follow the procedure outlined in the Code of Ethics and also [here](#).

II.1.e. 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 Employees with Disabilities ensures that the legal rights of employees 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 Research and Faculty, or lodge a complaint with the Disciplinary Committee <https://www.ceu.edu/administration/committees>.

II.1.f. 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 Research and Faculty (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.8 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 categories: ***Faculty Members*** (from Assistant Professors to University Professors¹), 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.

II.2.b. Non-Resident Academic Staff Members

Non-resident Academic Staff is composed of three categories: Visiting Teaching Staff Members, Visiting Faculty Members, Visiting Research Staff Members.

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:

¹ The rank of the University Professor has been discontinued, however, academic staff members who hold the rank as of January 1, 2023, retain the rank and all associated benefits until their retirement.

Table 1.

1. RESIDENT ACADEMIC STAFF MEMBERS

2. NON-RESIDENT ACADEMIC STAFF MEMBERS

Teaching Staff Members: Instructor Lecturer Senior Lecturer Professor of Practice	Visiting Teaching Staff Members: Visiting Instructor Visiting Lecturer
Faculty Members: Assistant Professor Associate Professor Full Professor University Professor² Professor Emeritus/a	Visiting Faculty Members: Visiting Professor Visiting Professor of Practice Distinguished Visiting Professor
Research Staff Members: Associate Research Fellow Research Fellow Senior Research Fellow	Visiting Research Staff Members: Research Affiliate Junior Visiting Researcher Post-doctoral Researcher Senior Visiting Researcher

² The rank of the University Professor has been discontinued, however, academic staff members who hold the rank as of January 1, 2023, retain the rank and all associated benefits until their retirement.

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 Research and Faculty, 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) CEU is committed to increasing the share of women professors among its faculty body. All Search Committee members and the Pro-Rector for Research and Faculty shall be familiar with the CEU Policy on Increasing Representation of Women as Faculty³, downloadable from <https://documents.ceu.edu/>. Unconscious bias can influence academic recruitment decisions and put women and other candidates from historically underrepresented groups at a disadvantage. For comprehensive guidelines on how to conduct a gender-sensitive recruitment process, please consult '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 Research and Faculty, 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

³ This provision applies only to those academic units where women as faculty are underrepresented. When an academic unit has reached a ratio of 50% women in each academic rank (assistant, associate, and full professor), and there is no longer an underrepresentation of female faculty, the unit is exempt from the obligation to follow this regulation for subsequent hires so long as gender balance is maintained.

short-list to the extent possible. The Pro-Rector for Research and Faculty 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 no later than the end of winter term prior to the academic year in which the search is to take place. The request should contain a description of the position and the teaching and/or research need for an Academic Staff Member with the specific expertise within the Academic Unit and the University in general. The request should also explain how the position fits into the longer term, broader academic direction of the Unit. In addition, Unit Heads should use [this calculator](#) to assess the minimum FTE needs of the Unit. Guidelines for how to use the calculator are available at [the Academic Secretary's Office SharePoint site](#). In case the minimum FTE is exceeded, reasons should be provided to explain why additional teaching capacity is needed. The request should also include a consideration of where the Unit stands with and how it plans to achieve or maintain the proper diversity in the Unit.

(c) The decision on establishing or refilling a post is made by the Rector in consultation with the Pro-Rector for Research and Faculty and the Pro-Rector for Teaching and Learning by no later than the end of the spring term prior to the academic year in which the search is to take place. Decisions will be made on substantive grounds with the primary principle of enhancing academic excellence in mind, and will be based on the results of [this calculator](#), the written request and the discussion with the Unit Head. In making the decision, the Rector shall be guided by the following considerations: (1) whether the Academic Unit needs additional faculty member(s) to teach its students; (2) whether the students have sufficient choice in electives; and (3) whether there are any additional reasons why a new hire may be needed (such as the highly interdisciplinary nature of the program(s), accreditation requirements, smaller than usual class sizes that are academically justified, temporary replacements, etc.).

(d) At the end of the academic year, the Rector's Office will prepare and circulate among the Academic Unit Heads a report on the hiring decisions made each year.

(e) *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). Determining the position description and terms of appointment are the responsibility of the Unit Head in consultation with the Pro-Rector for Research and Faculty. 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. and Austrian law and regulations.

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

(g) *Search Committee for hires of Associate Professors, Professors, Research Fellows and Senior Research Fellows:* The Search Committee is appointed by the Pro-Rector for Research and Faculty 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 may be replaced by another Faculty Member of the Unit.

(h) *Selection procedures for all ranks:* The Search Committee draws up a shortlist and submits it to the Pro-Rector for Research and Faculty for approval. The short-list should be accompanied by an interim search report prepared in accordance with the template provided in Appendix 3. All shortlisted candidates must deliver a job talk in the form of a lecture open to the CEU community and must be interviewed by the Search Committee. They may also be interviewed by other Faculty members of the Academic Unit and students. The Rector and the Pro-Rector for Research and Faculty should be given an option of meeting the short-listed candidates for an interview and/or attending the job talk. 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 Research and Faculty accompanied by a brief (800-1,200 word) report on the search. The report should be prepared in accordance with the template provided in Appendix 3 and 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.

(i) *Job offers:* Once the Search Committee's recommendation has been approved by the Rector, job offers are approved and sent by the Pro-Rector for Research and Faculty, 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 Research and Faculty and the Unit Head(s) involved in the search.

(j) *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 Committee for Special Appointments <https://www.ceu.edu/administration/committees>. The members of the Committee are appointed by the Rector. The Committee will make sure to receive input from the Academic Unit(s) where the appointment is planned.

(k) *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 Academic Unit. The Pro-Rector for Research and Faculty, following consultations with the Gender Equality and Diversity 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. CEU retirement age

The retirement age at CEU is set by the Board of Trustees (see [resolution of the CEU Board of Trustees O-2306-1](#) downloadable from the document repository). Based on the decision of the Board of Trustees, resident Academic Staff Members retire at the earliest as regulated by Austrian labor and social security law governing their employment contracts, and no later than by the end of the academic year in which they turn 67 (or the applicable Austrian retirement age plus two, whichever is later)⁴. Re-appointment after retirement may be possible in line with the regulations in section V.7.

III.2.d. 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 Research and Faculty 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

⁴ Transition period: 2023/24 – age of 70 or older; 2024/25 – age of 68 or older; 2028/29 – age of 67 or older.

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

Visiting Teaching and Research Staff Members

Visiting teaching and research staff members, with the exception of Distinguished Visiting Professors, are selected by the Academic Units at their discretion, either through a search or by invitation; the former is strongly advisable in the case of appointments for 6 faculty credits of more. When advertised, the procedure of the announcement is identical to the procedure for resident Academic Staff Members – see III.2.a (e) above. See rank descriptions and contractual conditions in Appendix 2.

Distinguished Visiting Professors

Distinguished Visiting Professors are selected by the Rector's Standing Committee for Special Appointments <https://www.ceu.edu/administration/committees> on a competitive basis upon nomination by Academic Units and are funded directly from the designated central budget line. The call for nominations is announced annually by the Office of the Pro-Rector for Research and Faculty. In making the decision, the Committee will be guided by a set of criteria, including the international prominence of the candidate in their respective field, relevance of their scholarly profile for the degree program(s) in which they will be teaching, their potential to contribute to academic debate on themes relevant to CEU's profile, multi-/inter-/cross-disciplinary dimensions of the proposed course and its relevance for a large contingent of the CEU student body, their potential contribution to raising CEU's visibility for student recruitment. See rank description and contractual conditions in Appendix 2.

Research Affiliates

Research Affiliate is an honorary rank given to those researchers who do not have an active contractual relationship with the University but who cooperate with and/or are temporarily hosted by an academic unit. Invitations to research affiliates can be issued directly by an Academic Unit Head, who should inform the Pro-Rector of Research and Faculty and the HRO. Research affiliates can have a temporary visitor's card and library access but are not entitled to dedicated office space or a CEU e-mail address.

III.4. Endowed Chairs

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

III.5. Professors Emeriti

Professors Emeriti are honorary ranks intended to reward long-time commitment to the University and distinguished international academic reputation, and are bestowed on Full Professors and Senior Research Fellows when their employment relationship with the University ceases upon retirement (or at the end of a period of re-appointment following retirement).

To qualify for the rank of Professor Emeritus/Emerita, the Full Professor or Senior Research Fellow should have been employed by the University on a full-time basis for at

least fifteen years, of those at least five years in the position of Full Professor. If these conditions are fulfilled, the title of Professor Emeritus/Emerita is conferred automatically.

Candidates who do not meet these criteria should submit an application, including a cover letter, a CV, and a recommendation from the Unit Head, to the Rector's Standing Committee for Special Appointments <https://www.ceu.edu/administration/committees>. The Committee will review the application with the special attention to the Academic Staff Member's contribution to research, teaching, and service. In case the Committee supports the application and the Rector agrees, the nomination is submitted to the Senate for confirmation.

Professors Emeriti may teach a limited number of credits at the University at the discretion of their Unit Head. The maximum number of faculty credits taught by Professors Emeriti shall be six, paid at the general visiting professor rate, and the maximum number of students supervised (both masters and doctoral) shall be three. Professors Emeriti are eligible for travel and research funds for five years after the title is conferred.

Professors Emeriti are entitled to a CEU ID card and full use of the CEU Library and other CEU facilities, including a touch-down or common office when office space limitations permit. They may also submit external grant applications, following the prescribed university policy (including External Funding Committee approval), and applications for internal funds. Unit heads should make every effort to involve Professors Emeriti in the unit's academic life.

III.6. Academic Unit Heads

(a) *Residence*: Academic Unit Heads should be resident Academic Staff Members in the rank of Associate Professor, Full Professor, or University Professor⁵.

(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 Professor⁶ 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-term.

(e) In case the Unit Head's spouse or partner is employed in the same Academic Unit, the Pro-Rector for Research and Faculty becomes the direct supervisor of the spouse or partner.

⁵ The rank of the University Professor has been discontinued, however, academic staff members who hold the rank as of January 1, 2023, retain the rank and all associated benefits until their retirement.

⁶ As above.

III.7. 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 IAAR⁷, see [the Academic Secretary's Office SharePoint site](#).

(b) IAAR's are completed online in response to the link sent by the Office of the Pro-Rector for Research and Faculty by June 30th at 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 Professor⁸, 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 Research and Faculty, 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

⁷ Minor revisions to the content of the form can be introduced by the Pro-Rector for Research and Faculty. Substantial revisions to the form are subject to Senate approval.

⁸ The rank of the University Professor has been discontinued, however, academic staff members who hold the rank as of January 1, 2023, retain the rank and all associated benefits until their retirement.

Academic Staff File. Academic Staff Members may send a request to the Pro-Rector for Research and Faculty 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 Research and Faculty to initiate the following procedure, if the Pro-Rector for Research and Faculty agrees that the procedure is needed. The Pro-Rector for Research and Faculty 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 Professors⁹, 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 stored electronically by the Office of the Pro-Rector for Research and Faculty. 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 Research and Faculty 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.

⁹ The rank of the University Professor has been discontinued, however, academic staff members who hold the rank as of January 1, 2023, retain the rank and all associated benefits until their retirement.

(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. All Faculty Members and Research Staff Members must have an ORCID (Open Researcher and Contributor ID) and indicate CEU as their institutional affiliation in all publications. For details see CEU's Affiliation Policy, downloadable from <https://documents.ceu.edu>. 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 University Re-appointment and Promotion Committee <https://www.ceu.edu/administration/committees> for review. The Committee will review these at regularly intervals in order to make sure that variations in requirements across academic units 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 Academic Secretary's Office SharePoint site](#).

(g) The following general guidelines set the expected minimum research output. Unit-specific evaluation criteria should expand and build upon the minimum thresholds outlined below:

- 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.
- Research output (articles, books, etc.) only counts as a publication if it has been accepted for publication by the journal or publisher in its final form.
- 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.

(h) 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, 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 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 Research and Faculty. 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 Professors¹⁰ in the latter category) or Senior Research Fellows with a permanent contract at CEU, appointed in a staggered manner for three-year terms, renewable once. At least half of the members of the RP Committee (including the Pro-Rector for Research and Faculty) 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 Research and Faculty on forming a recommendation. The Pro-Rector for Research and Faculty 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 Research and Faculty.

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

V.2.a. Re-appointment of 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 Research and Faculty. If the Pro-Rector for

¹⁰ The rank of the University Professor has been discontinued, however, academic staff members who hold the rank as of January 1, 2023, retain the rank and all associated benefits until their retirement.

Research and Faculty 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 Research and Faculty, 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. Re-appointment of 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.

(b) Lecturers, Senior Lecturers and Professors of Practice must undergo a Re-appointment Review in year three 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 Research and Faculty, 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 Research and Faculty and the Rector:

1. After the expiry of the initial contract, a re-appointment is made with an indefinite contract. In case of Lecturers, a recommendation for promotion to Senior Lecturer may be made at the same time.
2. After the expiry of the initial contract, a re-appointment is made for a definite period of time of up to three years, with another review in the final year of the contract. In the case of Lecturers, if this final review leads to an indefinite contract, a recommendation may be made at the same time for promotion to the rank of Senior Lecturer.
3. The contract runs to the end of the academic year and no re-appointment is made.

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

(e) No promotion is possible in the case of Senior Lecturers and Professors of Practice.

V.2.c. Promotion to the rank of Senior Lecturer

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

(a) In cases when the promotion to Senior Lecturer did not take place as a result of the re-appointment review as described in section V.2.b., Lecturers can apply for promotion to the rank of Senior Lecturer in the following academic year after having received the indefinite contract, or in later years if they prefer. 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 Research and Faculty.

(b) An Internal Committee is formed by at least three CEU Associate Professors or Professors of higher rank, selected by the Pro-Rector for Research and Faculty, upon recommendation of the Unit Head. The Pro-Rector for Research and Faculty 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 Research and Faculty 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 Research and Faculty consults the chair of the Internal Committee for recommendations and appoints at least three External Reviewers. In making the appointment, the Pro-Rector may choose not to follow the recommendation of the Internal Committee. In this case, the Pro-Rector will submit proposed External Reviewer(s) back to the Chair of the Internal Committee for consultation and will not appoint the External Reviewer(s) if the Chair of the Internal Committee objects within one week. External Reviewers will be asked to sign a form declaring that they have no conflict of interest. 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 Research and Faculty 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.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 years¹¹. 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 Research and Faculty (in case of parental leave the Academic Staff Member only needs to inform the Pro-Rector for Research and Faculty that they are taking the extension). The Pro-Rector for Research and Faculty may grant an extension based on 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 (excluding the time on parental leave). 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 Research and Faculty 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.

¹¹ The fixed term of six years has been introduced in light of CEU’s move to Vienna.

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 Research and Faculty.

(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 receives positive evaluations on all three of these dimensions.

(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 Research and Faculty. A decision by the Rector.

1) The Internal Committee

An Internal Committee is appointed by the Pro-Rector for Research and Faculty 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 the University Re-appointment and Promotion 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 Research and Faculty consults the chair of the Internal Committee for recommendations and appoints at least three External Reviewers. In making the appointment, the Pro-Rector may choose not to follow the recommendation of the Internal Committee. In this case, the Pro-Rector will submit proposed External Reviewer(s) back to the Chair of the Internal Committee for consultation and will not appoint the External Reviewer(s) if the Chair of the Internal Committee objects within one week. External Reviewers will be asked to sign a form declaring that they have no conflict of interest. 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 prerogative of the Pro-Rector for Research and Faculty to decide whether new External Reviews should be requested. The Pro-Rector for Research and Faculty 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 Research and Faculty 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.

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

(c) The Re-appointment should follow the schedule for Promotions and Re-appointments as specified in Appendix 4.

(d) The procedure for Re-appointment of Associate Professors is described below. The same procedure applies to Research Fellows, with proper adjustment for the fact that these faculty members may have only a limited involvement in teaching.

(e) 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 is appointed by the Pro-Rector for Research and Faculty, following a recommendation by the Unit Head.

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

(g) 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.

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.

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

(i) After the Internal Committee submits its Internal Report, the Pro-Rector for Research and Faculty consults the chair of the Internal Committee for recommendations and appoints at least three External Reviewers. In making the appointment, the Pro-Rector may choose not to follow the recommendation of the Internal Committee. In this case,

the Pro-Rector will submit proposed External Reviewer(s) back to the Chair of the Internal Committee for consultation and will not appoint the External Reviewer(s) if the Chair of the Internal Committee objects within one week. External Reviewers will be asked to sign a form declaring that they have no conflict of interest.. The chair collects the External Reports 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, especially in case there is a discrepancy between the internal and external recommendations.

(k) Once the RP Committee is in possession of all the materials, after due deliberation of the RP Committee, the Pro-Rector for Research and Faculty 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.

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

(m) 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 Research and Faculty, 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 Research and Faculty.

(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 Research and Faculty, upon recommendation of the Unit Head. The

Pro-Rector for Research and Faculty 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 Research and Faculty 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 Research and Faculty 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 Research and Faculty consults the chair of the Internal Committee for recommendations and appoints at least four External Reviewers. In making the appointment, the Pro-Rector may choose not to follow the recommendation of the Internal Committee. In this case, the Pro-Rector will submit proposed External Reviewer(s) back to the Chair of the Internal Committee for consultation and will not appoint the External Reviewer(s) if the Chair of the Internal Committee objects within one week. External Reviewers will be asked to sign a form declaring that they have no conflict of interest. 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 Research and Faculty 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. 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.7. Re-appointment after retirement

(a) Full Professors and Senior Research Fellows who consistently (in the previous five years) perform at the highest standard in research, teaching and service may be re-appointed with a fixed-term contract after retirement, at their last rank. The re-appointment must be in response to a university need and meet one of the following essential conditions.

- Grant capture, with external funding covering salary of the position sought or bringing significant other financial benefit to the University that is equivalent to the salary cost (part-time positions pro-rated to the grant being the rule);

OR

- Pressing, well-evidenced departmental need for skills and expertise that the department cannot obtain with equal cost-effectiveness or within the available time-frame. Teaching needs that can be met through short-term visiting faculty hires do not qualify as pressing departmental need.

Even if these conditions are met, re-appointment is subject to a review and final decision by the Rector as per the procedure outlined below.

(b) Re-appointments are for a definite period of time which does not exceed the duration of the external funding (in case of grant capture) or one year, renewable once for one additional year (in case of demonstrated departmental need) and are, as a rule, part-time.

(c) Academic Staff Members re-appointed post-retirement cease to earn paid research leave (sabbatical) but remain eligible for other academic benefits, pro-rated, applicable to their rank. They may also apply for external funding without time limit, following the standard university policy (including approval by the External Funding Committee).

(d) The procedure is the following: Full Professors and Senior Research Fellows wishing to seek re-appointment after reaching the CEU retirement age (or the applicable retirement age in the transition period) should formally express their interest in writing to their Unit Head by no later than October in the academic year in which they will reach retirement age¹². In case the Full Professor or Senior Research Fellow is the Unit Head, the request should be submitted to the Pro-Rector for Research and Faculty.

(e) The request for re-appointment is evaluated by the RP Committee, in the composition applicable to professorial promotions, in the Committee's regular meeting schedule according to the timeline in Appendix 4. Internal committees will not be convened and as a general rule external reviews will not be sought. The RP Committee will evaluate performance regarding research, teaching and service as applicable to Full Professors, adjusted to senior, leading academics in their field/discipline. External grant application evaluations by experts may be accepted as evidence of meeting these standards.

(f) The RP Committee advises the Pro-Rector for Research and Faculty who submits a recommendation to the Rector.

(g) The Academic Staff Member has a right to appeal the decision to the Review Committee in line with the provisions of V.8.

(h) The final decision rests with the Rector.

V.8. 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 Research and Faculty 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 Disciplinary Committee.

(c) The Review Committee has three members who are permanent Faculty Members at CEU and are appointed in a staggered manner for three-year terms by the Senate, renewable once, based on nominations by the Rector. The members of the Review Committee are different from those of the Re-appointment and Promotion Committee.

¹² In academic year 2023/24 this schedule does not apply.

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 merit. 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 Research and Faculty, 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 Research and Faculty 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 Research and Faculty, 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 standard FTE teaching load for resident Teaching Staff Members is 12 faculty credits. In addition, they are expected to provide academic support, such as student consultations, mentoring workshops and other services, 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. With the approval of the Pro-Rector for Research and Faculty, Academic Units offering degree programs can hire Teaching Staff Members to provide up to 18 faculty credits. In such cases, workload in addition to classroom instruction will be limited to those items from the workload list of resident Faculty Members as specified in VI.2.b.(d).

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 and Diversity 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 allocated for classroom teaching over the course of at least two terms.

(b) Reductions in teaching load for administrative or research-related reasons are possible and are granted in line with regulations in Appendix 7 “Credit Waivers”. The overall ceiling of waivers for each Academic Staff Member may not exceed 50% of contracted teaching load, with the exception of research grant related waivers. The Rector teaches at his/her discretion.

(c) 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). The BA multiplier should be applied to convert undergraduate teaching into faculty credits.

(d) 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.

(e) 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.

(f) 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. In case an Academic Staff Member has a shortfall in delivered credits relative to the contracted credits (over three academic years), the outstanding credits are taken into account when any teaching reduction (credit waiver) is applied. Any credit waiver (see Appendix 7) shall be offset against the outstanding credits.

VI.2.c.2. Supervision

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 academic unit concerned.

VI.2.c.3. Class size minimums

The minimum number of students for any CEU course to start is six (6) CEU degree students taking the course for grade for bachelor's and master's courses and three (3) CEU doctoral degree students taking the course for grade 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 Research and Faculty (in case of doctoral programs). Exemptions should be requested by the unit head one week before the end of the course registration period. Courses that do not meet the minimum enrollment requirement will be cancelled but can still take place in the reading group format upon mutual agreement of the faculty member and interested students. No faculty or student credit can be awarded for reading group participation.

VI.2.c.4. Additional teaching

(a) Full-time Academic Staff Members may not get additional payment for extra teaching that is not required by their contracts, except for externally funded courses, summer university courses and executive programs. Such extra teaching engagements should only be taken on if the Academic Staff Member's regular teaching duties are fulfilled; should not interfere with regular duties and should be carried out outside regular working hours. In cases where the external funding is used to compensate for part of the Academic Staff Member's regular teaching workload, no extra payment shall be made to the Academic Staff Member.

(b) Academic Staff Members may take on additional teaching pro-bono on a voluntary basis; such teaching should not interfere with regular work obligations.

(c) Part-time Academic Staff Members may teach additional credits up to full-time equivalency, the extra credits should be paid at the Visiting Professor rate.

(d) Administrative Staff Members may take up occasional teaching at CEU on a pro-bono voluntary basis. Such extra teaching should not interfere with regular duties and should be approved by the Staff Member's immediate supervisor.

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

(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 Research and Faculty (in case of doctoral programs).

(b) The normal period for teaching a one US/two ECTS-credit course in the fall or winter term 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 Research and Faculty (in case of doctoral programs). In the spring term, a one US/two ECTS-credit course may be held over a period of one week with the authorization of the Unit Head, or the Head of the Doctoral Program for doctoral courses. For courses over one credit, this rule should apply proportionally. In all the above cases, provisions should be made that out-of-class student workload (preparation, assignments, consultation, etc.) meets the requirements of the CEU Policy on Assignment of Credit Hours, downloadable from <https://documents.ceu.edu/>

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 of teaching (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.1.(c) must be applied in the calculations. In cases when, because of conversion between undergraduate and graduate credits, the result is a fractional credit number, it is rounded arithmetically.

(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) Accumulated sabbaticals must be used before the Faculty Member reaches the CEU retirement age. Sabbatical not used before the CEU retirement age is forfeited without compensation.

(h) 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.

(i) 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 Research and Faculty, 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 Research and Faculty may allow special sabbaticals over and above the departmental allotment.

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

(k) 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 Research and Faculty. The application has to make clear how the research leave will contribute to the further work of Lecturer, Senior Lecturer or Professor of Practice. The Unit Head should observe the rules regarding endorsement described in section VI.3.a.(i).

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 Research and Faculty, 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 bachelor's or master's 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 Research and Faculty (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 Research and Faculty. 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 Heads 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 Research and Faculty.

(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 can be granted by the Pro-Rector for Research and Faculty 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 Research and Faculty 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 Research and 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. The up-to-date status of such funds can be accessed [here](#).

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 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 details [here](#).

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 Research and Faculty and the HRO before signing the employment contract. The Relocation Allowance Policy is downloadable from <https://documents.ceu.edu/>

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 an electronic 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 Research and Faculty may decide to consult also Senate committees, 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; May 6, 2021; January 28, 2022; June 3, 2022, April 14, 2023, and November 17, 2023. 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 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;
- (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 Research and Faculty, 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 Professors¹³, 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 research¹⁴ 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;
- (l) ‘Senate’ is the Senate of Central European University as defined by the University’s Statutes and By-Laws. The Senate establishes its committees within its competencies. Those committees may contribute to the fulfillment of the regulatory goals of this Handbook.¹⁵
- (m) ‘Faculty credit’ is the unit for calculating credits for contracting purposes and is equal to 600 classroom teaching minutes.

¹³ The rank of the University Professor has been discontinued, however, academic staff members who hold the rank as of January 1, 2023, retain the rank and all associated benefits until their retirement.

¹⁴ This does not refer to individual research projects, but to University administrative units.

¹⁵ The full list of the Senate and other University Committees is available at <https://www.ceu.edu/administration/committees>.

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

Appendix 2: Academic Staff Ranks applicable at CEU

The rank cards contain basic information on the following:

- Rank and its 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 consulting the cards will not substitute consulting the relevant details in the CEU Academic Staff Handbook.

1. Resident Academic Staff

Rank	Instructor				
Description	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 a master's degree in a relevant field.				
Standard FTE Teaching load	12 faculty credits + additional services or up to 18 credits according to the Unit's guidelines	Standard FTE Thesis/Capstone Supervision	n/a	Participation in Research	n/a
Term of Contract	Initial contract for 3-years definite term, renewable for another 3 years after internal review by Unit Head and Pro-Rector for Research and Faculty in year 6 to decide on re-appointment.				
Periodic Review necessary?	Yes – every year.				
Review for Re-appointment	Re-appointment on the recommendation of the Unit Head and Pro-Rector for Research and Faculty subject to endorsement by the Rector.				
Promotion Review	n/a				
Eligibility to apply for academic benefits:					
Travel fund	No	Research grant	No	Research Leave	No

Rank	Lecturer				
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 doctoral degree and higher education experience in a relevant field.				
Standard FTE Teaching load	12 faculty credits + additional services or up to 18 credits according to the Unit's guidelines	Standard FTE Thesis/Capstone Supervision	According to allocation in the academic unit	Participation in Research	According to the academic unit's needs
Term of Contract	Initial contract for 3 years definite term re-appointment with indefinite contract is possible based on the results of the review.				
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 year.				
Review for Re-appointment	Yes				
Promotion Review	Promotion to Senior Lecturer is possible after a review..				
Eligibility to apply for academic benefits:					
Travel fund	Yes	Research grant	Yes	Research Leave	Under specific circumstances

Rank	Senior Lecturer				
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 doctoral degree and higher education experience in a relevant field.				
Standard FTE Teaching load	12 faculty credits + additional services or up to 18 credits according to the Unit's guidelines	Standard FTE Thesis/Capstone Supervision	According to allocation in the academic unit	Participation in Research	According to the academic unit's needs
Term of Contract	Initial contract for 3 years definite term, re-appointment with indefinite contract is possible based on the results of the review.				
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:					
Travel fund	Yes	Research grant	Yes	Research Leave	Under specific circumstances

Rank	Professor of Practice				
Description	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.				
Standard FTE Teaching load	12 faculty credits + additional services or up to 18 credits according to the Unit's guidelines	Standard FTE Thesis/Capstone Supervision	According to allocation in the academic unit	Participation in Research	According to the academic unit's needs
Term of Contract	Initial contract for 3 years definite term, re-appointment with indefinite contract is possible based on the results of the review.				
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:					

Travel fund	Yes	Research grant	Yes	Research Leave	Under specific circumstances
--------------------	-----	-----------------------	-----	-----------------------	------------------------------

Rank	Assistant Professor				
Description	Academic staff involved in teaching-related and research activities with a doctoral degree or an equivalent.				
Standard FTE Teaching load	12 faculty credits /academic year	Standard FTE Thesis/ Capstone Supervision	according to departmental allocation (normally 5 doctoral and 5 master's students, Bachelor's students supervision in consultation with the Dean)	Participation in Research	At least 30% of the total working time
Term of Contract	Initial contract: 6 years; Re-appointment and Promotion Review in year 6, continued employment depends on outcome of review.				
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 evaluates the Assistant Professor every year.				
Review for Re-appointment and Promotion	Re-appointment and Promotion Review conducted typically in year 6 of employment. Final decision to be endorsed by the Rector.				
Promotion Review	n/a: the Promotion review is conducted simultaneously with the Re-appointment review.				
Eligibility to apply for academic benefits:					
Travel fund	Yes	Research grant	Yes	Research Leave	Yes

Rank	Associate Professor				
Description	Academic staff involved in teaching-related and research activities with minimum a doctoral degree or an equivalent and experience in relevant field.				
Standard FTE Teaching load	12 faculty credits /academic year	Standard FTE Thesis/ Capstone Supervision	according to departmental allocation (normally 5 doctoral and 5 master's students, Bachelor's students supervision in consultation with the Dean)	Participation in Research	At least 30% of the total working time
Term of Contract	Initial contract: Up to 4 years; Re-appointment review no later than in year 4 and no earlier than in year 2.				
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 evaluates the Associate Professor every three years. If the Associate Professor is the Unit Head, the Pro-Rector for Research and Faculty performs the evaluation.				
Review for Re-appointment	Eligible for re-appointment through the Re-appointment Review process; subject to endorsement by the Rector.				

Promotion Review	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 Research and Faculty may initiate the Promotion procedure.				
Eligibility to apply for academic benefits:					
Travel fund	Yes	Research grant	Yes	Research Leave	Yes

Rank	Full Professor				
Description	Academic staff involved in teaching-related and research activities with minimum a doctoral degree or an equivalent and significant experience in a relevant field..				
Standard FTE Teaching load	12 faculty credits /academic year	Standard FTE Thesis/ Capstone Supervision	according to departmental allocation (normally 5 doctoral and 5 master's students, BA students supervision in consultation with the Dean)	Participation in Research	At least 30% of the total working time
Term of Contract	Indefinite term				
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 evaluates Full Professors every three years. If the Professor is the Head, the Pro-Rector for Research and Faculty performs the evaluation.				
Review for Re-appointment	n/a				
Promotion Review	n/a				
Eligibility to apply for academic benefits:					
Travel fund	Yes	Research grant	Yes	Research Leave	Yes

Rank	University Professor				
Description	Distinguished international scholars who have made an outstanding contribution to CEU or wider academic community. The rank of the University Professor has been discontinued, however, academic staff members who hold the rank as of January 1, 2023, retain the rank and all associated benefits until their retirement.				
Standard FTE Teaching load	8 faculty credits)/academic year until AY 2025/26; 10 faculty credits from AY 2025/26	Standard FTE/ Thesis/ Capstone Supervision	according to departmental allocation (normally 5 doctoral and 5 master's students, BA students supervision in consultation with the Dean)	Participation in Research	At least 30% of the total working time
Term of Contract	Indefinite term				
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 evaluates the University Professor every				

	three years. If the University Professor is the Unit Head, the Pro-Rector for Research and Faculty performs the evaluation.				
Review for Re-appointment	n/a				
Promotion Review	n/a				
Eligibility to apply for academic benefits:					
Travel fund	Yes	Research grant	Yes	Research Leave	Yes

Rank	Professor Emeritus/a				
Description	Honorary rank given to reward long-time commitment to the University after retirement.				
Standard FTE Teaching load	Maximum 6 faculty 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

Rank	Associate Research Fellow				
Description	Academic staff involved primarily in research; comparable in terms of scholarly qualifications and appointment to an Assistant 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: 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 Research and Faculty 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				
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 Research and Faculty 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:					
Travel fund	Yes	Research grant	Yes	Research Leave	Not eligible as a rule.

Rank	Senior Research Fellow				
Description	Academic staff involved primarily in research; comparable in terms of scholarly qualifications and appointment to a 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	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 Research and Faculty performs the evaluation.				
Review for Re-appointment	n/a				
Promotion Review	n/a				
Eligibility to apply for academic benefits:					
Travel fund	Yes	Research grant	Yes	Research Leave	Not eligible as a rule.

2. Non-resident Academic Staff

Rank	Visiting Instructor				
Description	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.				
Standard FTE Teaching load	n/a	Standard FTE Thesis/ Capstone Supervision	as defined in the contract	Participation in Research	as defined in the contract
Term of Contract	as defined in the contract				
Periodic Review necessary?	Contracts over one year must include a clause that second and subsequent years are conditional on satisfactory performance, which Heads of Academic Units monitor.				
Review for Re-appointment	n/a				
Promotion Review	n/a				
Eligibility to apply for academic benefits:					
Travel fund	Not eligible as a rule.	Research grant	Not eligible as a rule.	Research Leave	Not eligible as a rule.

Rank	Visiting Lecturer				
Description	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 doctoral degree and higher education experience in a relevant field. Employed to fill a temporary shortfall in teaching capacity.				
Standard FTE Teaching load	As a rule 2-6 credits in elective courses, paid per credit at a standard rate, full teaching load possible with different contractual conditions.	Standard FTE Thesis/ Capstone Supervision	as defined in the contract	Participation in Research	as defined in the contract
Term of Contract	as defined in the contract				
Periodic Review necessary?	Contracts over one year must include a clause that second and subsequent years are conditional on satisfactory performance, which Heads of Academic Units monitor.				
Review for Re-appointment	n/a				
Promotion Review	n/a				
Eligibility to apply for academic benefits:					

Travel fund	Not eligible as a rule.	Research grant	Not eligible as a rule.	Research Leave	Not eligible as a rule.
--------------------	-------------------------	-----------------------	-------------------------	-----------------------	-------------------------

Rank	Visiting Professor				
Description	One-time or recurrent academic staff involved primarily in teaching-related and, depending on the contract, research activities, with a doctoral degree or an equivalent - employed to fill a temporary shortfall in teaching capacity or cater for expertise that is relatively marginal to the Academic Unit's overall profile.				
Standard FTE Teaching load	As a rule 2-6 credits in elective courses, paid per credit at a standard rate, full teaching load possible with different contractual conditions.	Standard FTE Thesis/ Capstone Supervision	as defined in the contract	Participation in Research	as defined in the contract
Term of Contract	as defined in the contract				
Periodic Review necessary?	Contracts over one year must include a clause that second and subsequent years are conditional on satisfactory performance, as measured by course evaluations and course registration data (fewer than 6 students), which Heads of Academic Units monitor.				
Review for Re-appointment	n/a				
Promotion Review	n/a				
Eligibility to apply for academic benefits:					
Travel fund	Not eligible as a rule.	Research grant	Not eligible as a rule.	Research Leave	Not eligible as a rule.

Rank	Visiting Professor of Practice				
Description	One-time or recurrent academic staff involved primarily in teaching-related and, depending on the contract, research activities, with appropriate degrees, certificates and/or licensure, and experience in a specific area of expertise - employed to fill a temporary shortfall in teaching capacity or cater for expertise that is relatively marginal to the Academic Unit's overall profile.				
Standard FTE Teaching load	As a rule 2-6 credits in elective courses, paid per credit at a standard rate	Standard FTE Thesis/ Capstone Supervision	as defined in the contract	Participation in Research	as defined in the contract
Term of Contract	as defined in the contract				
Periodic Review necessary?	Contracts over one year must include a clause that second and subsequent years are conditional on satisfactory performance, as measured by course evaluations and course registration data (fewer than 6 students), which Heads of Academic Units monitor.				
Review for Re-appointment	n/a				

Promotion Review	n/a				
Eligibility to apply for academic benefits:					
Travel fund	Not eligible as a rule.	Research grant	Not eligible as a rule.	Research Leave	Not eligible as a rule.

Rank	Distinguished Visiting Professor				
Description	One-time academic staff involved primarily in teaching-related activities, with a doctoral degree or equivalent, leading academics in the field - employed temporarily with a goal of raising CEU's profile for recruitment and outreach.				
Standard FTE Teaching load	2-6 credits as a rule	Standard FTE Thesis/ Capstone Supervision	as defined in the contract	Participation in Research	as defined in the contract
Term of Contract	as defined in the contract				
Periodic Review necessary?	n/a				
Review for Re-appointment	n/a				
Promotion Review	n/a				
Eligibility to apply for academic benefits:					
Travel fund	Not eligible as a rule.	Research grant	Not eligible as a rule.	Research Leave	Not eligible as a rule.

Rank	Research Affiliate				
Description	Honorary title given to those researchers who do not have active contractual relations with the University but who in some fashion cooperate with the academic community of the University on a permanent or recurring basis.				
Standard FTE Teaching load	n/a	Standard FTE Thesis/ Capstone Supervision	n/a	Participation in Research	as defined in the invitation letter
Term of Contract	as defined in the invitation letter				
Periodic Review necessary?	n/a				
Review for Re-appointment	n/a				
Promotion Review	n/a				
Eligibility to apply for academic benefits:					
Travel fund	Not eligible as a rule.	Research grant	Not eligible as a rule.	Research Leave	Not eligible as a rule.

Rank	Junior Visiting Researcher				
Description	Doctoral candidates and students, young researchers with a master's degree participating in research projects on one-off or recurring basis.				

Standard FTE Teaching load	n/a	Standard FTE Thesis/ Capstone Supervision	n/a	Participation in Research	As defined in the contract.
Term of Contract	As defined in the contract.				
Periodic Review necessary?	n/a				
Review for Re-appointment	n/a				
Promotion Review	n/a				
Eligibility to apply for academic benefits:					
Travel fund	Not eligible as a rule.	Research grant	Not eligible as a rule.	Research Leave	Not eligible as a rule.

Rank	Post-doctoral Researcher				
Description	One-time or recurrent research staff with a doctoral degree or an equivalent (as a rule obtained within the last five years, or as defined by the funding conditions) participating in the research activities of the University.				
Standard FTE Teaching load	n/a	Standard FTE Thesis/ Capstone Supervision	as defined in the contract.	Participation in Research	As defined in the contract.
Term of Contract	As defined in the contract.				
Periodic Review necessary?	n/a				
Review for Re-appointment	n/a				
Promotion Review	n/a				
Eligibility to apply for academic benefits:					
Travel fund	Not eligible as a rule.	Research grant	Not eligible as a rule.	Research Leave	Not eligible as a rule.

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

Appendix 3: Search committee report template

Needs of the department, profile of the position:

Including link to text of the advertisement (should incorporate the 2 boilerplates required by the Policy on Increasing the Representation of Women as Faculty¹⁶).

Composition of the Search Committee:

List of all candidates who applied:

- Name, current position, PhD awarding institution, gender, nationality.

Criteria used to arrive at the shortlist:

Details on each of the shortlisted candidates:

- one paragraph each on their publications, teaching experience, grants.

All materials submitted by candidates (link to SharePoint folder):

- CVs, application letters, writing samples, letters of reference, etc.

Report on the class

- Report on the class taught by the candidate as part of the selection process; student reactions.

Ranking of final candidates

- one paragraph on the interviews and the job talks.

Additional questions to cover if the Department has less than 50% female faculty members (headcount) at any rank, implementing the CEU Policy on Increasing the Representation of Women as Faculty, including its reporting requirements.

If the shortlist is not gender-balanced as required by Policy, written **justification** for this¹⁷,

If recommended candidate is a man, written explanation for this decision.

¹⁶ CEU Policy on Increasing the Representation of Women as Faculty, Art. 1.1 and 2.3

¹⁷ Art 2.5 The list of short-listed candidates invited for job talks will include at least 50% of women as a rule. If this is not achieved, a written justification must be given in the report (see Art. 3.4).

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 Research and Faculty.

By 20 November, the Pro-Rector for Research and Faculty 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 list of external grants with dates, value of the grant and the role (principle investigator or researcher).
- A Teaching Portfolio, which includes the candidate's statement on her/his teaching philosophy, list of courses taught along with syllabi, 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).
- Summary of professional service activities and contributions to the administration of teaching and research in their own Units and the University.
- 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 Research and Faculty. 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 Research and Faculty, 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 Research and Faculty 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 Research and Faculty 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 Research and Faculty 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 Research and Faculty 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 Research and Faculty 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 Research and Faculty 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 Research and Faculty in due time. The Pro-Rector for Research and Faculty 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 Research and Faculty'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 Research and Faculty 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 Research and Faculty'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 by the head of the respective unit. Reviews are conducted on an annual basis in case of Instructors and Lecturers, and every three years in case of Senior Lecturers. 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. 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.

2. Student feedback

A privileged evaluation criterion for teaching is student feedback over the previous two years or since employment started, whichever is shorter. The evaluation should consider the course load, teaching effectiveness and innovation as well the degree to which the Teaching Staff Member has reflected on the feedback and incorporated it into his or her teaching practice. Explicit student complaints (e.g. regarding lateness or inappropriate behavior) will be considered individually.

3. Observation of classes

Class observations should be carried out on a periodic basis by the Unit Head. This should be mandatory in the first year of employment and then on a bi-annual basis for Instructors and Lecturers. Unit Heads should carry out additional observations as deemed necessary to ensure the continued quality of classroom instruction (indicators for this include student feedback and student complaints). Instructors, Lecturers and Senior Lecturers may request to be observed in any given academic year, in addition to the above.

4. 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

This only applies to those lecturers and senior lecturers whose primary teaching responsibility is to teach mandatory writing courses to CEU students.

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

Unit Heads should carry out observations as deemed necessary to ensure the continued quality of individual instruction (indicators for this include student feedback and complaints). Instructors, Lecturers and Senior Lecturers may request to be observed in any given academic year in addition to the above. 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. Training and Associated Activities

Applicability stipulated by the unit's review and promotion policies. The quantity and quality of training activities, for example, the creation or delivery of training events, workshop facilitation, mentoring, teaching development collaborations, consultations, and similar activities.

D. Publications & Conference Presentations

Applicability stipulated by the unit's review and promotion policies. Publications and presentations closely related to the Teaching Staff Member's academic unit will be seen as evidence of self-development and scholarly engagement in the debates of the discipline. Publications and presentations outside these fields will be seen as general scholarly engagement and experience in the areas we aim to encourage our students in.

E. Services provided to the Academic Unit and the University

Applicability stipulated by the unit's review and promotion policies. It includes service to the academic unit, as well as service to other Academic Units or to the University, other than the provision of courses and consultations. Examples may include curricular or program development (beyond one course or workshop), initiatives of similar or greater scope, positions or roles of responsibility within the Unit or University, and committee membership.

F. Services provided to other institutions in relation to CEU's mission

Applicability stipulated by the unit's review and promotion policies.. 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 Research and Faculty 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 person responsible 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 Research and Faculty 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 Research and Faculty's approval.

The course and supervision evaluation forms can be found here:

<https://documents.ceu.edu/document-type/form>

Appendix 7: Credit Waivers

Category	Credits waived	Decision by
Waivers associated with academic rank / performance:		
University Professors ¹⁸	4 until AY 2025/26 2 from AY 2025/26	Automatic
Assistant Professors in the first two years of employment <u>may</u> receive a teaching reduction	Maximum 4 (to be included in initial employment contract)	Rector upon recommendation of Unit Head
One faculty member per year per Academic Unit with headcount below 20 FTE, two faculty members per Academic Units above 20 FTE	2, for any type of exceptional performance (research, service, etc.)	PR Faculty & Research upon recommendation of Unit Head
Waivers associated with positions:		
Pro-Rectors and Unit Heads	6	Automatic
Directors of Master's Programs	0-2	Unit Head
Directors of Doctoral Programs	0-2	Unit Head
Directors of Advanced Certificate Programs	0-2	Rector
Director of Doctoral School	4	Automatic
Dean of Undergraduate Studies	6	Automatic
Directors of Bachelor's Programs	2-4	Dean, UG Unit
Director of EMBA	4	Automatic
Directors of Erasmus Mundus Program (consortium coordinator)	2 (4 in year 1)	Automatic
Marie Curie Doctoral Training network	0 (2 for coordination)	Automatic
Chair of Disciplinary Committee	2-4	Rector
Co-directors of Democracy Institute	6 in total (3 each)	Automatic
Directors of research centers	0-2	Rector
Editorship of highly rated international journal and highly reputable book series	0-2	PR Faculty & Research
Waivers for work at CEU research units:		
Research fellows at Democracy Institute	0-2	PR Faculty & Research upon recommendation of Unit Head
Credit waivers for external research grants:		
ERC grants	Up to 2/3rd of contracted teaching load, no automatic raise	PR Faculty & Research
All other research grants	Up to 1 credit for each person-month covered by grant	PR Faculty & Research

In case of ad-hoc highly burdensome administrative assignments (e.g. chairing a re-accreditation self-study committee, etc.) the Rector may grant a special one-off credit waiver. Overall ceiling of waivers for each faculty member: 50% of contracted teaching load (research grant related waivers exempted).

¹⁸ The rank of the University Professor has been discontinued, however, academic staff members who hold the rank as of January 1, 2023, retain the rank and all associated benefits until their retirement.

Document information	
Type	Policy
Number	P-1105-1 v 2311
Title	Academic Staff Handbook
Distribution	Internal
Filename	P-1105-1v2311 Academic Staff Handbook_final.doc
Notes	
Related documents	O-2306-1 Board resolution of retirement
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; January 28, 2022, June 3, 2022, April 14, 2023, and November 27, 2023.
Enters force	This version enters into force on November 27, 2023.