



Universidad de Navarra

Academic Staff Regulations

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Universidad de Navarra

Academic Staff Regulations

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I. GENERAL PRINCIPLES

1. The recruitment and training of academic staff ensures that the University performs its functions. They constitute the most important administrative task for departmental management committees, boards of management, and the Office of the Executive Council.
2. The recruitment of new faculty members requires a careful selection process to ensure that candidates meet the necessary conditions in terms of skills and academic vocation and can further develop in the future. These conditions include a level of ability compatible with the corresponding category, quality teaching and research, and a willingness to perform service tasks in the areas of governance, administration and management in a manner that promotes the University's corporate culture.
3. In order for the University of Navarra to carry out its educational mission, faculty members must freely commit to live by the University's goals, as listed in the statement of core values, and to participate in its academic project, above all through the integrity of their conduct and a spirit of cooperation. Academics must stand out through their competence and upright lives, fulfillment of their responsibilities, loyal cooperation with their colleagues and the academic authorities, and their general willingness to serve the people that make up the university community (see *Statement of Core Values of the University of Navarra*, paragraph 8).
4. The University recognizes and guarantees the academic freedom of its teaching staff and expects them to show loyalty to Christian principles and values in their teaching, research, and mentoring work.
5. Within the University, academics should avoid using teaching duties for political purposes. In activities conducted outside the university setting, faculty members should always strive to make it clear that they do not in any way represent the University or act as its spokesperson.
6. Faculty members require continuing education to improve their teaching and research. The centers, departments, and services will run continuing-education courses in a range of fields: institutional, humanistic, scientific, methodological, educational development, etc.

7. Faculty members employed by the University of Navarra are governed by the general legal provisions in force, as well as the University's own provisions and the regulations, if any, that may be adopted by the academic authorities in its scope of competence.
8. The University promotes the principle of equal treatment of men and women, and avoids all direct and indirect discrimination on the grounds of gender, especially in situations stemming from parenthood and household duties. As an institution with a family-responsible culture, the University takes the necessary measures to reconcile work and family life, and to achieve equal opportunities in the professional development of women and men, in tasks related to teaching, research, and governance and in their salaries. Efforts are made to ensure that there is a balance in the participation of women and men with the required expertise in the area of decision-making, in recruitment and assessment bodies, and at all levels of governance.
9. The University also rejects all forms of direct and indirect discrimination on the grounds of disability, and believes that those who have any type of impairment in their physical, mental or sensory faculties should have access to opportunities for their personal fulfillment and social integration, to respect their inherent dignity. Therefore, it shall provide the necessary counseling to effectively support students with any type of disability. Similarly, members of teaching and research staff with any type of disability shall receive the necessary support to undertake their work.

II. ACADEMIC STAFF CATEGORIES

10. *Catedráticos y Profesores Titulares (Full Professors and Senior Associate Professors):*
 101. *Catedráticos (Full Professors)* are PhDs with full teaching and research abilities who hold the most senior rank of academic staff at the University. They must have taught for a minimum of 10 academic years after obtaining their PhD and conducted highly regarded research work. They are called *Profesores Ordinarios* in the University Statutes.
 102. *Profesores Titulares (Senior Associate Professors)* are PhDs who carry out their academic work with full teaching and research abilities. They are expected to achieve the academic qualifications required for their appointment as full professors.
 103. The appointment of *Catedráticos* and *Profesores Titulares* is governed by the provisions of Section III of this document.
11. *Profesores Contratados Doctores (Associate Professors):*
 - 11.1. These are PhDs who are in the process of developing and improving their teaching and research abilities with a view to being promoted to the category of professor once they fulfill the required conditions.

112. In order to access this category, they must have spent a minimum of 12 months in a foreign research center of recognized prestige in their field. Their appointment is regulated by Section III of this document.
12. Academic staff in training:
121. These are junior faculty members who have obtained their PhDs and started their teaching and research work at the University of Navarra :
- *Profesor Ayudante Doctor (Senior Assistant Professors)* are PhDs who are beginning their research and teaching. It is not possible to remain in this category for more than five years. This period shall not include breaks for maternity or paternity leave, or long-term temporary disability.
 - *Ayudante Doctor (Assistant Professors)* are PhDs who are new to teaching and are completing their research training. It is not possible to remain in this category for more than five years. This period shall not include breaks for maternity or paternity leave or long-term temporary disability.
122. Under no circumstances shall the total time spent in both categories, *Ayudante Doctor* y *Profesor Ayudante Doctor*, exceed eight years.
13. Other teaching categories:

This group includes the following positions:

131. *Profesores Colaboradores (Adjunct Professors)* are PhDs who work as professional researchers or managers. They may also include medical doctors who are members of the *Clínica Universidad de Navarra* staff and also have a part-time teaching commitment. They may be the coordinators of undergraduate and graduate subjects.
132. *Profesores Extraordinarios (Extraordinary Professors)*: are professionals of recognized prestige whose expertise serves the University's educational mission. They may be recruited as part-time faculty members to teach courses in their field.
133. *Profesores Asistentes (Adjunct Professors)*: are recruited to the University in order to cover specific teaching needs and carry out work in line with their university qualifications and professional experience, in accordance with the internal regulations governing this category. This form of contract is infrequent and must be well justified. Excluded from this recruitment procedure are those who have been appointed as academic staff in training, members of research staff in training who have not been promoted to the category of academic staff in training due to a failure to meet the required conditions, and those who have completed their undergraduate, master's or doctoral degree in the five years prior to the offer.

134. *Lectores del Instituto de Lengua y Cultura Españolas, profesores doctores y lectores del Instituto de Idiomas (Language professors and teachers of ILCE and the Institute of Modern Languages)*: these carry out teaching and research in the area of language learning, in accordance with specific regulations.

14. Special collaborations.

Since its foundation, the University of Navarra has encouraged the recruitment of people with recognized prestige and practical experience in the academic world and other areas of professional activity. These forms of special collaboration are organized into the following categories:

141. *Profesores Eméritos (Emeritus Professors)*: Eligible for appointment to this category are retired faculty members of outstanding professional prestige who have provided the University of Navarra with exceptional service and are in a position to continue collaborating with the University.

142. *Profesores Visitantes (Visiting Professors)*: Faculty members from other universities and scientific institutions, generally abroad, who temporarily assume teaching duties in at the University. Exceptionally, in the case of faculty members who are going to provide their services on a full-time basis (for example, during a sabbatical year), a temporary employment contract permitted by the legislation in force and the person's commitments to their institution of origin may be granted.

143. *Profesores Invitados (Guest professors)*: Faculty members who bring their practical experience and participate in the University's teaching work in accordance with the internal regulations governing this category.

144. *Profesores clínicos asociados, farmacéuticos asociados, y profesores asociados de prácticas de centros educativos (Adjunct clinical professors, adjunct pharmacists and adjunct professors of practical training in education centers)*; professionals in the field of medicine and other bio-health and experimental areas, and teachers at all levels of non-university education who collaborate on the practical teaching of students enrolled in the respective undergraduate and master's degrees, in accordance with the conditions set forth in the regulations governing each of these categories.

III. CRITERIA FOR RECRUITING AND PROMOTION OF ACADEMIC STAFF

15. Recruiting or promoting academic staff requires the existence of a teaching need and the candidate's possession of the necessary qualifications for the category in question. A positive assessment from an external reviewer is also required.

16. Appointments are made by the President based on a favorable report from the Executive Council of the Governing Board, following a proposal from the College or School and at the request of the candidate's department.

17. In each case, the College or School (*la Junta Directiva*) shall issue a report to the Office of the Executive Council that contains an assessment from the College or School and one from the corresponding external reviewer.

18. For proposals for appointments in the categories of *Catedrático*, *Profesor Titular*, and *Profesor Contratado Doctor*, a positive assessment must have been obtained, although this is not sufficient in itself. The assessment should determine:
181. *Acreditación de Catedrático*. Be a member of the national body of Full Professors, fulfill the requirements for presentation to a position of Full Professorship or have obtained the pertinent accreditation or certification from a prestigious public or private entity for the evaluation of research and teaching excellence, in order to be hired with an equivalent academic category.
 182. *Acreditación de Profesor Titular*. Membership of the body of university professors or possession of the qualification or accreditation of Associate Professor.
 183. *Acreditación de Profesor Contratado Doctor*: Possession of the corresponding official assessment of teaching and research activity for that rank at a public university or its equivalent at a private university.
19. The center's assessment, which is required for appointments, rests with the College or School and shall focus on the following aspects, on a reasoned basis:
191. For recruitment:
 - Teaching: candidates' proven experience and excellence, their participation in innovation in teaching projects and other aspects that are relevant to the assessment of teaching ability.
 - Research: assessments shall be based on the report issued by a technical committee. The main reference criteria will be: quality and relevance of publications; management of and participation in Universidad de Navarra competitive research projects; supervision of master's theses and doctoral dissertations; research projects awarded by national agencies; research visits at overseas Universities and centers, collaboration with other national and international centers and organizations; formal research agreements and contracts; activities related to innovation, knowledge transfer, and dissemination of scientific results.
 - Knowledge and acceptance of the University's statement of core values, agreement with its basic principles, and the capacity to communicate them.
 - Other accomplishments.
 - For candidates with experience of healthcare activity, assessment of the quality of their work based on the report issued by the body, if any, in which they provide their services.
 192. For promotion:
 - Teaching: the most recent teaching assessments (at least one from the last six months) must be provided, and must have been conducted in accordance with the current established procedure.
 - Research: this shall be assessed in accordance with the criteria outlined in the previous section.

- Personal mentoring: this will be assessed based on the number of students assigned to and mentored by the candidate in the last five academic years, and the frequency of the interviews. Where possible, the quality of this work shall be assessed.
 - Governance, administration, and management tasks.
 - Knowledge and acceptance of the University's statement of core values, agreement with its basic principles, and the capacity to communicate them.
 - Other accomplishments.
 - For faculty members with experience in healthcare activity, assessment of the quality of their work based on the report issued by the center in which they provide their services.
20. Consultants, clinical lecturers, and practitioners of special services at the *Clínica Universidad de Navarra* and research staff at research centers promoted by the University of Navarra that perform teaching functions in other centers at the University may be proposed for appointment in one of these academic categories, on a part-time basis, provided that they meet the stipulated requirements. The proposal must be approved by the healthcare or research center to which the candidate belongs.
21. Academic promotions shall take effect on September 1 of the following academic year.

IV. RECOGNITION OF THE ACADEMIC MERITS OF CATEDRÁTICOS AND PROFESORES TITULARES

22. Every six years, *Catedráticos* and *Profesores Titulares* may request an assessment for official recognition of their academic merits. Professors may obtain recognition of excellence of a maximum of two six-year periods. The recognition of merits involves a salary increase of an amount to be determined, depending on the dedication stipulated in one's employment contract. In the case of promotion to Full Professor, the salary increase obtained by means of the recognition of merits is subsumed by the salary increase corresponding to the change in category.
23. Any professor who wishes to be assessed must submit an application to the department, accompanied by a brief report from the candidate. In the event of a negative final outcome, a new assessment may be requested after a period of two years.
24. Once the report has been received by the department, the Management Board shall proceed with the assessment in accordance with the criteria outlined below. If the outcome is positive, the board shall send its proposal to the Office of the Executive Council along with the research and teaching reports, the candidate's resumé and a self-assessment. The board shall specify whether it considers the assessment of the professor's activity to be excellent, very good or good. The criteria to be taken into account are as follows:
241. Quality of teaching. It is necessary for the professor to have been assessed at least once in the previous six years in accordance with the established procedure and to have obtained a positive review of their teaching.
242. Research. This will be assessed in accordance with the criteria that apply to recruitment and category changes.

- 243. Personal mentoring. This will be assessed in accordance with the criteria that apply to category changes.
 - 244. Fulfillment of objectives in tasks relating to the areas of governance, administration, and management in the University.
 - 245. Other accomplishments.
 - 246. Faculty members with experience of healthcare activity will have the quality of their work assessed based on the report issued by the body to which they provide their services.
25. The Office of the Executive Council shall make a decision on the recognition of merits on the basis of the proposal/report from the center.

V. CRITERIA FOR RECRUITMENT AND PROMOTION OF ACADEMIC STAFF IN TRAINING

- 26. Recruitment and access to the categories of *profesor ayudante doctor* and *ayudante doctor* require the existence of a teaching load and the candidate's compliance with the conditions required to embark on an academic career. In the case of *profesor ayudante doctor*, a positive assessment from the national agency is required. Recruitment and access to these categories are by appointment by the President and take effect on September 1 of the following academic year, with the exception of assistant professors, whose appointment may come into effect on January 1.
- 27. Proposals for appointments rest with the Management Board following a report from the department. The Board shall issue a report to the Office of the Executive Council to accompany the department's report and, in the case of senior assistant professors, the outcome of the official external assessment.
- 28. The center's assessment shall be conducted by the board of management and shall focus on the aspects set out in paragraph 19.2 of this document, on a reasoned basis. It is not necessary for the technical committee to assess research work, nor is it necessary to have a teaching assessment report other than the one carried out by the Management Board, although this may be requested.
- 29. *Ayudantes doctores* and *profesores ayudantes doctores* shall be assessed every academic year by their center's Management Board, which shall send a report on each professor to the Office of the Executive Council during the month of October, in accordance with the criteria set out in paragraph 28 of this document.

VI. ACCESS TO OTHER TEACHING CATEGORIES

- 30. In order to be employed into one of the teaching categories referred to in paragraphs 13 and 14 of this document, except in the case of Emeriti Professors, the Department's teaching plan should reflect the need for additional staff and meet the requirements and procedures indicated in the specific regulations. The Management Board shall ensure that the recruitment terms are met and that the candidate possesses the skills required to assume the position. In the case of *profesores doctores* and *lectores del Instituto de Idiomas* and Emeriti, the proposal must be sent to the Office of the Executive Council for approval. It is also necessary to ensure that the candidate evinces a positive attitude towards the University's statement of core values and shares the goals of the department and center.

VII. RECRUITING INTERNATIONAL ACADEMIC STAFF AS *CATEDRÁTICOS* AND *PROFESORES TITULARES*

31. The University's international character carries with it a need to recruit foreign academic staff of recognized prestige, as well as those with the ability to achieve such prestige, for the various academic categories at the University. The recruitment of such staff normally begins with a temporary stay, which may lead to a recommendation for appointment as *Profesor visitante*. Recruitment shall follow the procedure described in Section III of this document.
32. Faculty members from universities in European Union member states who have reached a position equivalent to that of *Catedrático* or *Profesor Titular* may be appointed to the corresponding category once they have obtained the certification of equivalence issued by the official Spanish assessment body.
33. Faculty members from other countries who obtain official Spanish accreditation as Full Professor or Associate Professor may be recognized for said categories subject to a favorable report from the center involved.
34. When circumstances require it, the procedure described in paragraph 32 may be replaced by an assessment of the candidate's résumé by a committee made up of three university professors from related areas with positions in a category equivalent to or higher than the category for which the candidate is applying. At least one of the professors shall be from a university other than the University of Navarra. The following aspects shall be taken into account:
 - 34.1. Teaching experience and academic category of the candidate at his or her home university.
 - 34.2. Research experience measured by international quality indicators.
 - 34.3. Healthcare experience, if applicable, that may be of special interest for the programs of study at the center to which the candidate would be recruited.
 - 34.4. Management work conducted in a university setting or, where applicable, in a scientific, technical, artistic setting, etc.
35. In addition to this assessment, in each case the board of management must issue to the Office of the Executive Council a report that focuses on other aspects that may be of interest and on the candidate's knowledge and acceptance of the University of Navarra's statement of core values.

VIII. FINAL PROVISIONS

36. This document replaces the *Instrucción sobre incorporación y promoción del profesorado de los centros de estudios civiles de la Universidad de Navarra* of October 19, 2005, and the regulations on *Régimen de dedicación del profesorado*, of October 8, 2003.
37. This document applies to the academic staff of the centers of the University, with the exception of IESE Business School and the Schools of Ecclesiastical Studies.
38. In order to comply with paragraph 21 and the end of paragraph 26, proposals for appointments and promotion must be submitted to the Office of the Executive Council

before June 1.

39. This document shall take effect from October 1, 2011.



Appendix I. Transition Criteria

1. In order to access the category of *catedrático*, *profesores titulares* at the University of Navarra who are not members of the national bodies of professors must have obtained the corresponding accreditation of *catedrático* and requested the exemption provided for in the current legislation. In the event that such exemption is denied to them, they may request an assessment of their résumé, provided they have at least six years' experience in the category of professor and, in the judgment of the department, the circumstances warrant it. This assessment shall be conducted by a committee appointed to that effect by the Office of the Executive Council and made up of three full professors, or the international equivalent, from related areas, at least one of whom should come from a university other than the University of Navarra, and shall consider the following aspects:
 - Teaching experience.
 - Research experience measured by international quality indices.
 - Healthcare experience, if applicable.
 - Any university management work carried out.

In the event that this additional assessment is positive, the department may request the candidate's appointment to *catedrático*, thereby starting the procedure specified for this purpose in Section III of this document.

2. Those who currently hold the position of *profesores ordinarios* shall remain in this category until such time that they comply with the requirements set forth in this document for becoming *catedráticos*. Nevertheless, they shall be subject to the rules governing *catedráticos* and may request, if they so wish, the recognition of their academic merits set forth in Section IV of this document.

3. Similarly, those who held the position of *agregado* when these regulations came into force (October 1, 2011) shall remain in this category until such time as they comply with the requirements set out in this document for becoming a *profesor titular*. Nevertheless, they shall be subject to the rules governing professors and may have access to the recognition of academic merits set forth in Section IV of this document.

4. Those in the categories of *adjunto*, *profesor ordinario de Escuela Universitaria* or *catedrático de Escuela Universitaria*, *profesor agregado de Escuela Universitaria* or *titular de Escuela Universitaria*, *profesor adjunto de Escuela Universitaria*, *profesor colaborador*, *profesor auxiliar de Escuela Universitaria*, *profesor ayudante*, *profesor encargado interino de curso* and *profesor* may remain in their category in accordance with the regulations applicable until such time as they comply with the requirements set out in this document or the period for which they were appointed comes to an end.

5. The *Profesores Honorarios* shall be considered as *professors emeritus*.

6. Those who were *profesores ayudantes* or *profesores ayudantes doctores* when this document came into force (October 1, 2011) shall be subject to the regulations in effect up to that time, i.e., as set out in Section III, paragraph 2 of the "Regulations on Academic Staff at the University of Navarra", of October 2005.

7. A research visit to an overseas research center of recognized prestige, as set out in paragraph 11 of this document, shall be required only of those who acquired the status of assistant professor after the start of the 2012-2013 academic year.

8. Similarly, the external assessment required for the appointment of *profesor ayudante doctor* shall apply to those who acquired the status of assistant professor after the start of the 2011-2012 academic year.

9. Those who were *catedráticos* or *profesores titulares* when this document came into force (October 1, 2011) may request recognition of their merits as set out in Section IV of this document, in accordance with the following procedure:

- Faculty members with more than 12 years' experience in the respective category on October 1, 2011 may request recognition of six years' performance once two years have passed after the document came into force. The recognition of merits of the other six years may be requested once four years have passed after the document came into force. The first assessment shall consider the teaching performance of the previous two years and the research work of any six years. The second shall evaluate the teaching performance of the subsequent two years and the research work of another six years that have not already been subject to a positive assessment. Any subsequent recognition shall require that at least six years have passed since the previous recognition of merits.
- Faculty members with more than six and fewer than 12 years' experience in the respective category on October 1, 2011 may request recognition of six years' performance once three years have passed after the document came into force. The recognition of merits of the other six years may be requested once four years have passed since the first was obtained. Any subsequent recognition shall require that at least six years have passed since the previous recognition of merits.
- Faculty members with more than six years' experience in the respective category when this document came into force (October 1, 2011) may request recognition of six years' performance once they have achieved six years' service, and not until four years have passed since the document came into force. Any subsequent recognition shall require that at least six years have passed since the previous recognition of merits.



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Appendix II. Employment Conditions of Academic Staff

The academic activity of academic staff includes the performance of tasks in the areas of teaching, research, innovation and knowledge transfer, and of governance, administration, and management.

1. The employment terms of the academic staff are as follows:

- Exclusive or full-time commitment: An average of 37.5 hours per week, the equivalent of 1,600 of actual work per year, excluding public holidays and vacations.
- Priority or semi-full-time commitment: An average of 30 hours per week, which equates to 1,280 of actual work per year, excluding public holidays and vacations.
- Part-time commitment: Academic staff at the University of Navarra may work the following part-time hours:
 - 25 hours per week, equivalent to 1,060 hours of actual work per year.
 - 20 hours per week, equivalent to 850 hours of actual work per year.
 - 15 hours per week, equivalent to 640 hours of actual work per year.
 - 10 hours per week, equivalent to 425 hours of actual work per year.
 - 5 hours per week, equivalent to 210 hours of actual work per year.

2. This commitment shall be carried out at the University's facilities.

3. In general, academic staff shall spend:

- 40% of their time on teaching, which includes mentoring (see no. 4).
- 50% on research.
- 10% on governance and management tasks.
- As a general guide, faculty members shall spend between 30% and 35% of their teaching hours on activities that involve student attendance.

4. Time dedicated to teaching involves a series of activities. These include the following:

- Teaching and coordination of courses, preparation of materials, coordination with other subjects.
- On-campus lectures. For the purposes of the teaching plan, a distinction is made between classes of more than 75 students, classes of between 35 and 75 students, and small groups, seminars and workshops of fewer than 35 students.
- Clinical placements, clinical mentoring, supervision of research stays, field trips, visits to historical sites, visits to workplaces, etc.
- Assessments, correction of assignments, exam reviews.
- Supervision of final year projects, master's thesis projects and doctoral dissertations.

- Mentoring interviews with assigned and non-assigned students; management of mentoring.
5. As part of their commitment terms and depending on their circumstances, faculty members may take on governance, administration, and management tasks.
 6. Those who hold governance positions may reduce their commitment to teaching in the following percentages (not cumulative):
 - President: up to 100%.
 - Vice presidents, deans, and directors of centers: up to 50%.
 - Associate deans, deputy directors of centers and directors of institutes: up to 30%.
 - Heads of departments: up to 25%.

The circumstances of faculty members who hold governance positions for several years (at least three) shall be duly taken into account when their activity is assessed.

7. The commitment of each faculty member to on-campus teaching activities and governance and management tasks shall be specified in the teaching plan of each center every academic year (see Appendix III).
8. Where there is a justifiable reason, some faculty members may have a greater commitment to research or teaching on a temporary basis. This shall always take place with the agreement of the center's Management Board. This situation shall be taken into account in the teaching plans and in future assessments for the recognition of merits.
9. Faculty members require written authorization from the Office of the Executive Council in order to provide any type of service to any other institution of higher education, public or not, or to engage in activities that may affect or limit their full availability, when they require a regular time commitment greater than 10 percent of their commitment terms or when there is a conflict of interest. This rule applies even if their dedication to such activities does not involve a failure to comply with the obligations inherent to their commitment terms. Such permission shall not be required to give lectures and talks or to carry out ad-hoc activities at other universities, halls of residence, or similar institutions.
10. When faculty members spend part of their time commitment on research projects unrelated to the University of Navarra, they must seek the approval of the center's board of management. Similarly, all faculty members working on an exclusive basis may accept and undertake secondments entrusted to them by the Ministry of Education or by other universities for the formation of academic tribunals or for similar purposes that are occasional in nature, and accept the corresponding allowances or rewards. The director of the department must be informed of all these activities.
11. Consultants, clinical lecturers and practitioners of special services at the *Clínica Universidad de Navarra* and research staff at research centers promoted by the University of Navarra who do not hold a specific stable teaching position may be proposed for appointment to the category of *profesor colaborador*, in view of their participation in teaching and research tasks at the academic centers. In the case of these researchers, the appointment of *profesor colaborador* requires a PhD and a favorable report from the center to which they belong.
12. *Catedráticos* and *Profesores Titulares* working on an exclusive or priority basis and with at least 10 academic years' experience in one of these categories may request a sabbatical year (i.e., an academic year without teaching obligations) to work on research or a specific academic project. There must be at least seven academic years between one sabbatical year and the next. Applications for sabbaticals shall be submitted to the center's Management Board, together with the proposed work plan and an application form, if external financial aid is being sought. The Management Board shall decide whether to accept the application, and this will depend on whether or not the teaching activity can be covered appropriately (this should be reflected in the teaching plan). External funding shall be sought to cover the costs associated with the sabbatical year.

In the event that this is not secured, the center may request that the Office of the Executive Council grant funds to cover these costs. The Management Board must also consider whether the proposed academic project is of interest to the University. Those who take a sabbatical year must submit a final report to their center on the work they have carried out. Each center shall submit a report to the Office of the Executive Council, at intervals to be determined, concerning the sabbatical years granted, any funding secured for this purpose, results achieved and benefits gained. The Office of the Executive Council shall make a decision based on budget availability, the center's capacity to secure external funding for these projects, the funds previously allocated to the centers for sabbaticals and the reports sent by the center concerning previous sabbaticals. Once a response has been received, the Management Board shall decide on the candidate or candidates to receive funding.

13. Faculty members who have held posts as members of the Management Boards of the centers or the Office of the Executive Council for at least three years may also apply for a sabbatical year in accordance with the abovementioned procedure. Management Board members other than the dean or director of the center are also required to have a minimum of eight years' service at the University of Navarra. Those who have held the position of dean, director of the center or member of the Executive Council of the Governing Board for three years may request a sabbatical semester.



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Appendix III. Teaching Plan

1. It is the responsibility of the departments, the centers and the Office of the Executive Council to guide and direct the time commitment of faculty members so that they can achieve the objectives inherent to each university degree and meet the other academic needs of the University.
2. To facilitate this task (paragraph 1), each academic year the centers shall ask the departments to provide the information required to develop a teaching plan, which includes the commitment plan of the academic staff and the curriculum. The information contained in these two documents, which set out the teaching plan, must be wholly consistent.
3. The curriculum reflects the study options offered by each center for the following academic year. It must include details of the subjects offered each academic year, the pathways and degree programs, and any information deemed necessary to provide an overview of the characteristics of the degree programs, so that the goals and distinctive features of each program can be assessed.
4. The commitment plan of the academic staff reflects, for each academic year, the time commitment of the faculty members in a given center to teaching, governance and management work at the University.
5. The commitment plan of the academic staff must outline, as a minimum, the time commitment of each faculty member in each department in the center to the following tasks, expressed in hours:
 - a. Teaching activities that involve the presence of students (from those indicated in Appendix II, paragraph 4).
 - b. Management activities to serve the University, with information on the expected number of hours dedicated to such activities.
6. The departments and centers must monitor the fulfillment of the teaching plan and inform the Office of the Executive Council at the end of the academic year of the fulfillment of the plan, with an account of any exceptional modifications that may have occurred.