

Vistula University (VU)
Akademia Finansów i Biznesu Vistula (AFiBV)

Human Resources Excellence in Research

Report on the Internal Gap Analysis
and the Corresponding Plan of Action

15.09.2016, updated 27.06.2017

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I. Internal gap analysis

Vistula University is the second private non-profit higher education institution established in Poland. VU has been steadily rising in the university rankings of Polish universities (currently no. 5 among private universities). The Vistula is also the national leader in the field of internationalisation among all Polish Universities with 2784 students from abroad out of 6372 in total.

The high quality of education and achievements of students and graduates of Vistula have been recognised by the Polish School Accreditation Commission. A wide range of academic programs is offered in bachelor`s, master`s and PhD levels. VU participates in global projects with socio-cultural, environmental, business and technological dimensions. Faculty of Business and International Relations at VU received the highest rating, “A”, in the parametric evaluation of the Ministry of Science and Higher Education in the category of small research units. The Vistula also participated in the European Erasmus LLP and Grundtvig programs.

VU is doing effective research cooperation with business partners. We produced many reports commissioned by our corporate partners, including “Go Global – Report on the Polish Economy”, the report “The role of interest groups in the legislative process in Poland”. Currently conducts projects: “Student Center for Innovation and Technology Transfer”, “Computer chance for you”, “Innovative and efficient administration of the source of success in the knowledge economy”, “The quality of the Academy of Finance”.

The University consists of eminent experts who have a real impact on economic and social life, including Prof. Witold Orłowski – special adviser to European Commission on the budget, member of the National Development Council established by the President of Poland; Marek Kulczycki PhD – Chairman of FM Bank PBP, former chairman of Deutsche Bank PBC SA, a former employee of United Nations on Industrial Development; prof. Krzysztof Rybiński – former Vice-President of the National Bank of Poland, prof. Andrzej Olechowski – former minister of finance and former minister of foreign affairs, Prof. Longin Pastusiak – former Vice-President of NATO Parliamentary Assembly, Associate prof. Oskar Kowalewski – INE PAN, Fellow Wharton Institutions Financial Center, a member of the editorial board of the Family Business Review magazine, Associate prof. Roman Fulneczek – former Chairman of the Management Board of PZU, Judge of the Court of Arbitration of the Insurance Ombudsman, Bartłomiej Nowak PhD – former director of the office of Vice-President of the European Parliament, a former adviser to the members of the Convention on Future of Europe, Associate prof. Wawrzyniec Konarski – Vice-President of The Polish Association for The Club of Rome, Member of the Committee „Poland 2000 Plus” at Presidium of the Polish Academy of Sciences.

1. Methodology / Procedure

In December 2015, VU signed the Declaration of endorsement for “The European Charter for Researchers” and “The Code of Conduct for the Recruitment of Researchers”. This fact was announced by internal mail. As a second step in preparation to apply for the HR Excellence in Human Resources logo, at the beginning of July 2016 a working group (WG) was established with the purpose to perform a gap analysis and prepare an action plan. The working group consists of:

- Dr hab. Oskar Kowalewski – Vice-Rector for Research Activity 2015/2016
- Dr hab. Marta Gótz – Vice-Rector for Science 2016/2017
- Dr hab. Wojciech Kostecki - Rector’s Proxy for Research 2016/2017
- Dr hab. Maciej Dudek – Head of PhD Seminars
- Dr inż. Barbara Karlikowska – Vice-Rector for Teaching Activity
- Dr Magdalena Kaczkowska-Serafińska – HR Manager
- Arif Erkol - Chancellor
- Maciej Markowski – Quality Manager
- Agata Papudzińska – HR Specialist
- Hubert Gąsiński - PhD Student (who speaks on behalf of all Ph.D. students from Vistula University)

Up to now, the working group prepared two anonymous surveys in which researchers evaluated the level of fulfilment at VU of the rules included in the Charter and the Code. Results of these surveys were critically analysed by the WG. We have received responses from **48 people** representing different work position (we have obtained responses rate among academicians: **37,5%**).

Following the broad public discussion of the issues that were identified in the surveys as challenges for VU, the WG settled an action plan, which is being implemented at VU and is

presented herein. We have also consulted results of Gap Analysis with all of our young 14 researchers (i.e. junior scholars under 35 age). During consultations, we have obtained the general approval of proposed action plan. The received feedback have helped us additionally to update and adjust our action plan by including propositions received from young researchers. Hence, we believe that our action plan reflects the concerns and expectation of different groups of our employees and scholars with various background and scientific track record. This makes our action plan better adjusted to these diversified needs and requirements.

2. Survey

A survey on issues described in the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers was prepared with the use of the Google docs – internet service. The survey consisted of 40 closed and 40 open question, the former with four plausible answers (in parenthesis numerical value ascribed to a given answer which was used in results analysis):

- Totally agree (4)
- Agree (3)
- Disagree (2)
- Totally disagree (1)

The full list of questions used in the survey (in Polish) can be found in an appendix to this document. Also, each closed question was accompanied by an auxiliary question asking for the judgment on the importance of a given issue for the research work environment of VU, and here the four possible answers were as follows (in parenthesis numerical value ascribed to a given answer):

- Definitively important (4)
- Important (3)
- Unimportant (2)
- Definitively unimportant (1)

An invitation to take part in the survey was sent on 14 July 2016 via e-mail to all researchers VU including employees and PhD students. Participation in the survey was made anonymous with no information on the identity of the responder or IP of its computer collected. Reminder messages were sent three times: on 26 July, 19 August and 31 August, and the survey was closed on 6 September with the results obtained from 48 people.

Table 1. Characteristics of survey respondents

Position	number of responses	% of the total responses
Associate professor (Adjunct)	24	50%
Professor	14	29,2%
Lecturer	4	8,3%
Administration employee	3	6.3%
Lector	1	2.1%
Assistant	0	0%
Unspecified (unanswered question on the position)	2	4,2%

Source: active participants of survey conducted on VII-IX.2016

3. Results

Below we can see that almost all issues according to the respondents are important and also which topics need implementations and to which extent.

According to the respondents, Vistula University in such areas as Ethical principles, Contractual and legal obligations, Nondiscrimination, Working conditions, Intellectual Property Rights has implemented enough solutions. However, in the areas: Complains/appeals; Research environment; Recruitment (Code); Selection (Code); Transparency (Code); Judging merit (Code); Variations in the chronological order of CVs (Code); Public engagement; Recognition of qualifications (Code); Postdoctoral appointments (Code); Supervision and managerial duties; Supervision; Career development; Access to career advice; Access to research training and continuous development we need to implement more solutions.

Table 2. Results of the Survey

	Issue	IMPORTANCE				IMPLEMENTATION			
		Together Definitely important and important		Together Unimportant and Definitely unimportant		Together Totally agree and agree		Together Totally disagree and totally disagree	
1	Research freedom	46	95,80%	2	4,20%	42	87,60%	6	12,50%
2	Ethical principles	48	100,00%	0	0,00%	45	93,80%	3	6,30%
3	Professional responsibility	48	100,00%	0	0,00%	42	87,60%	6	12,50%
4	Professional attitude	47	98,00%	1	2,10%	40	83,30%	8	16,70%
5	Contractual and legal obligations	46	95,90%	2	4,20%	44	91,70%	4	8,40%
6	Accountability	48	99,90%	0	0,00%	43	89,60%	5	10,40%
7	Good practice in research	46	95,90%	2	4,20%	42	87,50%	5	12,50%
8	Dissemination, exploitation of results	47	97,90%	1	2,10%	39	81,20%	9	18,80%
9	Public engagement	44	91,70%	4	8,40%	36	75,00%	12	25,00%
10	Non discrimination	46	95,80%	2	4,20%	45	93,80%	3	6,30%
11	Evaluation/ appraisal systems	45	93,70%	3	6,30%	42	87,50%	6	12,50%
12	Recruitment	44	91,70%	4	8,40%	41	85,50%	7	14,60%
13	Recruitment (Code)	45	93,80%	3	6,30%	38	79,20%	10	20,90%
14	Selection (Code)	44	91,70%	4	8,40%	39	81,30%	9	18,80%
15	Transparency (Code)	45	93,70%	3	6,30%	41	85,40%	7	14,60%
16	Judging merit (Code)	48	100,00%	0	0,00%	39	81,30%	9	18,80%
17	Variations in the chronological order of CVs (Code)	42	87,60%	6	12,50%	42	87,50%	6	12,50%
18	Recognition of mobility experience (Code)	45	93,80%	3	6,30%	43	89,60%	5	10,40%
19	Recognition of qualifications (Code)	44	91,70%	4	8,40%	38	79,10%	10	20,90%
20	Seniority (Code)	45	93,80%	3	6,30%	41	85,50%	7	14,60%
21	Postdoctoral appointments (Code)	40	83,30%	8	16,70%	37	77,10%	11	23,00%
22	Recognition of the profession	39	81,20%	9	18,80%	40	83,40%	8	16,70%
23	Research environment	47	97,90%	1	2,10%	36	75,00%	12	25,10%
24	Working conditions	46	95,80%	2	4,20%	44	91,60%	4	8,40%
25	Stability and permanence of employment	47	98,00%	1	2,10%	39	81,30%	9	18,80%
26	Funding and salaries	47	97,90%	1	2,10%	33	68,80%	15	31,30%
27	Gender balance	37	77,10%	11	22,90%	42	87,50%	6	12,50%
28	Career development	45	93,80%	3	6,30%	33	68,80%	15	31,30%
29	Value of mobility	44	91,70%	4	8,40%	42	87,60%	6	12,50%
30	Access to career advice	35	72,90%	13	27,10%	36	75,00%	12	25,00%
31	Intellectual Property Rights	47	97,90%	1	2,10%	44	91,70%	4	8,40%
32	Co-authorship	46	95,80%	2	4,20%	43	89,60%	5	10,40%
33	Teaching	47	97,90%	1	2,10%	38	79,20%	10	20,90%
34	Complaints/ appeals	44	91,70%	4	8,40%	35	73,00%	13	27,10%
35	Participation in decision-making bodies	43	89,60%	5	10,40%	42	87,60%	6	12,60%
36	Relation with supervisors	45	93,80%	3	6,30%	42	87,60%	6	12,50%
37	Supervision and managerial duties	46	95,90%	2	4,20%	36	75,00%	12	25,10%
38	Continuing Professional Development	46	95,90%	2	4,20%	43	89,60%	5	10,50%
39	Access to research training and continuous development	48	100,00%	0	0,00%	35	73,00%	13	27,10%
40	Supervision	44	91,70%	4	8,40%	34	70,80%	14	29,10%

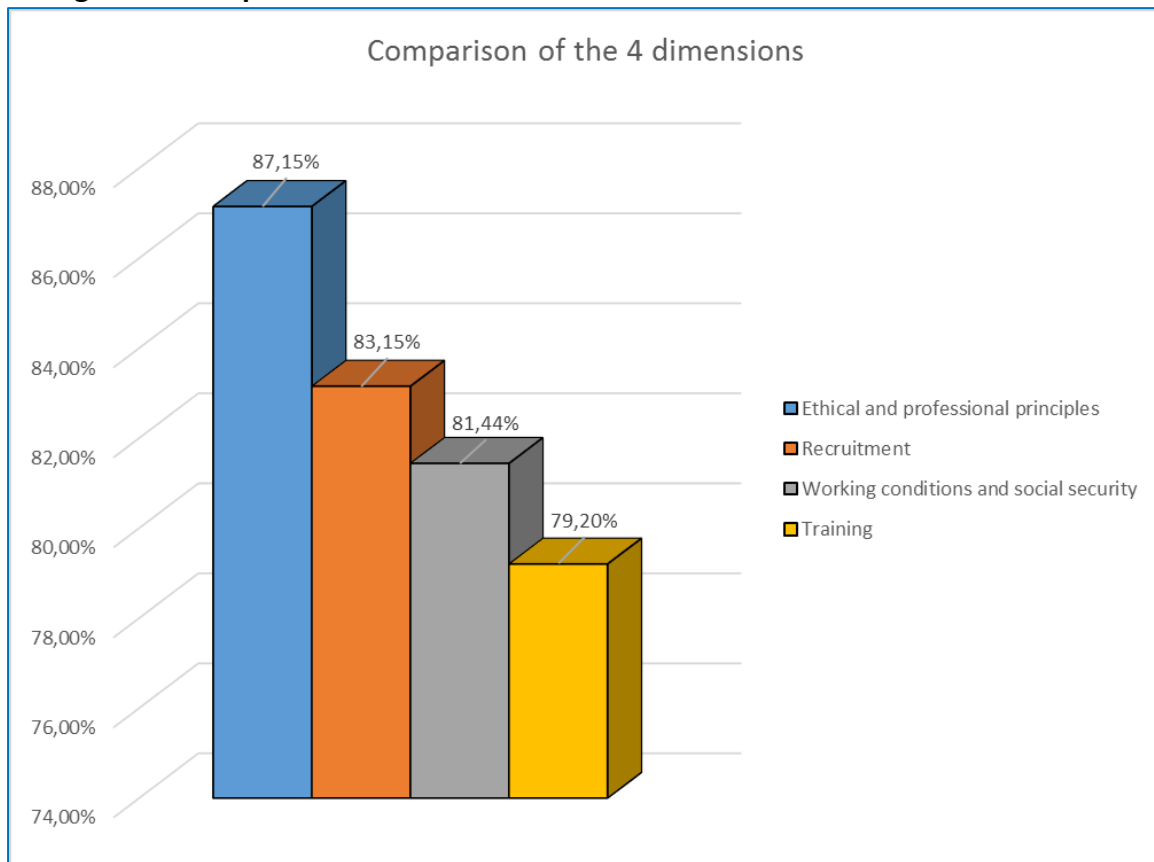
>80%
>70%
>30%
>20%

Source: active participants of survey conducted on VII-IX.2016

4. Identified challenges for VU

According to the opinions from respondents that we have received, we could compare the level of importance and also the level of implementations according to our employees.

Histogram 1. Comparison of the 4 dimensions



Source: active participants of survey conducted on VII-IX.2016

The "Ethical and Professional Aspects" dimension received the best rating with almost 90% of possible percentage points. This dimension was followed by "Recruitment", "Working conditions and social security" and "Training" (almost 80%).

It means that in each area Vistula University has implemented sufficient solutions in each area. However, the working group would like to make improvements in each **40 topics** which has been analysed during conducting Gap Analysis among the working group.

Analysis of the results of the survey 1 revealed some challenges. The working group has decided to focus on these issues that scored below 3.0 and also has planned actions to be taken to improve other topics analysed in Gap Analysis. The identified challenges are presented below – table 3.

Table 3. Average score of importance and implementation of each 40 topics from Gap Analysis

	Issue	IMPORTANCE	IMPLEMENTATION
		Average score	Average score
10	Non discrimination	3,56	3,35
6	Accountability	3,67	3,21
2	Ethical principles	3,69	3,19
5	Contractual and legal obligations	3,50	3,19
32	Co-authorship	3,46	3,19
31	Intellectual Property Rights	3,60	3,17
1	Research freedom	3,71	3,15
3	Professional responsibility	3,81	3,15
4	Professional attitude	3,52	3,15
11	Evaluation/ appraisal systems	3,42	3,13
12	Recruitment	3,50	3,10
24	Working conditions	3,54	3,10
18	Recognition of mobility experience (Code)	3,46	3,06
38	Continuing Professional Development	3,50	3,06
7	Good practice in research	3,38	3,04
27	Gender balance	3,06	3,04
36	Relation with supervisors	3,35	3,04
8	Dissemination, exploitation of results	3,58	3,02
29	Value of mobility	3,31	3,02
20	Seniority (Code)	3,48	3,00
22	Recognition of the profession	3,23	3,00
33	Teaching	3,58	3,00
35	Participation in decision-making bodies	3,31	3,00
9	Public engagement	3,29	2,96
16	Judging merit (Code)	3,60	2,96
17	Variations in the chronological order of CVs (Code)	3,31	2,96
25	Stability and permanence of employment	3,67	2,96
13	Recruitment (Code)	3,35	2,94
14	Selection (Code)	3,25	2,94
15	Transparency (Code)	3,42	2,94
19	Recognition of qualifications (Code)	3,38	2,94
21	Postdoctoral appointments (Code)	3,27	2,94
26	Funding and salaries	3,73	2,88
30	Access to career advice	3,04	2,88
39	Access to research training and continuous development	3,52	2,88
37	Supervision and managerial duties	3,48	2,85
23	Research environment	3,50	2,83
34	Complains/ appeals	3,23	2,83
40	Supervision	3,31	2,83
28	Career development	3,42	2,81

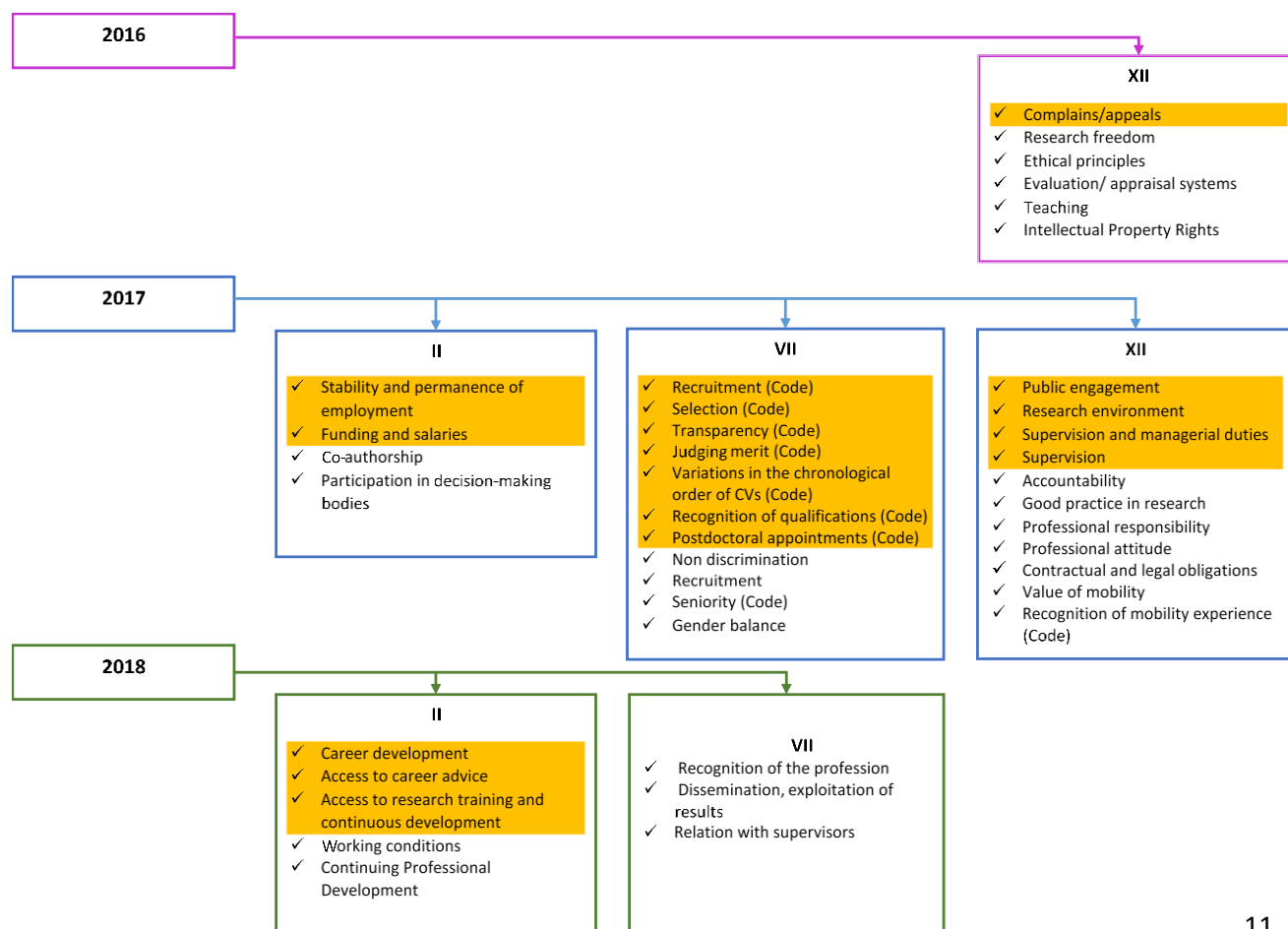
Source: active participants of survey conducted on VII-IX.2016

II. Action Plan 2016-2018

The working group has planned appropriate actions to be taken in the period 2016-2018. Below it is shown the general plan of actions in each 40 topics. We have groped improvements and proposed appropriate deadlines for implementations: December 2016, February 2017, July 2017, December 2017, February 2018, July 2018, taking into account that changes in timetables might happen according to the legal amendments introduced by the law in Poland.

All topics that have been scored below 3,0 (according to respondents in the survey) in the below graph are shown in orange. Other issues that are planned in the same period are related to them, and it will be good that will be implemented at the same time.

Diagram 1. Action Plan 2016-2018 – general view



Source: own proposal based on survey results and gap analysis

III. Detailed Action Plan 2016-2018

Focus on Dimension: Ethical and Professional Aspects

Topic	Content	Responsible	By when?
Research freedom	<ul style="list-style-type: none"> Conducting regular workshops on funding and grant possibilities mainly from National Science Center (NCN) to give information about currently available research opportunities for researchers. Designing the HR policy and evaluation system of employees by assuring the highest possible level of research freedom for instance by expecting and assessing the quality of publications, conferences, etc. and not the topics covered, conceptual frameworks applied or regions and problems being explored. Introducing the formal Code of Ethics. Setting up the Ethics Commission 	Vice-Rector for Science, Rector's Proxy for Research	December 2016
Ethical principles	<ul style="list-style-type: none"> Preparing draft and implementing formal Code of Ethics. Introducing internal IP rights regulations. Conducting a workshop for academicians about IP rights regulations. Preparing printed version of internal IP rights regulations for academicians as well as reader-friendly manual with Q&A enabling swift addressing of the problems the scholars might face in their research or teaching activities. 	Vice-Rector for Science, Rector's Proxy for Research	December 2016
Professional responsibility	<ul style="list-style-type: none"> Inviting external experts like NCN instructors to provide training. Further, develop the current Handbook for new employees by giving actual information on professional responsibility. Introducing an extreme form of incentives. Only publications in journals included in JCR will be recognised by the Vistula. 	HR Department, Rector's Proxy for Research	December 2017
Professional attitude	<ul style="list-style-type: none"> Implementation "non-compete clause" in the case of overlapping research areas and simultaneous employment in another institution. Increasing available assistance - secretariat tasked with supporting scholars running projects, applying for grants. 	Vice-Rector for Science, Rector's Proxy for Research	December 2017
Contractual and legal obligations	<ul style="list-style-type: none"> Organising possibility of consultations with a lawyer specialising in this area. Encouraging participation in training invite external experts - e.g. one day course with NCN representatives. 	HR Department, Rector's Proxy for Research	December 2017

	<ul style="list-style-type: none"> Modifying “orientation day” for new employees for a better understanding of the procedures and regulations by including practical workshops. 		
Accountability	<ul style="list-style-type: none"> Training on the topics of plagiarism, data security Formal training for researchers who have successfully secured external funding. Offering the possibility of consultations with lawyer and accounting – expert in this field, capable of advising researcher professional. 	HR Department, Vice-Rector for Science	December 2017
Good practice in research	<ul style="list-style-type: none"> Regular training on the topics of plagiarism, data security, ghostwriting and guest authorship rules, etc. Organising meetings, roundtables with senior researchers. 	HR Department and Vice-Rector for Science	December 2017
Dissemination, exploitation of results	<ul style="list-style-type: none"> Increasing international conference travel fund enabling reimbursement of expenses incurred in the relation of participating in conferences and seminars. Rewarding individuals who publish in prestigious impact factor journals. 	Vice-Rector for Science	July 2018
Public engagement	<ul style="list-style-type: none"> Encouraging more practice-oriented research with managerial implications, policy advice. Encouraging more presentations of most recent successful research projects. Successful researchers whose research papers have been recently published in prestigious journals should be asked to make popular presentations of their work to the public and administration. 	Vice-Rector for Science, Vistula Publishing Office, Rector’s Proxy for Research, Research Department	December 2017
Non-discrimination	<ul style="list-style-type: none"> Nominating the person responsible for disabled people. Adjusting job advertisements. Adjusting internal code of ethics. Adjusting internal HR recruitment procedures. 	HR Department	July 2017
Evaluation/ Appraisal systems	<ul style="list-style-type: none"> Enabling writing of short memos (press releases) on the newest successes of employees such as articles in high impact journals, etc. 	Vice-Rector for Science, Research Department, Marketing Department	December 2016

Focus on Dimension: Recruiting

Topic	Content	Responsible	By when?
Recruitment	<ul style="list-style-type: none"> Creating recruitment standards for researchers. The possibility of structured interviews in English electronic procedures for processing of the applications received; the possibility of Skype interviews at first stage interviewing. 	HR Department, Vice-Rector for Science, Rector’s Proxy for Research	July 2017

Recruitment (Code)	<ul style="list-style-type: none"> • Creating possible career development paths for researchers. • Including a description of the working conditions and entitlements, including career development prospects. 	HR Department, Vice-Rector for Science, Rector's Proxy for Research	July 2017
Selection (Code)	<ul style="list-style-type: none"> • Creating a wide range of selection practices (e.g. interviews, trial lecture, set of needed documents/information according to the profile of academician, implementing II stages of selection process) 	HR Department, Vice-Rector for Science	July 2017
Transparency (Code)	<ul style="list-style-type: none"> • Informing candidates after the selection process about the strengths and weaknesses of their applications. Creating appropriate form. 	HR Department	July 2017
Judging merit (Code)	<ul style="list-style-type: none"> • Including in recruitment procedures qualitative as well as quantitative measures (e.g. taking into account outstanding results within a diversified career path and not only on the number of publications). • Including in recruitment procedures wider range of evaluation criteria (such as teaching, supervision, teamwork, knowledge transfer, management of research and innovation and public awareness activities, contributions to patents, development or inventions). 	HR Department, Rector's Proxy for Research	July 2017
Variations in the chronological order of CVs (Code)	<ul style="list-style-type: none"> • Modifying and improving recruitment procedures by submitting evidence-based CVs, reflecting a representative array of achievements and qualifications appropriate to the post for which application is being made. 	HR Manager	July 2017
Recognition of mobility experience (Code)	<ul style="list-style-type: none"> • Preparing very clear evaluation criteria concerning mobility experience. 	Vice-Rector for Science, Rector's Proxy for Research	July 2017
Recognition of qualifications (Code)	<ul style="list-style-type: none"> • Creating procedure/system for all researchers about informing themselves in an aim to a full understanding of rules, procedures and standards governing the recognition of such qualification. 	HR Department, Vice-Rector for Science, Rector's Proxy for Research	July 2017
Seniority (Code)	<ul style="list-style-type: none"> • Creating the "honorary professorships". 	Vice-Rector for Science, Research Department	July 2017

Postdoctoral appointments (Code)	<ul style="list-style-type: none"> Promoting post-doc positions, courses. Encouraging and attract fresh PhD from outside. Formalising the status of PhD seminar participants. 	Head of PhD Studies, Vice-Rector for Science	July 2017
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Focus on Dimension: Working conditions

Topic	Content	Responsible	By when?
Recognition of the profession	<ul style="list-style-type: none"> Encouraging presence in academic, social media like Research Gate. 	Vice-Rector for Science, Research Department	July 2018
Research environment	<ul style="list-style-type: none"> Investing in on-site facilities, opportunities for sharing knowledge. Organising additional office space. Adding to the internal quality assurance system procedure for evaluation and gathering feedback on provided research environment. 	Vice-Rector for Science, Research Department	December 2017
Working conditions	<ul style="list-style-type: none"> Better facilities are stimulating conducting research at the University premises. Introducing sabbatical leave. Organising more office space. 	HR Department, Vice-Rector for Science	February 2018
Stability and permanence of employment	<ul style="list-style-type: none"> Implementing three main types of academicians (researcher, didactic-researcher, didactic) Conducting assessment process (SORK) each year to ensure that all employees will get information about evaluation in areas that they conduct. 	HR Department, Vice-Rector for Science	February 2017
Funding and salaries	<ul style="list-style-type: none"> Modification of payment policy for researchers according to their qualifications and performance. Implementing a motivational system for three main types of academicians (researcher, didactic-researcher, didactic). 	HR Department, Vice-Rector for Science, Rector's Proxy for Research	February 2017
Gender balance	<ul style="list-style-type: none"> Introducing policy for equal opportunities and avoidance of discrimination. Allowing flexible working time if necessary for young mothers. The support gender balanced make-up of internal collective bodies and authorities – committees etc. 	HR Department, Quality Manager	July 2017
Career development	<ul style="list-style-type: none"> Creating specific career development strategy for researchers at all stages of their career. 	HR Department, Vice-Rector for Science, Rector's Proxy for Research	February 2018
Value of mobility	<ul style="list-style-type: none"> Including mobility into the specific career development strategy. Encouraging sabbaticals, exchange of scholars, invite guest lecturers. 	HR Department, Vice-Rector for Science,	December 2017

	<ul style="list-style-type: none"> Adding to the internal quality assurance system procedure for evaluation and gathering feedback on provided support for staff mobility. 	Quality Manager	
Access to career advice	<ul style="list-style-type: none"> Introducing Centre for Professional Development – offering internal services for staff. 	Vice Rector for Education, HR Department	February 2018
Intellectual Property Rights	<ul style="list-style-type: none"> Training offering information provided by external experts. Introducing an internal policy for IPR. 	Vice-Rector for Science, Research Department	December 2016
Co-authorship	<ul style="list-style-type: none"> Organising workshops. Creating internal open system intranet where a researcher can submit/present their article proposals, etc. Promoting cooperation between researchers also by devising an explicit formula that allows for clear appraisal of authors of research projects. Improving circulation of information on possible research collaboration by setting Research Board (weekly meetings). Setting up dedicated centres dealing with specific research problems such as the Asia Center, VCAS - Vistula Center on Advanced Studies, Center for Conflict Research. Better coordinating the cooperation among scholars, institutes by establishing the research board. Establishing a virtual office for administrative support of research projects. 	Vice-Rector for Science, Rector's Proxy for Research, Research Department	February 2017
Teaching	<ul style="list-style-type: none"> Establishing new types of University employees (e.g. researchers, didactic-researchers, didactics). 	Vice-Rector for Science, Vice-Rector for Teaching, HR Department	December 2016
Complaints/appeals	<ul style="list-style-type: none"> Raising awareness of the Ombudsman. (Frequent duty hours, the policy of open-doors inviting to regular contacts if required.) 	Rector, Quality Manager	December 2016
Participation in decision-making bodies	<ul style="list-style-type: none"> More use of the system of online surveys - feedback as necessary input for emerging challenges/dilemmas. 	Vice-Rector for Science, Research Department	February 2017

Focus on Dimension: Training

Topic	Content	Responsible	By when?
Relation with supervisors	<ul style="list-style-type: none"> Creating rules for the mentoring program. Establishing and implementing the system of pro-seminars aiming at preparing students with 	Vice-Rector for Teaching Activity,	July 2018

	<p>necessary knowledge and skills of how to conduct research and to write the thesis.</p> <ul style="list-style-type: none"> • Creating proper working conditions for the supervisors and students. • Further, increase the degree of interaction between faculty and students enrolled in the individual program. 	Rector's Proxy for Research, HR Department	
Supervision and managerial duties	<ul style="list-style-type: none"> • Adding to the internal quality assurance system procedure for internal management review. • Creating an online system for handling supervision and reviews of bachelor and master thesis – APD system. 	Rector, Quality Manager	December 2017
Continuing Professional Development	<ul style="list-style-type: none"> • Updating assessment criteria by clearly taking into account formal training, workshops, conferences and e-learning. • Introducing Centre for Professional Development – offering internal services for staff. 	Vice-Rector for Teaching, HR Department	February 2018
Access to research training and continuous development	<ul style="list-style-type: none"> • Further encourage using Research Gate or other academic social media – ORCID registration, Google Scholar account. Support if necessary further researchers' involvement in international research community. • Creating of a common platform and transparent procedures. • Adding to the internal quality assurance system procedure for evaluation and gathering feedback on provided research environment. • Introducing Centre for Professional Development – offering internal services for staff. 	Vice-Rector for Science, Rector's Proxy for Research, HR Department	February 2018
Supervision	<ul style="list-style-type: none"> • Setting up a Research Board and initiate better coordination among the heads of programs and directors of institutes/departments to more effectively harness the scientific and research potential of our scholars. 	Vice-Rector for Science, Rector's Proxy for Research, HR Department	December 2017