

University Autonomy and the recruitment process - SEEU

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Key dimensions of university autonomy

Organisational autonomy (covering academic and administrative structures, leadership and governance)

Financial autonomy (covering the ability to raise funds, own buildings, borrow money and set tuition fees)

Staffing autonomy (including the ability to recruit independently, promote and develop academic and non-academic staff)

Academic autonomy (including study fields, student numbers, student selection as well as the structure and content of degrees)

SEEU –institutional background

Established according to the Law on Higher Education referring to a special article for SEEU status as a Private-public-not-for-profit institution.

Financial autonomy includes independent management of funds received from tuition fees and student participation, donations, and other resources for the purpose of carrying out scientific research, publishing and applicative activities. The University decides independently for the accumulation of financial assets.

The process of approving the budget:

- Review of consolidated operating budget by Rector's executive team

- Review by the Senate Of SEEU

- Approving by the University Board

SEEU Governing structure

The University Board is responsible for the institutional functioning of the University as well as responsible for the strategy, strategic policies and all decisions regarding financial matters in order to ensure sustainable conditions for the normal functioning of the University.

University Senate - in addition to other competencies - proposes to the Board the tuition and other fees payable to the University and reviews the University budget;

Rector - in addition to other competencies - preparation of annual estimates of income and expenditure for consideration by the University Board, and the management of budget and resources within the estimates approved by the University Board; and deciding on financial matters that are not within the competence of the University Board.

SEEU – Open transparent and Merit based Policies

- South East European University (SEEU) is private, public non-for profit higher education institution, the first of its kind in the Republic of North Macedonia.
- SEEU applies recruitment policies based on the LAW for higher education and also according to its own intern procedures and policies which are based on open, transparent, fair and equal opportunities for all, such as The recruitment procedure; POLICY ON EQUAL OPPORTUNITY, [Rule for Promotion of Academic Staff to Teaching-Scientific Titles](#); Complaint Procedure, etc.
- SEEU applies system of Total Quality Management which assures creating, developing, implementing, monitoring and evaluating policies, procedures, structures and quality initiatives. The University is ISO certificated.
- SEEU applies a Metrix-based system of KPI in the process of promotion and remuneration of the academic staff.

HRS₄R - Human Resources Strategy for Researchers

- South East European University on July 2015 was granted with the 'HR Excellence in Research' award, being the first and the sole university in the country holding this logo.
- "HR Excellence in Research" award gives public recognition to research institutions that have made progress in aligning their human resource policies with the principles set out in the "Charter & Code". Institutions that have been awarded the right to use the icon can use it to highlight their commitment to implement fair and transparent recruitment and appraisal procedures for researchers.
- European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers is a set of general principles and requirements which specifies the roles, responsibilities and entitlements of researchers as well as of employers and/or funders of researchers.

Recruitment at SEEU

- The recruitment, appointment, promotion, retention and compensation of academic and support staff are consistently facilitated with institutional policies and legislation through Human Resources Office (HRO).
- Among the new SEEU strategic aims are:
 - To recruit and retain the best-qualified academic and other staff and ensure that everyone has equality of opportunity in recruitment, personal development, and career progression in all areas of employment in the University, while expecting from them a level of performance against set targets.
 - We will build productive long-term relationships between alumni and current students on the basis of mentoring, career advice, internships, and recruitment.

(Strategic Plan *SEEU 5.0* 2021-2025)

Staffing autonomy at SEEU

- Recruitments are carried out freely by the university
- The university decides freely on salaries and salary components, abiding by the labor laws in force
- National labor regulations apply for dismissal procedures
- Promotion procedures are regulated by the Law on higher education. The University applies also the internal bylaws (Rule on promotion to teaching and scientific titles)
- Important documents:
- Rule on promotion to the teaching and scientific title
https://www.seeu.edu.mk/files/Rule_on_promotion_to_teaching_scientific_title.pdf
- Policy on equal opportunity
<https://www.seeu.edu.mk/files/docs/regulloret/2014/anglishtPDF/Policy-on-Equal-Opportunity.pdf>

Recruitment Process

- Recruitment Policy defines the process and procedures for employment of new staff, as well as the manner of objective and independent determination of responsibilities for all activities related to it. Employment that does not take place in the ways prescribed by this procedure can not be initiated.
- **Administrative recruitments** are initiated by the dean/director of the respective unit. The request is sent to the Director of Human Resource Office. If there are no objective reasons for not accepting the request, the DHRO forwards the request to the financial service. The financial service performs a formal financial confirmation of the accepted request.
- The Financial Service submits the request to the General Secretary for final confirmation. It formally confirms the request and forwards it to the human resources department.
- The HRO announces a vacancy, along with the job description and the job application.
- If there are objective reasons for the impossibility of expanding the vacancies, the DHRO informs the manager (DEAN / DIRECTOR) with an internal letter, by attached document, explaining that the request has been rejected.

Recruitment Process

- Depending on the administrative service, the General Secretary forms a commission consisting of three members with the right to vote and one representative of the HRO without the right to vote.
- It is important to emphasize that in the commission one of the members must be from the service that seeks employment of new staff.
- The decision to form a commission, with the names of the members of the commission, is then sent to the DHRO by the General Secretary via an internal letter, e-mail.
- **Academic Recruitment** is based on the Law for Higher education and also on the internal Rule on Promotion to Teaching –scientific and teaching-professional titles and assistant.
- The procedure is initiated also by the dean/director of the respective unit.
- The procedure then follows the LAW for Higher Education in all the steps regarding the deadlines and everything that is accurate for the academic staff recruitment.

Conclusions

North Macedonia has an overregulated system of higher education that can interfere with the concept of University Autonomy

Being a PPNFP legal entity, SEEU enjoys an important financial autonomy that leads to academic and staffing autonomy. HRS₄R is an important tool in the staff recruitment program.

The financial independence of SEEU provides the opportunity to organize its internal functioning and management and offers a great deal of independence in decision making regarding the recruitment of staff. Most of the criteria relate directly to the LHE which is obligatory for all universities in NM