

INTERNATIONAL UNIVERSITY OF SARAJEVO
INTERNACIONALNI UNIVERZIET U SARAJEVU
ULUSLARARASI SARAYBOSNA ÜNİVERSİTESİ



**BOOK OF RULES
ON ACADEMIC STAFF EVALUATION**

In accordance with the Article 134 and 140 of the Law on Higher Education ("Official Gazette of Sarajevo Canton", issue 36/22) and in line with the Articles 39 paragraph (1) item d), 152, 183 and 192 paragraph (1) item 15) of the Statute, No. IUS-SENATE-11-3326/2024 – revised text, the Senate of the International University of Sarajevo, on its 188th session held on June 11th, 2025, adopted the following

ACADEMIC STAFF EVALUATION

Article 1 (Evaluation Criteria)

- 1) Academic staff at university is subject to an annual evaluation procedure.
- 2) The data entry is performed by both administrative offices and academic staff during the month of June, after the final exams in the Spring semester. The responsibilities of the administrative offices are determined in the relevant regulations or by the decisions of the Rectorate.
- 3) The evaluation process covers the period from July 1 to June 30.
- 4) The academic staff that joins after July 1 is only evaluated on the merits of teaching. In exceptional cases determined by the relevant Dean, academic staff can also be evaluated based on service.
- 5) Academic staff engaged at University from other universities or organizations is subject to annual academic staff evaluation procedure in the area of teaching and optionally in the other areas.
- 6) Evaluation of academic staff is conducted in three fields:
 - a. **Research and/or artistic outputs** – As a University, IUS is committed to excellence in teaching together with the inspiration and motivation to engage in high quality research and/or artistic activities. Academic staff appointed to scientific/artistic field is expected to conduct genuine research/artistic activities, to involve students, to cooperate with academicians outside University, and to publish their work as scientific/artistic outputs.
 - b. **Teaching** - Academic staff is expected to be devoted to teaching duties, to have a good teaching record, to motivate students to explore teaching topics, to design innovative teaching practices, and to organize different kinds of activities that will benefit students.
 - c. **Service** - Academic staff is expected to be involved in activities outside and inside University that benefits multiple stakeholders and promote University, especially in international environment. Besides, it is expected from academic staff to be involved in working committees when needed, be a good colleague, and demonstrate willingness and motivation to improve University as an institution. The University especially values activities that engage students in their realization.
- 7) The overall score formula for the evaluation period is:
Overall Score = (Research and Artistic Score x 40/100) + (Teaching Score x 40/100) + (Service Score x 20/100).
- 8) The overall classification and the corresponding scores for Assistant, Associate, and Full Professor are presented in Table 1.

Table 1: Grading scale

Grade	Points
Excellent	=100
Very good	>=90 and <100
Good	>=75 and <90
Satisfactory	>=60 and <75
Weak	<60

- 9) Due to the different academic needs at different programs, departments, or faculties, assistants, senior assistants, and methodologists will be evaluated on the same criteria as professors, however the grading scale will not be applied. The holistic evaluation will be made by the relevant program and the Dean.

Article 2

(Evaluation process and documents)

Academic staff is responsible for submitting documents for evaluation to University in accordance with Evaluation Guidelines issued by Rector. It is essential that we develop a culture of documentation and that each activity that is part of the evaluation is well documented. In the exceptional case, a document that supports a particular activity can be issued by the relevant Program Council, Dean, or the Rectorate.

Article 3

(Valuation of research/artistic outputs)

- 1) For the purpose of the University's evaluation of research, the different lists and databases are used in order to reflect the performance of academic staff. Table 2 presents research categories and relevant points.

Table 2: Evaluation components of research outputs

No.	Research	Points
1	An article published in Scopus or Web of Science indexed journal ranked in Scimago Q1	100
2	An article published in Scopus or Web of Science indexed journal ranked in Scimago Q2	80
3	An article published in Scopus or Web of Science indexed journal ranked in Scimago Q3	60
4	An article published in Scopus or Web of Science indexed journal ranked in Scimago Q4	50
5	An article published in Scopus or Web of Science indexed journal without quartiles	30
6	An article published in an indexed journal not included in Scopus or Web of Science	20
7	Policy paper	15
8	Peer reviewed conference proceedings paper listed in Scopus or Web of Science	30
9	Peer reviewed conference proceedings paper of conference held outside B&H not listed in Scopus or Web of Science	15
10	Peer reviewed proceedings paper of conference held in B&H not listed in Scopus or Web of Science	10
11	Authored book, textbook, or handbook published in A or B category of the CERES Publisher rankings	100
12	Authored book, textbook, or handbook published in C or lower categories of the CERES Publisher rankings	80
13	Authored book, textbook, or handbook published by a print house not listed in the CERES	50

Publisher rankings		
14	Edited book published in A or B category of the CERES Publisher rankings	70
15	Edited book published in C or lower categories of the CERES Publisher rankings	50
16	Edited book published by a print house not listed in the CERES Publisher rankings	25
17	Book chapter published in A or B category of the CERES Publisher rankings	50
18	Book chapter published in C or lower categories of the CERES Publisher rankings	40
19	Book chapter published by a print house not listed in the CERES Publisher rankings	15
20	Research presentation (without paper) at a scientific conference, symposium, or workshop outside B&H	10
21	Research presentation (without paper) at a scientific conference, symposium, or workshop in B&H	5
22	Team Leader in a completed funded project	80
23	Team Member in a completed funded project	40
	Other (i.e., specific articles, book reviews, review of books/edited books authored by IUS academicians approved by relevant Program council or Dean)	Max. 10

Notes. Scimago database - <https://www.scimagojr.com/>; Web of Science - <https://mjl.clarivate.com/search-results>; Scopus - <https://www.scopus.com/sources.uri?zone=TopNavBar&origin=searchbasic>; CERES Ranking – <https://ceresresearchschool.nl/valuation-system/publishers/>. A funded project is any project for which a public or private external entity (outside of IUS) has granted financial support. Proof of funding can be documented in a letter verifying funding from the granting entity or the Principal Investigator of the project, where a funded institution does not have to be IUS.

- 2) If the sum exceeds 100, the researcher can transfer up to 100 excess research points to the research score of the immediate next evaluation year. These (research based) excess points can be transferred only once, regardless the number of the exceeding points accrued in the ongoing evaluation period. The record of the excess points will be kept in the researcher’s dossier.
- 3) If the research activity does not match any of the items listed in this table, the researcher may submit an appeal to the Dean’s office to have the activity assigned a particular score under the other category.
- 4) If the author has chapters in his/her own edited books he/she can count only one chapter. Introduction and conclusion chapters are not counted.
- 5) An academician can choose the quartile based on the most recent two years in Scimago.
- 6) If any of the publications is part of two or more categories, an academician chooses whatever is more favorable.
- 7) In addition to research, academic staff in appointed artistic fields can earn points for artistic outputs. For the purpose of the University’s evaluation of artistic activities, Table 3 presents categories and relevant points.
- 8) If a project involves multiple teams, there may be more than one Team Leader. Following the official IUS Project Coordinator confirmation, all designated Team Leaders are eligible to receive full points.

Table 3: Evaluation components of artistic outputs for ARCH and VACD

No	Creative activity	Points
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		Outside B&H	B&H
	A piece of Architecture	100	50
	Solo exhibition in recognized venues	40	20
	Solo exhibition in other venues	20	10
	Documentary/News/Feature film director	100	50
	Short documentary, short film director	50	25
	Taking part in feature/documentary film (producer, assistant director, visual director, scenario writer, supervisor, advisor, etc.)	20	10
	Preparing / producing magazine, journal, bulletin, poster design, billboard design	10	5
	Works added to the permanent collections of recognized institutions of art	100	50
	Individual participation in exhibitions/festivals/public events in recognized venues of art with original work*	20	10
	Individual participation in exhibitions/festivals/public events in other venues of art with original work*	10	5
	Original design, artwork, animation, program, video, film, etc. (for artistic or commercial purposes) *	40	20
	Published, Exhibited or Produced Work or Projects: relevant architectural, artistic, design work or project in which the candidate took an active part in the design, production, organization, and execution, comply with the applicable policies, laws, and regulations to achieve aesthetic and environmentally sustainable outcomes. **	20	10
	Cross-media multidisciplinary project that cannot be evaluated only in one artistic area and belong to other artistic areas. **	20	10
* Each unit of work must be unique. Maximum 25 percent of previous works can be included in the new work in order to be considered as separate work.			
** (to be determined by the expert review panel internally)			

Article 7
(Valuation of Teaching)

- 1) Since IUS uses a student centric approach, the teaching is evaluated based on different components that are presented in Table 4.

Table 4: Components of teaching evaluation

A. Overall Teaching Score = [(Average Student Survey Score x 25) x 60/100] + (Teaching Activity Score x 40/100)		
B. The teaching activity score is a sum of points presented in the points column.		
C. If the instructor's teaching activity score exceeds 100, it is allowed that these excess points are transferred to the research section and recognized as "transferable teaching points". Upon such case, these "transferable" points can be redirected only within the ongoing evaluation period and for the purpose to complete up to 100 research excess points pool.		
D. The records of average student survey scores and teaching activity scores (including excess points) are kept in the instructor's dossier.		
E. The teaching activity of deans/vice-rectors will be validated with an extra 30 points, while that of program coordinators will be validated with 15 points.		
No.	Teaching	Points
1	Teaching an undergraduate/graduate course	15

2	Teaching a class 30 - 59 students	2.5
3	Teaching a class 60 - 99 students	5
4	Teaching a class of 100 and more students	7.5
5	Mentor of completed Ph.D. dissertation at IUS	50
6	Co-mentor of completed Ph.D. dissertation at IUS	25
7	Defense Committee Member of completed Ph.D. dissertation at IUS	5
8	Supervision Committee Member of each progress report of Ph.D. dissertation at IUS	5
9	Mentor of completed Master thesis/project at IUS	20
10	Co-mentor of completed Master thesis/project at IUS	10
11	Defense Committee Member of completed Master thesis/project at IUS	5
12	Mentor of completed undergraduate graduation project at IUS	10
13	Mentor of completed undergraduate final studio supervised at IUS	10
14	Introducing and teaching a new course in the curriculum	10
15	Having tutorials (per section)	5
16	Other (i.e., lectures or workshops at IUS approved by Program Council, Dean, or Rectorate)	Max. 5
17	Substitute Committee Member of a completed Ph.D. dissertation at IUS	2.5
18	Substitute Committee Member of a completed Master thesis/project at IUS	2.5
19	Internship Adviser	5

2) Academic staff member evaluates his/her work in the field of teaching by taking into account the main criteria for evaluation and submits it with his/her evaluation dossier.

3) If the Overall Teaching Score (OTC) exceeds 100, then the excess points (EP) in Teaching Activity score (with coefficient "0.25") is transferred with coefficient "0.25" to the Research. The excessive scores in Teaching Activity should compensate the Overall Teaching Score first, and if the academician still has excess points which contribute Overall Teaching Score to exceed over 100 points, then these exceeding points will be transferred with the determined coefficient. The overall teaching score results in 2 options:

a. If Overall Teaching Score \leq 100, then there are no excess points.

Case A: Average student survey score = 3, Teaching Activity Score=120, Overall Teaching Score = $(3 \times 25 \times 0.6) + (120 \times 0.4) = 93$ (No excess points)

b. If OTC > 100, then there are excess points.

Case B: Average student survey score = 2, Teaching Activity Score = 200,

Overall Teaching Score = $(2 \times 25 \times 0.6) + (200 \times 0.4) = 110$ (There are excess points)

i. Excess Points = Teaching Activity Score – $[(100 - (\text{Average Student Survey Score} \times 25 \times 0.6)) \times 2.5] \times 0.25$

a) Average student survey score = 2, Teaching Activity Score = 200,

Excess Points = $(200 - [(100 - (2 \times 25 \times 0.6)) \times 2.5]) \times .25 = 6.25$ for transferring.

Article 8

(Valuation of service)

- 1) Academic staff work related to the service is divided into contributions to three areas:
 - a. University
 - b. Local community
 - c. Internationalization

- 2) Academic staff work related to the service is evaluated numerically. The main criteria for the evaluation are presented in Table 5.

Table 5: Evaluation components for service

No.	<i>Contribution to the University</i>	Points
	Vice-Rector	70
	Dean	70
	Vice-Dean*	10
	Program Coordinator*	50
	Director/coordinator of a Lab, Research Center, or Art Gallery,	20
	Adviser to the Rector	10
	Member of the Senate	5
	Member of the Faculty Council	5
	Head of an IUS non-teaching unit Research Center or other IUS centers	20
	Chair/Member of permanent committees (5 points per committee)	Max. 10
	Chair/Member of ad hoc committees (5 points per committee)	Max. 15
	Student adviser (per semester)	10
	Erasmus coordinator (per semester)	10
	Participating in promotional activities (5 points per activity)	Max. 15
	Self-initiated promotional activities (5 points per activity)	Max. 15
	Organizing/participating in an IUS Student-oriented on/off-campus activities (5 points per activity)	Max. 10
	Active student club adviser	Max. 5
	Other (per Rectorate, Dean, or Program Council)	Max. 5
*In the case when academician performs multiple administrative duties at IUS, the first one carries full points, while the rest carry half of points.		
No.	<i>Contribution to the local (B&H) community</i>	Points
	Organizing committee chair of conferences in B&H	40
	Organizing committee member of conferences in B&H	20
	Scientific committee member of conferences in B&H	20
	Manager or Head of a professional association in B&H	40
	Chief Editor/Co-editor/Associate Editor/Managing Editor of IUS Journal	15
	Editorial Board member of IUS Journal	7.5
	Chief Editor/Co-editor/Associate Editor/Managing Editor of journals in B&H indexed in Web of Science (SCI-E, SSCI, AHCI, ESCI)	40
	Editorial Board member of journals in B&H indexed in Web of Science (SCI-E, SSCI, AHCI, ESCI)	20
	Chief Editor/Co-editor/Associate Editor/Managing Editor of journals in B&H indexed in Scopus	20
	Editorial Board member of journals in B&H indexed in Scopus	10
	Journal Chief Editor/Co-editor of journals in B&H not indexed in Web of Science or Scopus	15

	Editorial Board member of journals in B&H listed not indexed in Web of Science or Scopus	7.5
	Reviewer for Journals, Publishers, and Projects in B&H (5 points per review)	Max. 15
	Awards and prizes in local (B&H) academic competitions/evaluations	10
	Lectures/speeches at conferences, HEIs, and associations in B&H (5 points per activity)	Max. 10
	Organized guest lectures, workshops, seminars in B&H (5 points per activity)	Max. 10
	Guest at TV/Radio programs/shows in B&H (5 points per activity)	Max. 10
	Participating in the work of professional/scientific/associations/initiatives/consortia/commissions in B&H	5
	Member of the committee for academic appointments in HEIs in B&H (5 points per appointment)	Max. 10
	Completed mentorship of the second study cycle student (MA) in HEIs in B&H	20
	Completed co-mentorship of the second study cycle student (MA) in HEIs in B&H	10
	Defense committee member/external reviewer of the second study cycle student (MA) in HEIs in B&H (5 points per committee)	Max. 10
	Completed mentorship of the third study cycle students (Ph.D.) in HEIs in B&H	40
	Completed co-mentorship of the third study cycle students (Ph.D.) in HEIs in B&H	20
	Defense committee member/external reviewer of the third study cycle students (Ph.D.) in HEIs in B&H (10 points per committee)	Max. 20
	Team Leader in an ongoing locally funded project	20
	Team Member in an ongoing locally funded project	5
	Team Leader of submitted locally funded project application	5
	Team Member of submitted locally funded project application	2.5
	Other (per Rectorate, Dean, or Program Council)	Max. 5
<i>Architectural/Design and Artistic Project</i>		
	Consultant to the company in artistic or creative works in B&H (5 points per activity)	Max. 10
	Serving as a judge, jury member, committee member or curator in recognized creative industry activities in B&H (5 points per activity)	Max. 10
	Organizing a in-house event/exhibition/conference/workshop in B&H: Main Organizer (10 points per activity)	Max. 20
	Organizing a in-house event/exhibition/conference in B&H: Organizing Member / Tutor / Mentor (5 points per activity)	Max. 10
	TV/Radio program director/producer/creator in B&H (10 per activity)	Max. 20
	Taking part in TV/Radio program (assistant director, visual director, scenario writer etc.) in B&H (5 per activity)	Max. 10
	Commissioned work of art/design/architectural design in B&H (10 per activity)	Max. 20
	Nationally recognized awards/residencies/fellowships etc. (10 points activity)	Max. 20
No.	<i>Contribution to the internationalization</i>	Points
	Organizing committee chair of international conferences outside B&H	30
	Organizing committee member of international conferences outside B&H	20
	Scientific committee member of international conferences outside B&H	10
	Manager or Head of a professional international association (registered outside B&H) with IUS	30
	Chief Editor/Co-editor/Associate Editor/Managing Editor of journals outside B&H indexed in Web of Science (SCI-E, SSCI, AHCI, ESCI)	40
	Editorial Board member of journals outside B&H indexed in Web of Science (SCI-E, SSCI, AHCI, ESCI)	20
	Chief Editor/Co-editor/Associate Editor/Managing Editor of journals outside B&H indexed in	20

	Scopus	
	Editorial Board member of journals outside B&H indexed in Scopus	10
	Journal Chief Editor/Co-editor of journals outside B&H not indexed in Web of Science or Scopus	15
	Editorial Board member of journals outside B&H not indexed in Web of Science or Scopus	7.5
	Reviewer for Journals, Publishers, and Projects located outside B&H (5 points per review)	Max. 20
	Awards and prizes in academic competitions/evaluations outside B&H	10
	Lectures/speeches at international conferences, HEIs, and associations (5 points per activity)	Max. 10
	Organized guest lectures, workshops, seminars outside B&H (5 points per activity)	Max. 10
	Guest at TV/Radio programs/shows outside B&H (5 points per activity)	Max. 10
	Participating in mobility (academic staff exchange)	10
	Member of the committee responsible for internationalization process of IUS	10
	Participating in the work of international professional/scientific associations/initiatives/consortia/commissions	5
	Member of the committee for academic appointments in international HEIs (5 points appointment)	Max. 10
	Completed mentorship of the second study cycle student (MA) in HEIs outside B&H	20
	Completed co-mentorship of the second study cycle student (MA) in HEIs outside B&H	10
	Defense committee member/external reviewer of the second study cycle student (MA) in HEIs outside B&H (5 points per committee)	Max. 10
	Completed mentorship of the third study cycle students (Ph.D.) in HEIs outside B&H	40
	Completed co-mentorship of the third study cycle students (Ph.D.) in HEIs outside B&H	20
	Defense committee member/external reviewer of the third study cycle students (Ph.D.) in HEIs outside B&H (10 points per committee)	Max. 20
	Team Leader in an ongoing internationally funded project	20
	Team Member in an ongoing internationally funded project	5
	Team Leader of submitted internationally funded project application	5
	Team Member of submitted internationally funded project application	2.5
	Patent Application	30
	Patent Award	100
	Other (per Rectorate, Dean, or Program Council)	Max. 5
<i>Architectural/Design and Artistic Project</i>		
	Consultant to the company outside B&H in artistic or creative works (5 points per activity)	Max. 10
	Serving as a judge, jury member, committee member or curator in recognized creative industry activities outside B&H (5 points per activity)	Max. 15
	Organizing an art/design/architecture event/exhibition/conference/workshop which takes place outside B&H: Main Organizer (15 points per activity)	Max. 30
	Organizing an art/design/architecture event/exhibition/conference/workshop which takes place outside B&H: Organizing Member / Tutor / Mentor (5 points per activity)	Max. 15
	TV/Radio program director/producer/creator outside B&H (15 points per activity)	Max. 30
	Taking part in TV/Radio program (assistant director, visual director, scenario writer, etc.) outside B&H (5 points per activity)	Max. 10
	Commissioned work of art/design/architectural design outside B&H (15 points per activity)	Max. 30
	Internationally recognized awards/residencies/fellowships etc. (15 points per activity)	Max. 30

Note. If the activity could fit more than one category, the academician can choose only one (journal editor or editorial member, etc.)

3) The proposed points are university importance based. Considering the relative dynamics of IUS

programs and faculties, it is recognized that the proposed values are highly arbitrary.

- 4) If an activity does not match any of the items listed in this table, the staff member may submit an appeal to the Rectorate, Dean, or Program Council to have the activity assigned as Other.
- 5) If the sum exceeds 100, the excess points cannot be transferred to another evaluation score or the following year. However, the record of full points will be kept in the IUS academic staff member's dossier.
- 6) If a project involves multiple teams, there may be more than one Team Leader. Following the official IUS Project Coordinator confirmation, all designated Team Leaders are eligible to receive full points.

Article 10 (Incentives and weak gradings)

- 1) To promote a positive working atmosphere, IUS commits to support academic staff on an annual basis, as follows:
 - a. Incentives for academic staff graded as excellent or very good are decided by the Board of Trustees and presented to staff in the fall semester of the following academic year.
 - b. For academic staff graded as weak for one year, an official warning by the Dean/Rector shall be issued.
 - c. For academic staff graded as weak for two consecutive years, the possibility of contract termination will be discussed and determined by the Board of Trustees.

Article 11 (Evaluation of Full Professors)

- 1) In addition to annual evaluation, Full Professors will be re-evaluated every seven years, in which they need to reach the following criteria:
 - a. For scientific areas, the full professor has to satisfy the following criteria:
 - i. **Research output** - a minimum of 100 points based on the weights presented in Table 6.
 - ii. **Mentorship and projects** - a minimum of 100 points based on the weights presented in Table 8, where up to 50 points can be compensated from the research output.
 - iii. **Teaching and service** - a minimum average grade of 80 without excess points from evaluation.
 - b. For artistic areas, the full professor has to satisfy the following criteria:
 - i. **Artistic output** - a minimum of 100 points combined based on the weights presented in Table 7, where up to 25 points can be compensated from the research output (Table 6), or mentorship and projects (Table 8).
 - ii. **Teaching and service** - a minimum average grade of 80 without excess points from evaluation.

Table 6: Research output weights for evaluation of Full Professor

No.	Research output	Points
1	An article published in journal indexed in SCI, SSCI, or AHCI	45
2	An article published in journal not indexed in SCI, SSCI, or AHCI but ranked in Scimago Q1 or Q2	30

3	An article published in journal not indexed in SCI, SSCI, or AHCI but ranked in Scimago Q3 or Q4	20
4	An article published in journal indexed in Scopus or Web of Science but not present in Scimago quartiles	10
5	An article published in journal not indexed in Scopus or Web of Science	5
6	An authored book, textbook, or handbook published in A or B category of the CERES Publisher rankings	30
7	An authored book, textbook, or handbook published in C or lower categories of the CERES Publisher rankings	25
8	An edited book published in A or B category of the CERES Publisher rankings	20
9	An edited book published in C or lower categories of the CERES Publisher rankings	15
10	A book chapter published in A or B category of the CERES Publisher rankings	15
11	A book chapter published in C or lower categories of the CERES Publisher rankings	10
12	Authored book, textbook, or handbook published by a print house not listed in the CERES Publisher rankings	15
13	Edited book published by a print house not listed in the CERES Publisher rankings	10
14	Book chapter published by a print house not listed in the CERES Publisher rankings	5

Note. Only one in-house publication can be counted.

Table 7: Artistic output weights for evaluation of Full Professor

No.	Artistic Output	Points
1	Solo exhibition, complex design project, director of film, director of animation	45
2	A piece of architecture	45
3	Works added to the permanent collections of recognized institutions of art	45
4	Art residency	20
5	Participation at a curated exhibition with curator's concept statement, Biennial, Festival	20
6	Original design, artwork, animation, program, video, film, etc	15
7	Individual participation in exhibitions/online exhibitions/festivals/public events	10
8	Published critique review	15
9	Workshop, lecture, presentation	10
10	Featured arts/design in books, journals, magazine (per work)	5

Table 8: Mentorship and project weights for evaluation of Full Professor

No.	Research output	Points
1	A completed mentorship of a Ph.D. student	50
2	A completed mentorship of an MA student	25
3	A completed funded project	25

- 2) A report that does not contain a passing evaluation of a full professor during the seven-year cycle will not be considered in the sense of this article, and it will be the basis for the termination of the employment contract, which is regulated in more detail by the evaluation and general act of the University.

Article 12
(The Role and Responsibility of Dean)

- 1) The Dean is supposed to nurture, facilitate growth and development, and set and uphold high standards for faculty, academic staff, and students.
- 2) In line with the evaluation of academic staff, the Dean is expected to individually assess each academic staff's evaluation and discuss their performance annually.
- 3) The Dean must submit a formal report annually, including the overall and individual results, as well as recommendations for improvement to the Rectorate.

CHAIRMAN OF THE SENATE

Prof. Dr. Ahmet YILDIRIM

