

## Action plan

### 1. Organisational Information

Please provide a limited number of key figures for your organisation. Figures marked \* are compulsory.

<b>STAFF &amp; STUDENTS</b>	<b>FTE</b>
Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research *	3883
Of whom are international (i.e. foreign nationality) *	276
Of whom are externally funded (i.e. for whom the organisation is host organisation) *	0
Of whom are women *	2252
Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor. *	1384
Of whom are stage R2 = in most organisations corresponding with postdoctoral level *	690
Of whom are stage R1 = in most organisations corresponding with doctoral level *	1447
Total number of students (if relevant) *	28538
Total number of staff (including management, administrative, teaching and research staff) *	2907
<b>RESEARCH FUNDING (figures for most recent fiscal year)</b>	
Total annual organisational budget	114.697.709,00 EUR

## RESEARCH FUNDING (figures for most recent fiscal year)

€

Annual organisational direct government funding (designated for research) 220.433,00 EUR

Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)

5.075.663,00 EUR

Annual funding from private, non-government sources, designated for research

2.388.866,00 EUR

## ORGANISATIONAL PROFILE (a very brief description of your organisation, max. 100 words)

The Ss. Cyril and Methodius University in Skopje is the first state university in the Republic of North Macedonia, established in 1949. It represents a community of 23 faculties, 5 scientific institutes, 4 public scientific institutions as affiliated members, 1 affiliated higher education institution, and 7 affiliated organizations. It offers study programs in all scientific disciplines. Research activities are conducted at the scientific institutes. At the University more than 21.300 students are enrolled in the first cycle of studies, 1.890 in the second and 1.740 doctoral candidates; and there are over 2.950 academic, research, and administrative staff.

Paragraphs: 0, Words: 0

### 2. Strengths and weaknesses of the current practice

Please provide an overview of the organisation in terms of the current strengths and weaknesses of the current practice under the four thematic headings of the Charter and Code at your organization.

**Note:** Click on the name of each of the four thematic headings of the Charter and Code to open the editor and provide your answer.

Ethical and professional aspects\*

Strengths

- The Statute and the Code of Ethics of Ss. Cyril and Methodius University in Skopje regulate the academic freedom that includes the freedom in scientific research work. It derives from the Law on Higher Education and the Law on Scientific and Research Activity. At the University exists freedom in expressing academic thought and most researchers have not encountered restrictions on their research freedom.
- The University has adopted the Code of Ethics that regulates the ethical principles and the professional responsibility of researchers. The Code of Ethics states that all members of the university community must safeguard the well-being and interests of the University in the spirit of academic freedom, reasonable discussion, criticism, tolerance, and the responsible and honest pursuit of optimal solutions.
- The Ss. Cyril and Methodius University in Skopje has implemented Intellectual Property Policy that sets out the fundamental principles for the creation, protection, and utilization of intellectual property and the rights arising from it within the framework of the University. The IP rights are also regulated in the Statute and the Code of Ethics.
- The evaluation of the research staff at the University is conducted transparently and objectively.
- The University has adopted Open Science policy that aims to promote open, accessible, interoperable, reproducible, and responsible research practices. It emphasizes transparency and equity in research, which supports the fair recognition of all contributors, including early-career researchers.
- The University has Repository of Scientific and Artistic Works that represents a digital archive of collections containing records of the University's scientific and artistic output. At the same time, it provides open and controlled access to the available content, enabling its searchability and further easy processing.
- The University has adopted the Declaration on Gender Equality and the Gender Equality Plan of the Ss. Cyril and Methodius University in Skopje for 2022–2025.
- Provision of Annual award granted to scientists and artists who demonstrate outstanding achievements in scientific research and artistic activities.
- The University has established Center for Advanced Interdisciplinary Research (CeNIIs) since 2021. This Centre serves as a hub that connects scientists and researchers who work and create abroad, and are native to our country.
- The University has established a Center for Advanced and Post-Doctoral Research – CAPRIS UKIM LLC.
- The University has established Research Centres.
- The University has established dedicated Project Office that provides advisory support services in pre-award and post-award projects.

#### Weaknesses

- The familiarity with the strategic goals of the University regarding scientific research activities is medium. There is a need to better promote the strategic goals, organize workshops and other events.
- Promotion of the scientific research results with the goal of strengthening public awareness of the role of research in the sustainable development of society. More promotional events and publications about the research results at unit levels could improve this weakness.
- Usage of e-tools for data management could be improved.

## Recruitment and selection\*

### Strengths

- As a public University, the Ss. Cyril and Methodius University in Skopje adheres to the recruitment principles that are regulated by the Law on Higher Education, Law on Labour Relations and the Collective Agreement of the Ss. Cyril and Methodius University in Skopje,
- The University has adopted an internal Rulebook on the special conditions and the procedure for selection into teaching-scientific, scientific, teaching-professional, and associate titles and demonstrators at the Ss. Cyril and Methodius University in Skopje that specifies the conditions and procedure of recruitment, work, composition and obligations of the Review committee for selection of the staff and the selection process. It is published at the University website.
- Gender balance and non-discrimination are protected and regulated in the Gender Equality Plan, Declaration on Gender Equality, the Statute and the Ethical Code.
- Stability and continuity in employment are addressed in the Code of Ethics and the University provides safety and health standards and good working conditions.
- The career development of researchers at the University is linked to the process of appointment to academic titles.
- Feedback from mobility participants at the Ss. Cyril and Methodius University in Skopje consistently highlights the transformative value of international mobility.
- The Ss. Cyril and Methodius University has established a Career Center that is regulated by the Regulation on the Career Center of the Ss. Cyril and Methodius University in Skopje. It is an internal organizational unit of the Ss. Cyril and Methodius University in Skopje, without legal entity status, which consists of the career centers of the University's units. It organizes internships and facilitates students' first access to the labour market and networking; organizes workshops; develops a system for establishing an Alumni Association of the University and maintains records of former students (alumni); assists students in obtaining information for career planning, career development, professional training, and career counseling; conducts labour market research; performs other tasks related to career counseling.
- The recognition and listing of researchers at the Ss. Cyril and Methodius University in Skopje, including early-career researchers as co-authors in academic outputs are guided by the Rulebook on the Organization of Publishing Activities at Ss. Cyril and Methodius University in Skopje.
- The Ss. Cyril and Methodius University in Skopje maintains a digital repository that collects, stores, and disseminates scientific publications. This platform ensures that all contributors, including early-career researchers, are properly credited for their work.

### Weaknesses

- The Rulebook on the special conditions and the procedure for selection into teaching-scientific, scientific, teaching-professional, and associate titles and demonstrators at the Ss. Cyril and Methodius University in Skopje will be published in English is proposed.

- Organization of trainings of early-stage researchers as part of their teaching commitment could be improved. Increased access to training is proposed.
- Job advertisements are not published at the web page and are not accessible and sufficient for international applications.

#### Working conditions\*

##### Strengths

- The University provides good working conditions, good paid work and salaries, flexible working hours, sabbatical leave is possible.
- The University provides equal conditions for advancement to all members of the university community.
- There is a gender balance, and all men and women are treated equally.
- Researchers feel respected and recognized as professionals in their work environment.
- The career development of researchers at the University is linked to the process of appointment to academic titles, for which the selection criteria include: acquired education, results from scientific research work, results and experience in teaching activities and mentoring of junior teaching and research staff, as well as professional-applied or professional-artistic activities. Based on these criteria, general and specific conditions for appointment to teaching-scientific, teaching-professional, teaching, and associate titles are prescribed.
- The University take occupational safety and health measures for their employees in every aspect related to work. They provide employees with appropriate occupational safety and health training and implement procedures for risk assessment at workplaces.
- Staff participants similarly acknowledged the professional and personal benefits of mobility, including strengthened research collaboration, curriculum innovation, and broader academic networking. All reported gaining valuable experiences that contributed directly to their teaching, research, and international engagement capacities.

##### Weaknesses

- Trainings for skills and competence developments.
- Provision of career development advisory support.

#### Training and development\*

The University has Strategic plan 2024-2029 and Action plan 2024-2029 that envisage trainings and developments of the researchers. The University has established a Career Centre, which plays a key role in assisting early-career researchers.

### 3. Actions

The Action Plan and HR Excellence in Research strategy must be published on an easily accessible location of the organisation's website.

Please provide the web link to the organization's Action Plan/HR Strategy dedicated webpage(s). Multiple links must be comma separated.

<https://ukim.edu.mk/en/megjunarodna-sorabotka/megjunarodna-sorabotka-internacionalno-vmrezhuvanje/hr-excellence-in-research/>

Please fill in the list of all individual actions to be undertaken in your organisation's HR Excellence in Research to address the weaknesses or strengths identified in the Gap-Analysis. The listed actions should be concise, but detailed enough for the assessors to evaluate the level of ambition, engagement and the expected implementation process. The institution should strive to provide a detailed plan, not just an enumeration of actions.

**Note:** Choose one or more of the principles automatically retrieved from the GAP Analysis with their ratings.

**Proposed ACTIONS**

<b>Proposed actions</b>	<b>GAP principle</b>	<b>Timing (quarter / yearly)</b>	<b>Responsible Unit</b>	<b>Indicators/Targets</b>
Drafting and adopting plan for organization of trainings at the University	2. Ethical principles	4Q/1Y	Rector's Board Rector Vice-Rectors Secretary General	Plan for organization of trainings developed
Organization of informal meetings and initiatives at Units levels to strengthen the awareness about the strategic goals of the University	4. Professional attitude	1Q and 2Q/1Y	Vice-Deans for Science Assistant Directors of the Institutes Secretaries	Number of participants at the informal meetings and initiatives at Units levels to strengthen the awareness about the strategic goals of the University
Review and update of the University website	5. Contractual and legal obligations	1Q/1Y	University Computer Centre	University webpage updated
Organization of informative sessions and face-to-face meetings with the researchers about back-up and data protection	7. Good practice in research	4Q/1Y, 4Q/2Y, 4Q/3Y	Vice-Deans for Science Assistant Directors of the Institutes Secretaries	Number of participants at the informative sessions and face-to-face meetings with the researchers about back-up and data protection

Update of the Repository of Scientific and Artistic Works at the University will be updated with new scientific and artistic outputs	8. Dissemination, exploitation of results	4Q/1Y, 4Q/2Y, 5Q/3Y	Vice-Deans for Science Assistant Directors of the Institutes Secretaries	Number of new updates
Organization of trainings on EU project application and implementation	8. Dissemination, exploitation of results	2Q, 3Q/1Y	Project Office	Number of participants at the trainings on EU project application and implementation
Organization of at least 5 annual promotional events with the public or private sector for improving the public's understanding of science.	9. Public engagement	3Q,4Q/1Y, 3Q,4Q /2Y, 3Q,4Q /3Y	Vice-Deans for Science Assistant Directors of the Institutes Secretaries	Number of participants at promotional events with the public or private sector
Publishing of the Rulebook on the special conditions and the procedure for selection into teaching-scientific, scientific, teaching-professional, and associate titles and demonstrators at the Ss. Cyril and Methodius University in Skopje, in English, on the University webpage.	12. Recruitment	1Q/1Y	Rectorate	The Rulebook published at the University webpage in English

Recommendation the job advertisements to be published at the Faculties/Institutes webpages.	12. Recruitment	1Q/1Y	Rectorate	Recommendation provided to the faculties and institutes.
Nomination of a person that will provide career advice	30. Access to career advice	3Q/1Y	Vice-Deans for Science	Nomination of persons for career advice at the units
Organization of trainings for skills and competence developments	30. Access to career advice	Q2/2Y	Vice-Deans for Science Assistant Directors of the Institutes Secretaries	Number of participants at trainings for skills and competence developments

Add another row +

**Note:** Use "Add another row" button to add a new "proposed action".

Unselected principles:

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

The establishment of an Open Recruitment Policy is a key element in the HR Excellence in Research strategy. Please also indicate how your organisation will use the Open, Transparent and Merit-Based Recruitment Toolkit and how you intend to implement/are implementing the principles of Open, Transparent

and Merit-Based Recruitment. Although there may be some overlap with a range of actions listed above, please provide a short commentary demonstrating this implementation. If the case, please make the link between the OTM-R checklist and the overall action plan. (max. 1000 words) \*

[Source](#)   [StylesFormat](#)

The Ss. Cyril and Methodius University in Skopje has conducted a checklist for institutions as a self-assessment tool where status of achievements and current state of play is reported. The University will **publish the Rulebook on the special conditions and the procedure for selection into teaching-scientific, scientific, teaching-professional, and associate titles and demonstrators at the Ss. Cyril and Methodius University in Skopje**, in English, on the University webpage. The University will provide recommendations to **attract researchers from abroad** that will include a recommendation for the job offers to be published on the Faculties and Institutes website in both English and Macedonian and possible publications on Euraxess will be envisaged.

The University will recommend the job advertisements to be published at the Faculties/Institutes webpages and will undertake initiative for **potential publishing of open positions on Euraxess**. The Faculties and Institutes will be offered a **template for advertising** with the recommended content of information. The **procedures will be unified** by university wide recommendations for implementation at the Faculties and Institutes and recommendations to the Faculties/Institutes will be provided.

**Guidelines** for the Review Committee will be developed that will have clarifications on the criteria to judge 'merit' in a way that leads to the best candidate being selected.

The University will develop a comprehensive **monitoring and evaluation system** that will track the progress and areas of improvements of the implementation of the objectives of the OTM-R policy. It will be part of the Steering Committee to monitor the process of implementation of the principles of OTM-R at the University.



Paragraphs: 0, Words: 0

If your organisation already has a recruitment strategy which implements the principles of Open, Transparent and Merit-Based Recruitment, please provide the web link where this strategy can be found on your organisation's website. Multiple links must be comma separated:

URL:

<https://ukim.edu.mk/doktorska-shkola/studii/dokumenti/normativni-akti/>

4. Implementation

General overview of the expected overall implementation process of the action plan: (max. 1000 words)

[Source](#) [StylesFormat](#)

The HRS4R process at the University will be done in the form of a project. The implementation will be done according to the predefined strategy and methodology that will be used by the respective groups in the implementation process. The overall implementation, coordination, management and monitoring of this process will be defined in the **Procedure for implementation of the Action plan of the Human Resources Strategy for Researchers – HRS4R at the Ss. Cyril and Methodius University in Skopje**, that will be developed in the first month of starting the implementation process and will be published at the University webpage, both in Macedonian and English.

The guiding work of the **Working Group on implementation of the HR Excellence in Research process** will be networking, collaboration and regular communication on the implementation process. This Group will include researchers (R1–R4 levels) of the University, composed of at least one member of each unit (faculty and institute), primarily the Vice-Deans for research or Vice-Deans for Science and Teaching or adequate at the faculties, Assistant Directors of the Institutes, and supported by the Secretaries and Teaching Assistants of the units, where applicable. The work of this Group will be done in three levels:

*1<sup>st</sup> level interaction:* regular meetings (at least 6 times a year) at each unit (faculties and institutes), defining the tasks to be done and timeframe according to the Action plan;

*2<sup>nd</sup> level interaction:* e-mails and phone communication, carry out activities at every unit with respects to the time and quality, communicate the research community accordingly;

*3<sup>rd</sup> level interaction:* reporting on the implementation and update the Steering Committee.

This Working Group will be in charge of the **overall performance of the tasks** derived from the Action plan. The guiding principles of this group will be **creating synergies** and **delivery of tasks**.

This process will be coordinated and monitored by the **Steering Committee** (composed of the Rector, four Vice-Rectors, Deans and Directors) that is the highest governance and decision-making body chaired by the Rector. This composition is connected to the **Rector's Board** which will ensure a strong link to be developed between the strategic decision-making and policy development at the University and the HRS4R process.

The Steering Committee will be meeting at least four times a year for the purpose of the HRS4R process with the task of preparing and adopting yearly Reports on the progress of implementation and assessing the progress. At the meetings, the members of the Working Group on implementation will present the progress on the implementation of the Action plan and the Committee will adopt reports on the implementation of the HR Excellence in Research process. Affirmative measures, improvements in the work and corrective actions may be suggested, if needed. The main tasks will be to **monitor the overall process of implementation** of the Action plan and **measure the impact achieved**. The impact will be measured by the feedbacks from the Surveys that will be provided respectively during the HRS4R process.

The university administration offices from the Rectorate coordinated by the Secretary General, especially involved in research support activities, will support the preparation of the documentation and execution of the administrative tasks. Most of this staff have already been involved in the HRS4R process in the provision of the Gap analyses and the Survey (as presented in the Process description).

**Quality procedures** will be part of this process, respecting the key documents and the principles of the European Charter for the Researchers and the Code of Conduct for the Recruitment of Researchers.



Paragraphs: 0, Words: 0

Make sure you also cover all the aspects highlighted in the checklist below, which you will need to describe in detail:

**Note:** Click on each question of the checklist to open the editor.

How will the implementation committee and/or steering group regularly oversee progress?\*

**Detailed description and duly justification (max. 500 words)**

The Steering Committee will be the main body for overseeing and monitoring the process of the implementation of the Action plan of the Human Resources Strategy for Researchers – HRS4R at the University. It will be composed of the Rector, the four Vice-Rectors, the Deans and the Directors. This structure ensures a balance between **ongoing leadership, expertise** and **knowledge** at university level. In order to take decisions on the overall implementation process of the HRS4R, the Steering Committee will organize meetings with the Working Group on implementation (at least four times a year) or upon request, if needed. At these meetings, assigned member of the Working Group on implementation, from each unit (faculty and institute) will make presentation about the:

- implemented tasks and obligations from the Action plan on quarterly basis,
- report on the progress, and
- inform about any obstacles or differences from the plan with regards to the timeframe and resources that may arise.

The Steering Committee will prepare and adopt yearly **Reports on the progress of implementation** at university level. This Report will include:

- the progress of the implementation;
- finished activities and follow-up on the results and the impact;
- ongoing and upcoming activities;
- corrective measures;
- timeframe;
- and any other issue that needs to be arise in front of the Steering Committee.

In this regard, the staff from the administration offices from the units and the Rectorate will **support the process** for preparation of the needed documentation for the meetings. Accordingly, the Steering Committee will **oversee the process of the implementation** and will play significant role in **monitoring the process and improving the quality** of HRS4R at the University. All the new **decisions, procedures and affirmative measures** that will be proposed by the Working Group on implementation of the HR Excellence in Research process will be reviewed and adopted by the Steering Committee.

How do you intend to involve the research community, your main stakeholders, in the implementation process?\*

**Detailed description and duly justification (max. 500 words)**

The implementation of the Human Resources Strategy for Researchers – HRS4R at the Ss. Cyril and Methodius University in Skopje will be done by involvement of the research community both at unit and university levels. Some of the researchers at all levels ranks R1-R4 will be part of the Working Group on implementation and the Steering Committee and some of them are already being members of the governing bodies, such as, the Senate, the Rector's Board, the Teaching and Scientific Councils' members at the faculties, i.e. the Scientific Council's members of the institutes. Additionally, this process will influence all the other researchers from the University who will be strongly encouraged to take part in the implementation of the activities and tasks from the Action plan and be involved in the HRS5R process.

The process will include involvement of all research community in several ways:

- they will be **introduced** the HRS4R process,
- **guided** by the members of the Working Group during the implementation phases,
- active involvement in **meetings, workshops and networks**,
- active part in the **Surveys and providing feedbacks**.

The channels of communication that will be used are: onsite and online meetings, workshops, e-mails exchanges and phone communication. They will be also encouraged to provide feedbacks and suggest improvements.

How do you proceed with the alignment of organisational policies with the HRS4R? Make sure the HRS4R is recognized in the organisation's research strategy, as the overarching HR policy.\*

**Detailed description and duly justification (max. 500 words)**

The **HRS4R** will be recognized at the University as part of its overall strategy. The University will emphasize the **importance of the HR policy** that will be shared and introduced in order to **raise the awareness** on the HRS4R process. The Ss. Cyril and Methodius University in Skopje adheres to the OTM-R policy. The University's main acts that have elements incorporated from this policy are the *Statute of the Ss. Cyril and Methodius University in Skopje*; the **Rulebook on the special conditions and the procedure for selection into teaching-scientific, scientific, teaching-professional**

**and associate titles and demonstrators at the Ss. Cyril and Methodius University in Skopje** (University Gazette No. 411/2018 and No. 426/2019), and the **Collective Agreement of the Ss. Cyril and Methodius University in Skopje** (Official Gazette of the Republic of North Macedonia No. 287 of December 29, 2022). The Rulebook sets the criteria of the OTM-R policy for open, transparent and merit-based system of recruitment of academics and researchers (Teaching and Scientific, Scientific, Teaching and Associate Titles and Demonstrators).

How will you ensure that the proposed actions are implemented?\*

**Detailed description and duly justification (max. 500 words)**

The Action plan will be introduced at the Rector's Board and the main governing body that is composed of the Rector, the Vice-Rectors, the Deans, i.e. the Directors of the Units, and the President of the University Student Assembly, and it is governed by the Rector. The Secretary General of the University also participates in the work of the Rector's Board, without voting rights. The Deans and the Directors will introduce the Action plan in front of the Teaching and Scientific Councils' members at the faculties, i.e. the Scientific Council's members. The proposed actions will be implemented under the **governance and supervision of the Steering Committee** which members **will be responsible for the implementation of the proposed actions**. They will **provide reports on the implementation and the progress**. **Follow-up** activities will also support this process, conducting **Surveys and feedbacks**.

How will you monitor progress (timeline)?\*

**Detailed description and duly justification (max. 500 words)**

Internal review and monitoring on the progress and results of the HRS4R process will be part of the *Procedure for implementation of the Action plan of the Human Resources Strategy for Researchers – HRS4R at the University*. Several monitoring and evaluation methods will be applied:

- **Periodic internal monitoring** at unit level, by providing updates and overall performance and directions; and
- **Continuous monitoring** at university level (assessing the performance of all tasks and activities against set objectives), by the Steering Committee.

The Steering Committee will provide Report on the progress of the activities. Report will then be presented at the Senate of the University that is both a governing and professional body of Ss. Cyril and Methodius University in Skopje.

How will you measure progress (indicators) in view of the next assessment?\*

**Detailed description and duly justification (max. 500 words)**

The indicators listed in the Action plan and in the OTM-R checklist will be used to measure the progress of the results. The progress will be also measured on the statistic basis of:

- number of **researchers** involved in the implementation of the activities;
- number of **usages of the new tools** with regards to HRS4R (e-tools, web statistics trends, social media analyses);
- number of **participants** the events (promotional events, trainings, workshops);
- number of researchers' **satisfaction surveys**;
- **feedbacks** from participation at HRS4R events (workshops and promotional events);
- **web-based surveys**.

Additional remarks/comments about the proposed implementation process: (max. 1000 words)

[Source](#)   [StylesFormat](#)

Description of the composition and the structure of the Ss. Cyril and Methodius University in Skopje is provided below.

The Ss. Cyril and Methodius University in Skopje is a public University that integrates the functions of its Faculties and Institutes (functional integration of educational, scientific/research and artistic activities) and with its bodies ensures their coordinated action, in accordance with the *Law on Higher Education*.

The Ss. Cyril and Methodius University in Skopje is composed of 28 units: **23 Faculties (Architecture; Civil Engineering; Economics; Mechanical Engineering; Medicine; Pedagogy; Law; Natural Science and Mathematics; Dental Medicine; Technology and Metallurgy; Veterinary Medicine; Design and Technologies of Furniture and Interior; Dramatic Arts; Electrical Engineering and Information technologies; Agricultural Sciences and Food; Computer Science and Engineering; Fine Arts; Music; Physical Education, sport and health; Forest science, landscape architecture and environmental engineering; Pharmacy; Philology; and Philosophy)** and **5 Institutes (Economics; Agriculture; Earthquake Engineering and Engineering Seismology; Sociological, Political and Juridical Research; and Animal Science and Fishery)**.

According to *Article 148 of the Statute*, the governing bodies of UKIM are: the **University Senate**, the **Rector** and the **Rector's Board**.

The main governing body of the University is the **Rector** (*Article 170 of the Statute*) who within the scope of his/her powers defined by law and the University's regulations, represents the University without limitations. The Rector may delegate some of his/her powers to the Vice-Rectors and the Secretary General. The university has **four vice-rectors - for Teaching; Science; International cooperation; and Finance, investments and developments**. The **Dean** represents the Faculty and the **Director** represents the scientific Institute, without limitations, within the scope of his/her powers defined by law and the University's regulations, (*Articles 77-78 of the Statute*). The **Rector's Board** is one of the governing bodies of the University, that among other, is a decision-making body for the international cooperation of the University and may perform tasks entrusted by the Rector within the scope of its competences (*Article 208 of the Statute*). The Rector's Board consists of the Rector, the Vice-Rectors, the Deans, i.e.

the Directors of the Units, and the President of the University Student Assembly, and it is governed by the Rector. The **Secretary General** of the University also participates in the work of the Rector's Board, without voting rights (*Article 207 of the Statute*).

The **University Senate** is both a governing and professional body of Ss. Cyril and Methodius University in Skopje. It comprises representatives from the University's units and affiliated members, as well as representatives from the University Student Assembly. The Senate is chaired by its President. The Rector, Vice-Rectors, and the General Secretary participate in the work of the University Senate without voting rights.

The research activities at the University are done by the staff of the units (faculties and institutes) and are supported by the administration. The main coordination unit is the Rectorate that has direct and seamless access to all the networks, data base of research results from different entities of the University, and any specific expertise needed from all units. The Project Office at the Rectorate provides research advisory services and support to the researchers at the level of pre-award and post-award services in access to EU funding.

The Ss. Cyril and Methodius University in Skopje is the main research performer in the country and has active participation in international projects. The academic staff manages and participates in scientific and research projects in Horizon Europe, Digital Europe Programme, ERASMUS+, Single Market programme, COST, NATO, as well as in projects from the Instrument for Pre-Accession (IPA) and bilateral agreements. Previous active participation is envisaged in Horizon 2020, COSME, CIP, FP7, FP6, CIP-IEE-2013, TEMPUS and other programmes.