



Academic Performance Report 2025

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Introduction

This report presents information related to the performance activities of the IBU academic staff, completed in 2025. It provides detailed information about the evaluation criteria applied for assessment of the academic staff's performance, explanation of the verification process of the CV entries, and detailed overview of achievements according to various parameters, such as rank list of academic staff's performance, performance by category, academic title and faculty.

The purpose of this report is to present detailed overview of academic staff's achievements and evaluation of their performance, as well as to provide information for determining future actions, focused on decreasing shortcomings related to academic performance and underlining areas for improvement.

The process

The academic performance evaluation process began with academic staff updating their CV entries and completing the required information related to performance activities in the Hello platform, under the CV module. Although staff members regularly update their CVs, this request emphasized the need to finalize the process by the end of the calendar year.

The next step was the verification of CV entries, introduced for the first time this year to ensure that all records were properly documented. This need arose from insights gained during previous evaluation cycles, which revealed irregularities and incomplete information.

Verification was conducted by the Performance Team, appointed by the Rectorate. Entries across all categories were thoroughly reviewed, with a focus on confirming that required information and supporting evidence were provided. Based on this review, entries were marked as approved, revised, or rejected, with the following meaning:

- **Approved:** The entry was validated and points were registered.
- **Revised:** Additional information or supporting evidence was required. Explanations were provided, typically in cases where full publication details were missing, certificates of conference participation were not submitted, or documentation of project involvement was incomplete.
- **Rejected:** The entry could not be validated, with explanations provided. Most rejections were due to duplicate entries, missing evidence, or inclusion of administrative duties not considered relevant for this category.

The process included two stages:

1. **Verification of all CV entries submitted by the deadline (10 January).** To enable this, upgrades were made to the Hello platform, allowing staff to receive notifications whenever comments were added during verification and to track the status of their entries.

- 2. Second-round verification of updated entries.** After the initial review, approximately 450 updates were submitted by the staff, and the revised files were subsequently verified. Points for entries were calculated by the system only after approval by the Performance Team. In preparing this final report, only approved entries were included.

It should be noted that during this process, some staff members did not complete the required updates, resulting in the non-acceptance of their initially submitted entries.

Overall, the process ensured clean and reliable data, providing a solid foundation for accurate reporting and enabling more meaningful analysis of academic staff performance.

Evaluation criteria

The evaluation was conducted using the current system, under which achievements are assessed across the following categories: Publications, Courses and Mentorship, Research and Projects, Administrative Work, and Professional and Artistic Activity (Table 1). For each category, maximum points are predefined, and the total score is standardized.

To provide deeper insight into staff performance within each category, raw scores are also included in this report alongside the standardized results.

Table 1. Assessment categories

Category	Maximum points
Publications	30
Courses & Mentorship	40
Research & Projects	25
Administrative work	10
Professional & Artistic activity	15
Total	120

In Table 2 is presented more detailed overview of points allocated for each specific type of activity within the categories.

Table 2. Points per type of activity

Publications (30)	Type	Points
	Academic journal article	10
	Scientific book/Monograph	15
	Textbook/Coursebook	10
	Scientific/Research report	10
	Book chapter	6
	Academic dissertation	5
	Conference proceedings	3
	Review article	3
	Letter to the editor	3

	Book review in an academic journal	3
	Encyclopedia article	4
	Dictionary entry	2
	Pamphlet/Brochure	2
	Essays in popular magazines (max.2)	1
	Case study	4
	Clinical study	3
	Short report	1
	Blog	1
	Popular essay	1
	Other (example: Book editor)	1
Research & Projects (25)	Project position	Points
	Manager	15
	Coordinator	13
	Director	15
	Researcher	12
	Adviser	5
	Assistant	6
	Other	3
Administrative works (10)	Description	Points
	Rector	10
	Prorector/Vice-Rector	8
	Dean	6
	Head of department	5
	Program coordinator	5
	Head of commission (university level)	3
	Adviser/Consultant	3
	Senator	2
	Commission membership (university level commission)	2
	Other	1
Professional and artistic activity (15)	Description	Points
	Conference	7
	Symposium	7
	Colloquium	7
	Congress	7
	Meeting	4
	Workshop	6
	Panel	5
	Poster session	4
	Professional conference	7
	Round table	5
	Seminar	5

	Jury member	7
	Exhibition	7
	Plan/design	4
	Other	
Courses & Mentorship (40)	Description	Points
Teaching	Semester workload	
Mentorships	PhD adviser/mentor	7
	MA adviser/mentor	5
	PhD committee membership	2
	MA committee membership	1
	Graduation project adviser/mentor	2
Honors and awards	Not calculated in the current performance system	
Certifications	Not calculated in the current performance system	

Results

Overall average of achievements

The following section of this report presents data related to the performance of academic staff. It covers the achievements of 115 full-time academic staff members, with the distribution of instructors across faculties (Table 3).

Table 3. Standardized scores for the Faculties

Standardized Scores for the Faculties									
Faculties	Instructors N	Average Publications Standardized (30)	Average Courses & Mentorship Standardized (40)	Average Research & Projects Standardized (25)	Average Administrative Works (10)	Average Professional and Artistic Activity (15)	Average Total Raw Score	Average Total Score (120)	Average Standardized Score (100)
Faculty of Economics and Administrative Sciences (FEAS)	13,00	22,69	28,00	10,77	6,23	13,23	117,31	80,92	67,44
Faculty of Education (FEDU)	15,00	16,87	20,93	10,60	5,80	11,40	97,13	65,60	54,67
Faculty of Law (FLAW)	19,00	17,79	26,05	6,53	4,42	9,63	89,32	64,42	53,68

Faculty of Engineering (FENG)	28,00	12,93	27,68	7,82	3,93	7,96	88,68	60,32	50,27
Faculty of Art and Design (FAD)	13,00	8,85	23,08	10,77	2,92	10,92	70,69	56,54	47,12
Faculty of Humanities and Social Sciences (FHSS)	10,00	8,00	24,30	3,00	3,50	6,90	54,40	45,70	38,08
Faculty of Dental Medicine (FDM)	17,00	7,94	6,12	1,65	1,18	4,65	30,06	21,53	17,94
General Average	115,00	13,72 (45,73 %)	22,57 (56,4%)	7,30 (29,2%)	3,96 (39,6%)	9,03 (60,2%)	79,44	56,58	47,15

As it can be seen, highest average standardized score has FEAS or 67,44 of a total of 100. This is followed by FEDU (54,67), FLAW (53,68), FENG (50,27), FAD (47,12), FHSS (38,08) and FDM with standardized average score of 17,94 as the lowest score. The general average standardized score at university level is 47,15.

Based on these rankings, the following conclusions can be made:

Top Performers (based on Standardized Scores) are:

- **Faculty of Economics and Administrative Sciences:** Highest ranked, with average score 67,44. The faculty is strong in publications and courses & mentorship and balanced in all categories.
- **Faculty of Education** is second ranked with average score of 54,67. Strong in professional & artistic activities, and moderate in publications and research & project activities. Faculty is performing well in all categories.
- **Faculty of Law** is ranked as third with average score of 53,68. Is strong in courses & mentorship, moderate in publications, weaker in research.
- **Mid-range faculties**
 - **Faculty of Engineering** has average score of 50,27. Strong in courses & mentorship, weaker in publications and research.
 - **Faculty of Art & Design** with average score of 47,12. The contribution is higher in Professional & artistic activities, and modest in other categories. Engagement in administrative works is low.

- **Lower Performers**

- **Faculty of Humanities & Social Sciences** has average score of 38,08. The faculty is weak in research & projects and publications and is moderate in courses & mentorships.
- **Faculty of Dental Medicine** has lowest average score of 17,94. It has very low achievements across all categories, especially in projects & research and administrative work.

In Table 4 is presented comparison of standardized scores for the years 2024 and 2025, per faculty and category. Data show that four faculties improved their standardized score, whereas for three faculties there is slight decrease. Biggest improvement is noted at FEAS (15.51), followed by FAD (10.84), FLAW (6.88) and FENG (4.17) and decrease at FHSS (-6.17), FDM (-3.19) and FEDU (-2.13).

Table 4. Standardized scores for the faculties

Standardized Scores for the Faculties (averages)										
Faculty	Year	Count	Publications	Courses & Mentor.	Research & Projects	Admin. Works	Profess. and Artistic Activity	Total Score (Aver. Total Score)	Stand. (Aver. Stand. Score)	Change in Standardized Scores
Faculty of Economics and Administrative Sciences	2025	13	22,69	28	10,77	6,23	13,23	80,92	67,44	15,51
	2024	15	16,27	34,51	7,13	3,4	1	62,31	51,93	
Faculty of Education	2025	15	16,87	20,93	10,6	5,8	11,4	65,6	54,67	-2,13
	2024	17	17,59	34,93	5,53	2,88	7,24	68,16	56,8	
Faculty of Law	2025	19	17,79	26,05	6,53	4,42	9,63	64,42	53,68	6,88
	2024	17	12	35,4	4	2,12	2,65	56,17	46,8	
Faculty of Engineering	2025	28	12,93	27,68	7,82	3,93	7,96	60,32	50,27	4,17
	2024	25	11,88	35,41	3,24	1,56	3,24	55,33	46,1	
Faculty of Art and Design	2025	13	8,85	23,08	10,77	2,92	10,92	56,54	47,12	10,84
	2024	9	5,22	35,2	1,33	1,11	0,67	43,53	36,28	
Faculty of Humanities and Social Sciences	2025	10	8	24,3	3	3,5	6,9	45,7	38,08	-6,17
	2024	13	13,31	32,95	1,92	1,69	3,23	53,1	44,25	
Faculty of Dental Medicine	2025	17	7,94	6,12	1,65	1,18	4,65	21,53	17,94	-3,19
	2024	6	7,17	14,35	0	2,83	1	25,35	21,13	

Per categories (Table 3), it can be noticed that the staff has highest achievements in Professional and artistic activity (60%) and Courses and Mentorships (56%). Publications and Administrative work are between 40-46%, and lowest rate of achievements in Research and Projects (29%). These results show that the focus in the next period should be on Research and Projects and Publication activities.

When compared with the previous year (Table 5), it can be noted that there is some increase in almost all categories, ranging from 1.4 – 6.0. Most notable is the increase in Professional and artistic activity. Exception from is the change in the category Courses and mentorship where it is noted decrease from 33.17 to 22.57. The reason for this is the change in the workload of the staff.

These changes of slight improvement in 2025 in most of the categories is also reflected in the total raw and standardized scores.

Table 5. Comparison of Standardized Scores in 2024 and 2025

Categories	Average Standardized Scores 2025	Percentage of Collectible Poin	2024 Scores	Change
Average Publications Standardized (30)	13,72	46%	12,33	1,39
Average Courses & Mentorship Standardized (40)	22,57	56%	33,17	-10,60
Average Research & Projects Standardized (25)	7,30	29%	3,65	3,65
Average Professional and Artistic Activity (15)	9,03	60%	3,00	6,03
Average Administrative Works (10)	3,96	40%	2,11	1,84
Average Standardized Score (100)	47,15	47%	45,22	1,93
Average Total Score (120)	56,58	47%	54,26	2,32
Average Total Raw Score	79,44			

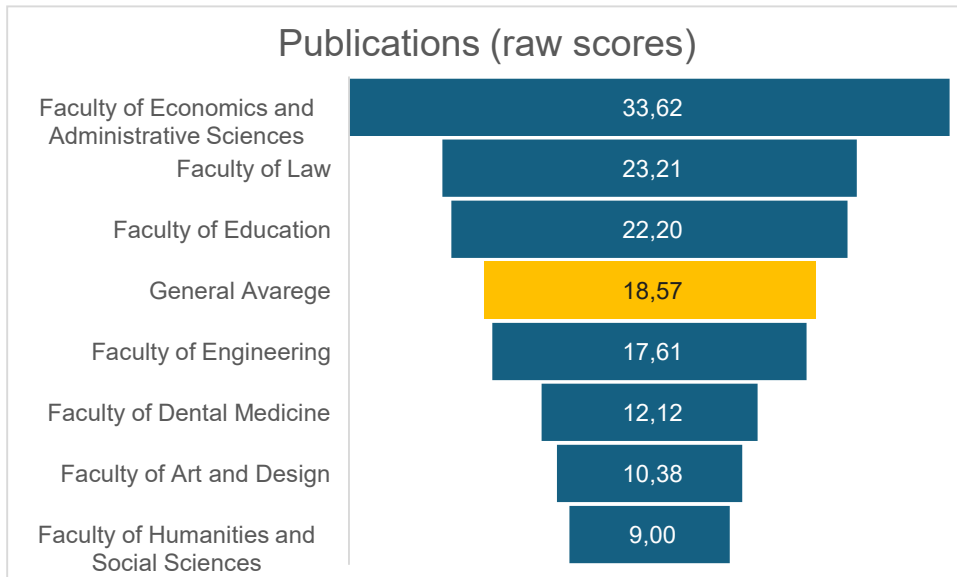
Performance by category

For better insight into the performance of the staff, an analysis is made in terms of the achievements of the faculties by categories. For this purpose, raw scores are used (Table 6).

Table 6. Raw scores for the faculties

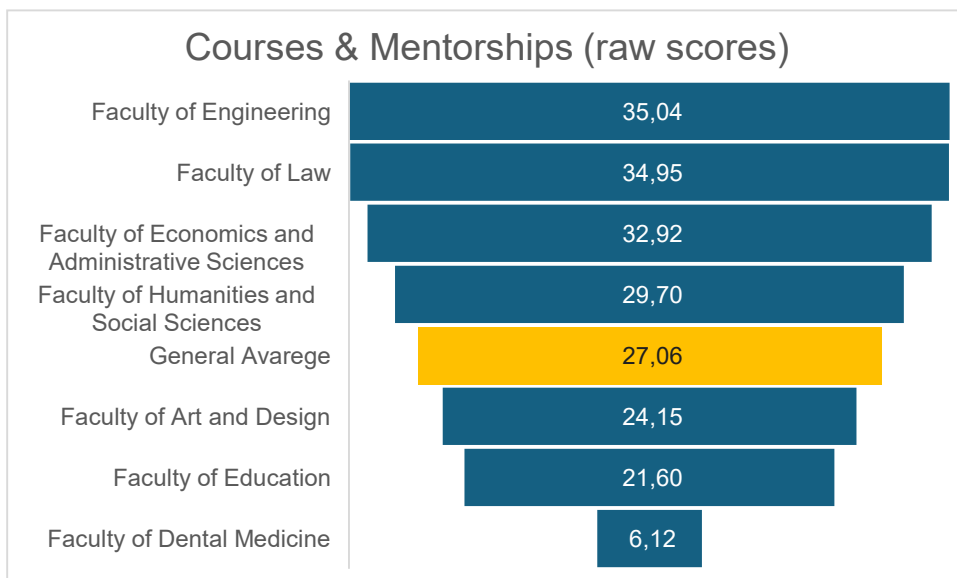
Raw Scores for the Faculties						
Faculties	Average Publications (Raw Scores)	Average Courses & Mentorship (Raw Scores)	Average Research & Projects (Raw Scores)	Average Administrative Works (Raw Scores)	Average Professional and Artistic Activity (Raw Scores)	Average Total Raw Score
Faculty of Economics and Administrative Sciences	33,62	32,92	17,38	7,23	26,15	117,31
Faculty of Education	22,20	21,60	11,80	8,33	33,20	97,13
Faculty of Law	23,21	34,95	13,32	4,74	13,11	89,32
Faculty of Engineering	17,61	35,04	10,54	4,07	21,43	88,68
Faculty of Art and Design	10,38	24,15	10,92	2,92	22,31	70,69
Faculty of Humanities and Social Sciences	9,00	29,70	3,00	4,20	8,50	54,40
Faculty of Dental Medicine	12,12	6,12	1,65	1,18	9,00	30,06
General Average	18,57	27,06	10,01	4,55	19,26	79,44

In **Publications** category, the general average is 18,57. Three faculties have score higher than the average: FEAS (33,62), FLAW (23,21) and FEDU (22,20). It is notable that FEAS has significantly higher score compared with all other faculties.



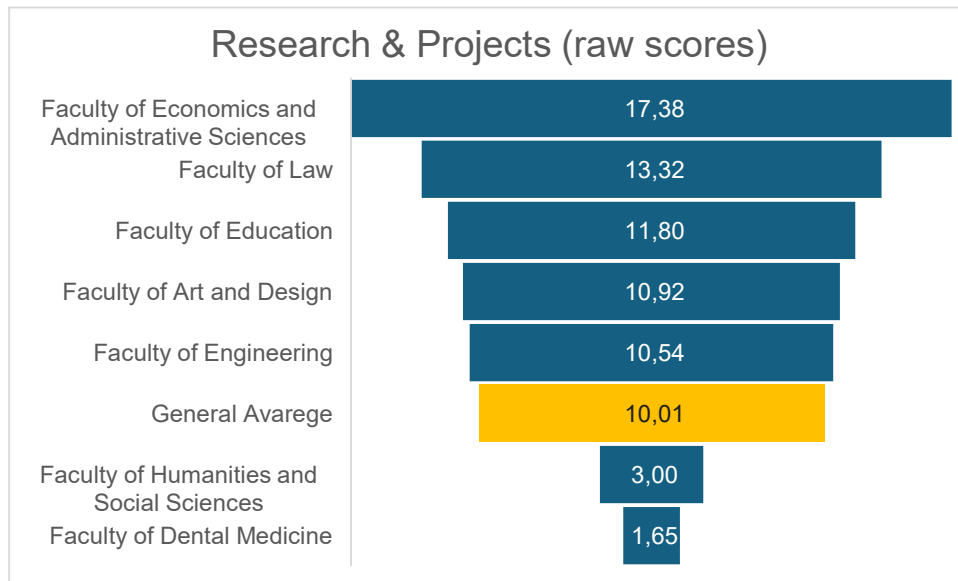
Graph 1. Publications

In the **Courses and Mentorships** category the average is 27,06 and four faculties have score higher than the average, including FENG (35,04), FLAW (34,95), FEAS (32,92) and FHSS (29,70). Below the average are FAD (24,15), FEDU (21,60) and FDM (6,12). Anyhow, these results should be analyzed carefully because the number of courses depends on the number of active study programs per department and in different cycles. This means that some faculties have less study programs in second cycle and some don't have any program in the third cycle. Additionally, in the study program at the Faculty of Dental medicine there is no course like Diploma project in the first cycle and there are no second and third cycle programs, meaning that the staff at this faculty doesn't have mentorship as a category of activity. This significantly impacts on the performance of the staff in this category.



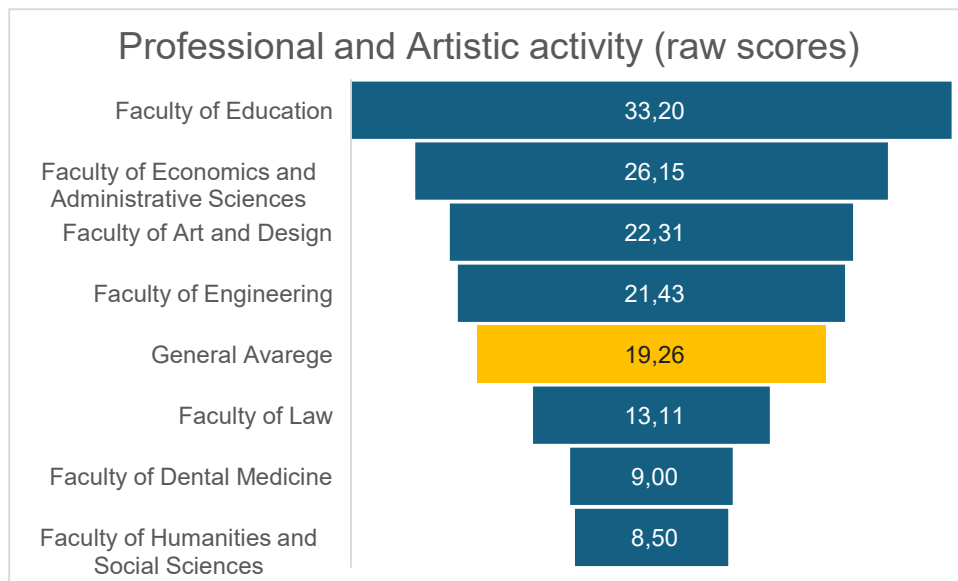
Graph 2. Courses and mentorships

When it comes to **Research and projects**, the average score is 10,01, which is generally low. Above this average are FEAS (17,38, FLAW (13,32), FEDU (11,80), FAD (10,92) and FENG (10,54), and significantly below are FHSS (3,0) and FDM (1,65).



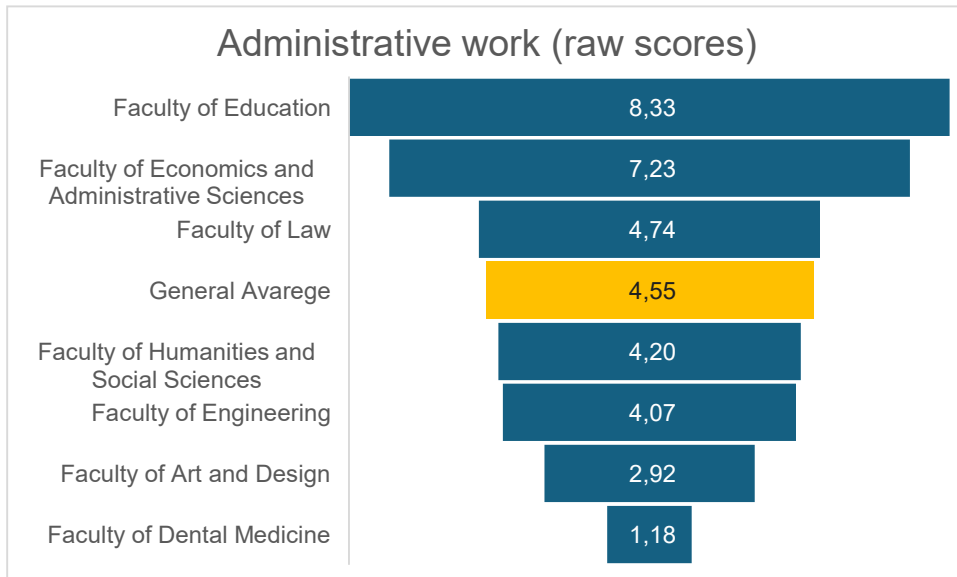
Graph 3. Research and Projects

Regarding the **Professional and Artistic activities**, the average score is 19,26. Most productive in this category is FEDU (33,20), followed by FEAS (26,15), FAD (22,31) and FENG (21,43). Below the average are FLAW (13,11), FDM (9,0) and FHSS (8,50) is at the bottom.



Graph 4. Professional and Artistic activity

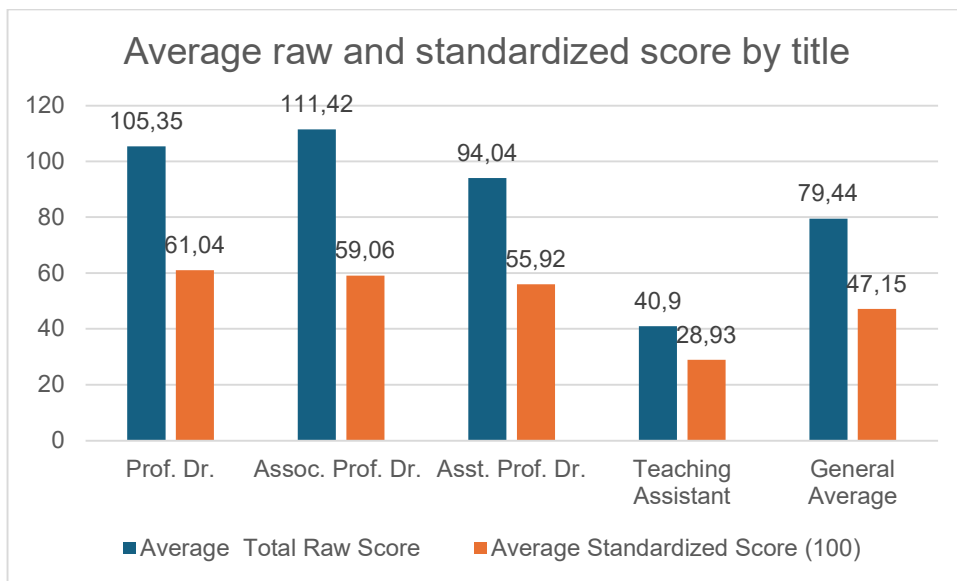
In **Administrative work**, the average is 4,55. Significantly higher than the average is FEDU (8,33), followed by FEAS (7,23) and FLAW (4,74). Below are FHSS (4,20) and FENG (4,07). Very low contribution in this regard has FAD (2,92) and FDM (1,18).



Graph 5. Administrative work

Performance by academic title

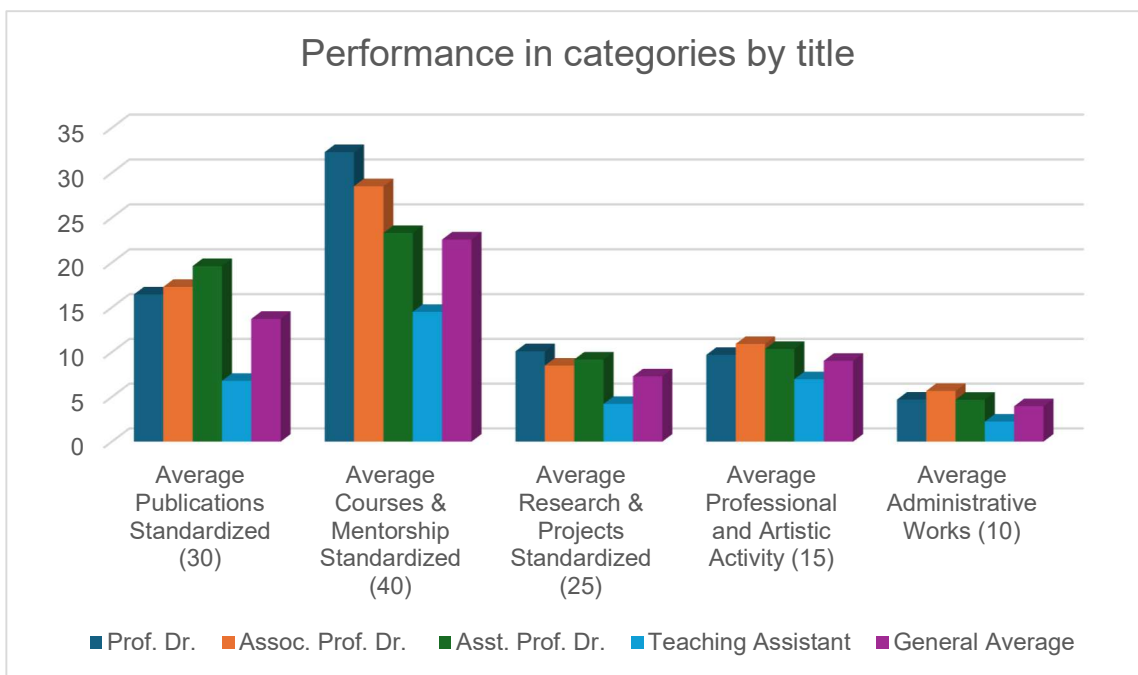
Additional analysis was made regarding the academic title of the staff. As it can be noted from data presented in Graph 6, highest average standardized score have full professors (61,04), followed by associate professors (59,06), assistant professors (55,92) and teaching assistants with significantly lower average of 28,93.



Graph 6. Average score by academic title

Table 7. Standardized Scores according instructors' title

Standardized Scores for the Titles								
Titles	Average Publications Standardized (30)	Average Courses & Mentorship Standardized (40)	Average Research & Projects Standardized (25)	Average Professional and Artistic Activity (15)	Average Administrative Works (10)	Average Total Score (120)	Average Total Raw Score	Average Standardized Score (100)
Prof. Dr.	16,45	32,30	10,10	9,70	4,70	73,25	105,35	61,04
Assoc. Prof. Dr.	17,29	28,50	8,50	10,92	5,67	70,88	111,42	59,06
Asst. Prof. Dr.	19,61	23,29	9,18	10,36	4,68	67,11	94,04	55,92
Teaching Assistant	6,79	14,50	4,21	6,98	2,24	34,71	40,90	28,93
General Average	13,72	22,57	7,30	9,03	3,96	56,58	79,44	47,15



Graph 7. Performance in categories by title

Analyzed by title, the following can be noted:

Full professors

- Have highest Courses & Mentorship score (32.30/40).
- Are strong in Professional & Artistic Activity (9.70/15).

- Contributions are balanced across categories, with teaching and professional engagement as strengths.

Associate professors

- Have highest score in Publications (17.29/30).
- Are strongest in Administrative Works (5.67/10).
- Have slightly lower standardized score (59.06/100) compared to Prof. Dr.
- Are more productive in research output and institutional service.

Assistant professors

- Have highest Publications score overall (19.61/30).
- With lowest score in Courses & Mentorship (23.29/40).
- Standardized score (55.92/100) is lower, reflecting weaker teaching/mentorship balance.
- Profile emphasizes early-career research productivity.

Teaching Assistants

- Have lowest scores across all categories.
- Standardized score (28.93/100) is less than half of senior titles.
- Reflects limited focus, mainly on courses and professional and artistic activities.

Compared with the previous year (Table 8), full professors have highest improvement of 10.99 as well as assistant professors with increase of 7.09. Teaching assistants have significant decrease in the average standardized score of -6.86, and associate professors note small decrease of -0.67. In general, best performance and improvement have the professors, whereas lowest performance and slight decrease in the average score cave teaching assistants. These results emphasize the need for increased engagement of the teaching assistants.

Table 8. Comparison of standardized scores according instructors' title in 2024 and 2025

Standardized Scores for the Titles										
Title	Year	Count	Publ. (Avg)	Courses & Mentorship (Avg)	Research & Projects (Avg)	Admin. Works (Avg)	Prof. and Artistic Activity (Avg)	Total Score (Avg)	Standard. Score Avg)	Change in Standardized Scores
Prof. Dr.	2024	22	13,05	36,52	5,09	2,14	3,27	60,06	50,05	10,99
	2025	20	16,45	32,3	10,1	4,7	9,7	73,25	61,04	
Assoc. Prof. Dr.	2024	15	19,6	36,95	6,8	2,27	6,07	71,68	59,73	-0,67
	2025	24	17,29	28,5	8,5	5,67	10,92	70,88	59,06	
Asst. Prof. Dr.	2024	29	15,24	32,32	4,86	3,38	2,79	58,59	48,83	7,09
	2025	28	19,61	23,29	9,18	4,68	10,36	67,11	55,92	

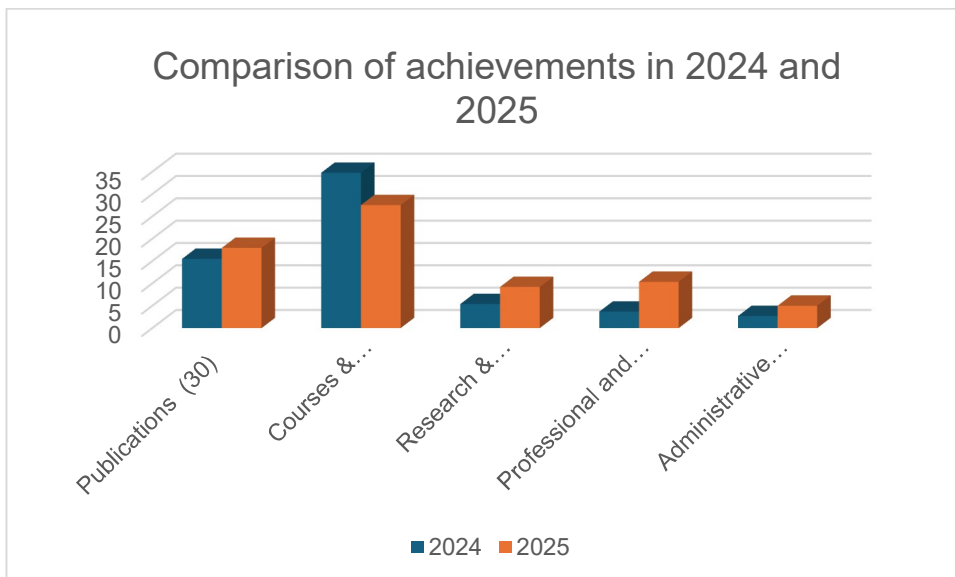
Teaching Assistant	2024	38	7,47	31,51	0,84	1,18	1,95	42,95	35,79	-6,86
	2025	42	6,79	14,5	4,21	2,24	6,98	34,71	28,93	

Due to this, separate analysis is made for professors, excluding the teaching assistants (Table 9).

Table 9. Standardized Score for Professors

Standardized Score for Professors				
Categories	Average Standardized Scores	Percentage of Collectible Points	2024 Scores	Change
Average Publications Standardized (30)	17,96	60%	15,50	2,46
Average Courses & Mentorship Standardized (40)	27,53	69%	34,77	-7,24
Average Research & Projects Standardized (25)	9,21	37%	5,38	3,83
Average Professional and Artistic Activity (15)	10,36	69%	3,70	6,66
Average Administrative Works (10)	5,01	50%	2,71	2,30
Average Standardized Score (100)	58,39	58%	51,71	6,68
Average Total Score (120)	70,07	58%	62,06	8,01
Average Total Raw Score	100,26			

As presented in Table 9, professors are most productive in the categories of Professional and artistic activities and Courses & Mentorships (69%). Points for Publications are also satisfactory 60%. Administrative work is 50% and at least is achieved in Research & Projects category (37%). Compared with the results of all staff, results only for the professors are 10-15% higher. In general, the average raw score for professors is 100.26 and average standardized score is 58.39.



Graph 8. Comparison of achievements (professors only)

In regard to the results of 2024, there is slight increase in all categories, ranging from 2.5-6.6, except for the Courses & Mentorship where decrease of 7.24 is noted. This is a result of decreased workload burden of the staff.

Individual Academic Performance Evaluation Record

As a result of the performance assessment, each academic staff member will receive an **Academic Performance Evaluation Record**. This document will highlight achievements in each category, provide the staff member's rank within their respective faculty (faculty-level comparison), and indicate their rank within their academic title at the university level. The purpose of this process is to deliver a concise overview of each instructor's accomplishments while fostering accountability for personal performance outcomes.

In addition to sharing the results with individual staff, the Deans of the faculties will also be informed about the performance of their academic staff members. This will enable them to gain a clear understanding of both individual and overall faculty performance, serving as a foundation for informed decision-making and identifying necessary steps for further improvement.

Template - Academic Performance Evaluation Record



Academic Performance Evaluation Record

Name and Surname:

Faculty:

Title:

Evaluation year: 2025

Rank:

Your rank among your title is:

Your rank in the faculty level is:

Academic Performance Evaluation

Category	Raw Score	Standardized Score
Publications		
Courses & Mentorship		
Research and Projects		
Administrative work		
Professional and Artistic Activity		
Total Score		
Total Standardized score* (out of 100)		

*A normalized metric that represents overall academic performance on a scale from 0 to 100, reflecting the proportion of achieved points relative to the maximum possible points.

Recommendation:

Conclusion

The performance analysis reveals notable differences across faculties, categories, and academic titles.

The comprehensive performance evaluation conducted across faculties, academic titles, and activity categories provides a clear picture of institutional strengths, areas of progress, and persistent challenges. Based on the presented data, the following conclusions can be made:

- **Faculty Rankings**

The Faculty of Economics and Administrative Sciences (FEAS) leads with the highest average standardized score, followed by the Faculty of Education (FEDU) and the Faculty of Law (FLAW). Mid-range performance is observed in Faculty of Engineering (FENG) and Faculty of Art and Design (FAD), while Faculty of Humanities and Social Sciences (FHSS) and the Faculty of Dental Medicine (FDM) show the lowest results.

- **Year-to-Year Trends**

Between 2024 and 2025, four faculties improved their scores, with FEAS showing the most significant progress. Three faculties experienced slight declines, most notably FHSS.

- **Category-Level Insights**

Staff achievements are strongest in *Professional and Artistic Activities* and *Courses & Mentorships*. Moderate results are seen in *Publications* and *Administrative Work*, while *Research and Projects* remain the weakest area. This highlights the need for greater emphasis on research output and publication activities in the coming period.

- **Performance by Academic Title**

Full professors achieved the highest average scores, followed closely by associate and assistant professors. Teaching assistants scored significantly lower, with many falling below the overall average. Their limited engagement outside teaching underscores the need for stronger support and monitoring.

Recommendations

- Stronger monitoring mechanisms are required to ensure accurate reporting and fulfillment of duties.
- Strategic focus should be placed on enhancing *Research and Projects* and *Publications*, while maintaining strengths in Teaching courses and Professional and Artistic activities.
- Publication of high-quality papers in indexed journals should be encouraged.
- Targeted support should be provided for staff with consistently low performance, especially teaching assistants.
- Balanced contributions across categories should be encouraged to sustain institutional excellence.