

Realization of Action Plan from 2014

1. Research Freedom					
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	<u>Final suggestion</u>	<u>Indicators (for new activities) and time (quarter)</u>
1.1. Periodic analysis of the present state and evaluation of the relevant legislation and Code of Ethics when research freedom is in question.	<ul style="list-style-type: none"> ➤ The Ethics Committee ➤ The Office of Science ➤ The Office for Quality Assurance 	2011. – 2015. (Continuous reports and annual evaluation)	1Q-2015 Extended	Continuous activity that includes: - The Ethics Committee should approve planned research where there are relevant ethical issues (via e-form) - The Ethics Committee issues instructions and clarifications regarding the implementation of the provisions of the Code of Ethics of the University of Zadar (workshops and documents on the web) - An annual report is not currently being prepared; it is planned to be implemented in the future	-annual Ethics Committee report Q1 2023 (for 2022); Q1 2024 (report for 2023)
1.2. Raising awareness of the importance of research freedom by using public discussions, workshops, round tables.	<ul style="list-style-type: none"> ➤ Components of the University 		4Q-2014 Completed	Organized by the Office for Quality Assurance and the Ethics Committee, several workshops and round tables on this topic have been organized in the past period (e.g., workshops on academic integrity in research) and trainings on this topic are still planned in the future. In addition, the Croatian Data Archive for Social Sciences organizes workshops on the topic of open-science, and the invitation to participate is sent via e-mail to all the researchers.	
1.3. Introduction of signing a statement at the moment of employment, handing the University of Zadar Code of Ethics, the Charter and the Code.			1Q-2013 Completed	By signing the employment contract, the employee undertakes to get acquainted with all publicly announced documents on the University's website, including his rights and obligations.	

<p>1.4. Stimulating young researchers' independence by annual monitoring and regular success evaluations; attenuating seniority-based culture which is not based on scientific achievements.</p>			<p>1Q-2015.</p> <p>Completed</p>	<ul style="list-style-type: none"> - Evaluations of the work of assistants, doctoral students, postdoctoral students, and mentors are continuously conducted - Applications for independent research of younger researchers are encouraged and support is given to their research activities. Young researchers mostly participate in the newly launched research projects of the University (so-called Institutional projects funded by UNIZD). - The Croatian Science Foundation announces competitions for the application of the "Establishment Research Projects", which are exclusively intended for younger, less experienced researchers. - As a part of the project of the Croatian Science Foundation "Career Development Project for Young Researchers - Training of New Doctors of Science", a workshop was organized by the University to inform the interested applicants. The workshop was held in December 2019 and in February 2020. - HRZZ continuously organizes workshops related to each tender procedure published by HRZZ. 	

2. Ethical principles					
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Final suggestion	Indicators (for new activities) and time (quarter)
2.1. Periodic analysis of the current state and evaluation of complying with the relevant legislation and the Code of Ethics.	<ul style="list-style-type: none"> ➤ The Ethics Committee ➤ Components of the University 	1Q-2015 (Continuous reports and annual evaluations)	1Q-2015 Extended	<ul style="list-style-type: none"> - (As in 1.1) The Ethics Committee, among other things, gives opinions on the ethics of conducting scientific research and issues instructions and clarifications regarding the implementation of the provisions of the Code of Ethics of the University of Zadar. - Analysis of the situation and evaluation should be based on the annual report of the Commission, which is planned to be implemented in the future 	<ul style="list-style-type: none"> - annual Ethics Committee report Q1 2023 (for 2022); Q1 2024 (report for 2023)
2.2. Raising awareness to the observance of ethical rules, and regular adjustment and improvement of the Code of Ethics (public discussions, workshops, etc.).			1Q-2015 Completed	<ul style="list-style-type: none"> - Continuous workshops and round tables on ethical behavior both at the level of components and at the level of the institution. - In the period from February to April 2019, a total of 12 thematic workshops were organized for students on the topic of Academic Integrity, as well as two round tables on the topic of Academic Integrity for academic staff. - Workshops are continuously conducted and instructions for the use of the system for checking the authenticity of 	

			Turnitin works are being improved.	
			- Ethical principles are included in the course implementation plans.	

3. Professional responsibility					
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Final suggestion	Indicators (for new activities) and time (quarter)
3.1. All researchers must be familiar with the relevant legislation and institutional rules – creating an information package for researchers.	<ul style="list-style-type: none"> ➤ The Science Committee ➤ Office of Science ➤ Rector's Office ➤ Office for publishing ➤ University Library 	1Q-2015	Completed	<ul style="list-style-type: none"> - All institutional documents as well as links to relevant national documents are available on the UNIZD website - Based on the feedback from the researchers, the development of a separate information package was abandoned 	
3.2. Adoption of the rulebook on disciplinary procedure in order to define the procedure in cases of violation of the rules of the Code of Ethics (including plagiarism and other forms of academic dishonesty) previously determined by the Ethics Committee		2Q-2015 (Continuous reports and annual evaluations)	Completed	There is no rulebook on disciplinary liability at the University level. However, any violation of the code of ethics is reported and evaluated to the Ethics Committee in accordance with legal provisions.	
3.3. Enable access to the leading scientific journals and on-line bases. Mentors need to continuously emphasize the importance of professional ethics and unacceptability of any form of plagiarism and forgery.			Completed	- Access to online databases is coordinated at the national level, and every year the possibilities and ease of access are continuously improved. Every year, the procurement of new databases is planned or, if necessary,	

			<p>access is provided on a monthly basis (so-called trial access).</p> <p>-Links to online databases available on the UNIZD website accessed through AAI accounts with or outside the institution.</p> <p>-Plagiarism of evaluation papers is checked with a software tool for verification of authenticity (Turnitin); the mentor is obliged to check every work he/she mentors through this software and issue a certificate of authenticity.</p>	
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4. Professional attitude					
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	<u>Final suggestion</u>	<u>Indicators (for new activities) and time (quarter)</u>
4.1. Establishing clear rules of conduct in cases of industry and economy funding, or "a la carte" projects (projects should be approved based on the achievements and curricula of researchers and associates with recommendations of scientific and professional organizations and associations and review groups for individual scientific fields and fields).	<ul style="list-style-type: none"> ➤ Commission for Science ➤ Rector's Office 	1Q-2012	Completed	<p>The activity has been realized, we plan to work on it additionally (see new planned activities 4 and 5)</p> <p>Most scientific activities at the University are regulated by acts and review procedures of external institutions and financiers (funds, foundations, etc.). In 2021, the University launched institutional projects, which passed reviews and were evaluated in accordance with published Regulations of interest, Manual for evaluation of project</p>	

				proposals, Rulebook on selection and evaluation of scientific projects).	
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5. Contractual and legal obligations				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
5.1. All researchers must be acquainted with the relevant legislation and institutional rules – creating an information package for researchers.	<ul style="list-style-type: none"> ➤ Rector's Office ➤ Publishing Office ➤ Components of the University 	4Q-2011	Completed	By signing the Employment Contract, the researchers undertake to study the relevant documents themselves. All documents are available on the websites of the University and relevant national institutions. The information package will not be developed on the basis of researchers' feedback given at the workshop, indicating that the current practice of informing and availability of relevant acts is adequate and sufficient.
5.2. Motivating and encouraging the researchers to learn about the regulations through workshops, round tables, etc		4Q-2011 2011. – 2015. (Continuous reports and annual evaluations)	Completed	Continuous workshops, especially for administratively demanding projects such as applications for the Croatian Science Foundation. Each application is accompanied by a workshop. - all employees are continuously invited to participate in e-counseling related to proposals for new laws related to the work of the University as a whole, individually regulated professions or the work of individual components.
5.3. Developing the “rule of law culture” (applying the regulations and obeying the contractual obligations of all parties involved: researchers, institutions and the state) through public discussions, workshops, round tables.			Completed	-All documents and regulations are available on the website of the University. -Continuous workshops

6. Accountability					
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Final suggestion	Indicators (for new activities) and time (quarter)
6.1. Encouraging the proper, transparent, and efficient financial management through public presentations, round tables and workshops.	<ul style="list-style-type: none"> ➤ Commission for Science ➤ Office of Science ➤ Ethics Committee ➤ Rector's Office ➤ Components of the University 	2011. – 2015. 1Q-2013 (Continuous reports and annual evaluations)	Extended	It was not realized, but the action plan resulting from the strategy of the University of Zadar plans to: -to hold workshops and introduce the courses that would deal with entrepreneurial competencies at the doctoral studies -introduce courses at the undergraduate level that are related to financial management	Q3 2023 Q1 2024 Workshops were held; new courses were implemented
6.2. Encouraging the researchers to be informed about the regulations systematically and by mentors and insist on their application.			Extended	Continuous evaluation. Mentors go through all of the procedures and activities in which they are involved with candidates. Mentors and students have access to all the documents prescribing procedures. In the future, the Rulebook on the evaluation of candidates and mentors is planned to be revised.	Amendments to the relevant regulations on the evaluation of candidates and mentors Q2-2022.
6.3. Precisely defining the rules of the Code of Ethics and draft the specific rules of financial management.			Extended	We do not currently have a code of financial management; we plan to draft it in the future. Amendments to the Code of Ethics were discussed at the meetings of the Ethics Committee.	- financial management code was developed Q1 2023

7. Good research practice				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
7.1. All researchers must be introduced to the relevant legislation and institutional rules - information package for researchers. The data need to be protected, as well as research tools and instruments (questionnaires, interviews).	<ul style="list-style-type: none"> ➤ Office of Science ➤ Publishing Office 	4Q-2011	Completed	<p>See in 5.1.</p> <p>A workshop related to the General Data Protection Regulation (GDPR) is provided for all employees. Questionnaires and research data are protected in accordance with the regulations set out in the GDPR and the University Code of Ethics.</p>
7.2. Strengthening the IT system and education of the end users on the data protection	<ul style="list-style-type: none"> ➤ IT service 	2Q-2015	In progress	<p>The information system is constantly being improved and evaluated from a functional and security point of view.</p> <ul style="list-style-type: none"> -Education of users is primarily carried out through the courses of the National University Computing Center <i>Srce</i>. -The Office for Quality Assurance sent a questionnaire to all the employees to express their interest in education related to information literacy, and if there is interest, workshops will be organized. -There is a rulebook on the use of e-mail addresses in the UNIZD domain <p>Q1 2022 – the adoption of the Rulebook on Information Security at the UNIZD level is planned</p>

8. Dissemination, exploitation of results				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
8.1. Ensuring more considerable financial means for scientific journals and other publications.	<ul style="list-style-type: none"> ➤ Commission for Science ➤ Publishing Office 	2011. – 2015. 1Q-2012	Completed	At the national level, subscriptions are made to the world's leading databases, and the University supports the acquisition of specific databases related to the interests of research groups at the UNIZD level.
8.2. Better professional organization of scientific community – encouraging establishment and activity of professional and scientific organizations.	<ul style="list-style-type: none"> ➤ Rector's Office 	(Continuous reports and annual evaluations)	3Q-2015	Continuous annual approval of payment of membership fees for membership in international organizations (based on a tender announced by the MoES)
8.3. Further development of legal and institutional mechanisms for commercialization of research results in order to return funds in the research process.			Completed	
			In progress	The Office for Science coordinates activities related to technology transfer, projects and knowledge, but the issue of technology transfer has not been formally resolved at the national level. The harmonization with the legal provisions is in the process. It is planned to draft the rulebook on the regulation of technology transfer Q2-2023 in the next period
8.4. Establishing Technology Transfer Office			Completed	In 2019, with the transformation of the Office of Science, the Office of Science, Projects and Technology Transfer was established.

9. Public engagement				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
9.1. Organizing a larger number of public lectures and thematic round tables in order to inform public about the scientific achievements of the institution.	<ul style="list-style-type: none"> ➤ Publishing Office ➤ Rector's Office ➤ Components of the University 	2011. – 2015. 4Q-2015. (Continuous reports and annual evaluations)	Completed	<p>Information and inclusion is carried out through the so-called. open days, Science Festival and through various events at the component level (conferences, public lectures, round tables, workshops, etc.).</p> <p>All events are recorded in the Yearbook of the University of Zadar, which is published every year. Also, public presentations of University publications are often organized.</p>
9.2. Presentation of scientific results in public, covered by the media (radio show, continuously).			Completed	<p>--All activities described in paragraph 9.1. include the presence of journalists who then inform the interested public.</p> <p>-Researchers often report on the results of their research in the media</p> <p>-The university publishes the <i>Lanterna</i> newsletter, which has recently become available in the digital form.</p>
9.3. Expanding cooperation at the level of local community and civil society.			Completed	<p>-UNIZD has Several agreements on cooperation and partnership.</p> <p>- UNIZD is the project leader and/or partner in several professional projects that include cooperation with the local community and civil society</p>

<p>9.4. Encouraging voluntary engagement of researchers and other University's employers in humanitarian and similar activities of the civil society.</p>			<p>3Q-2013 Completed</p>	<p>University of Zadar has Regulations on working with volunteers. Volunteer activities are strongly encouraged. Records are kept annually, and volunteers receive certificates of their engagement.</p>
<p>9.5. Developing a clear strategy of presenting the achievements of the University and timely informing the public (creating University's journal, newsletter etc.).</p>			<p>3Q-2013 In progress</p>	<p>Continuous publication of the Newsletter of the University of Zadar "Lanterna" is published twice a year, and recently in digital form as well. We will continue with this activity in the future. The next issues come out Q2-2022, 2023, 2024; Q4-2022, 2023, 2024).</p>
<p>9.6. Establishing a Career Office which should promote cooperation between the University and the community (introducing partners from the economy sector, civil society, organizing voluntary activities of the University's employers and students etc.).</p>			<p>In progress</p>	<p>The Career Development Center was formally established in February 2020. Due to the COVID-19 crisis and staff shortages, it is not yet fully operational, we plan to work on this issue in the next period. Activities of connecting with the economy and the community are continuously carried out through many realized and current joint European, national, and local projects. It is also strengthened through professional practices in the organization of components. Also, at the department level, Open Days and Career Days are organized. Strengthening the Office of Science, Projects and Technology Transfer at the institutional level also contributes to this activity. Indicator:</p>

					<ul style="list-style-type: none"> - Appointed Head of Career Center (Q4 2022) - Developed necessary regulations for the work of the Career Development Center (Q4-2022) - Career day organized by the Center for Career Development (Q2-2023-2024)
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10. Non discrimination				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
10.1. Further strengthening of discrimination avoidance among employees, employers, and funds providers.	<ul style="list-style-type: none"> ➤ The Ethics Committee 	4Q-2015	Completed	This activity is continuously worked on through regular workshops on ethical principles.
10.2. Conducting evaluation among employees, employers and funds providers on avoiding discrimination	<ul style="list-style-type: none"> ➤ Quality Assurance Office 	2011. - 2015. (Continuous reports and annual evaluations)		

11. Evaluation/ grading systems				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
11.1. Exploring and accepting the criteria of evaluation used at successful scientific institutions.	<ul style="list-style-type: none"> ➤ Quality Assurance Office ➤ Expert council for the Social Sciences 	2011. - 2015. 4Q-2015	Completed	As a part of the University's strategy, a comparison of good practices with successful, similar higher education institutions in the EU was made. The results are included in the action plan of the Strategy.
11.2. Criteria and procedure of assessment should be transparent, introducing peer-review system in election of responsible persons in scientific-research projects.	<ul style="list-style-type: none"> ➤ Expert Council for the Humanities ➤ Expert Council for Natural, technical and other areas ➤ Component self-evaluation 	(Continuous reports and annual evaluations)	Completed	Appropriate regulations (national and institutional) have been prepared and improved. E.g., Institutional projects as well as those submitted to the Croatian Science Foundation (HRZZ) are subject to double blind review in which special emphasis is placed on the adequacy and competence of the project manager. Evaluation criteria are public, transparent and available as a part of the call for proposals and on the caller's website.
11.3. Assessment and ranking of scientific efficiency of the constituents within the areas and branches of science (and its institutional parts: departments, chairs etc.).			1Q-2014 Completed	<p>Continuous reports on scientific productivity on an annual basis (individual and departmental). The new rulebook of the Rectors' Assembly (national legislation; Decision on necessary conditions for the assessment of teaching and scientific-professional activities in the process of election to scientific-teaching titles) extended the scope of evaluation of excellence to engagement in professional projects, popularization of science, international mobility and alike.</p> <p>The scientific efficiency of the component is additionally visible in the personnel structure - the existence of the parent</p>

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company (number of employees in the highest scientific-teaching titles).

12. Recruitment				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
12.1. Suggestions and initiatives to MSES to issue adequate policies on the national level regarding employing foreign researchers.	<ul style="list-style-type: none"> ➤ Rector's Office ➤ Office for International Cooperation ➤ Office of Science 	1Q-2013	Completed	<p>-Representatives of the University are involved in various working groups at the Ministry and are in constant contact with the MSES</p> <p>-At the national level, there were quotas for the employment of returnee scientists, but they no longer exist.</p> <p>-At the university level, all job vacancies are advertised at the European level (EURAXESS). It will soon be advertised on the JOB-TEASER platform.</p> <p>-More foreign lecturers are employed at the University and a part of the financial resources of the institution is reserved for that purpose.</p>
12.2. Developing an advertising system in order to attract quality research workforce from other institutions, as well as the ones returning to their scientific career.			Completed	Vacancies for all positions have been published in national (Official Newsletter, Employment Service and UNIZD websites) and European newsletters (EURAXESS).
12.3. Ensuring living conditions for researchers coming from towns other than Zadar			Completed	The university has several apartments (dormitories) that serve to accommodate visiting teachers on short-term engagements/mobilities.
12.4. Assessing the existing criteria and defining standards for employing within the frameworks of different professions			Completed	Defined by national legislation and internal regulations related to employment, organization and systematization of jobs at the University of Zadar

13. Selection				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
13.1. Improvement of the advertising, especially in defining conditions of titles election, description of work conditions and advancement possibilities	<ul style="list-style-type: none"> ➤ Rector's Office ➤ Service for administrative and general affairs 	2011. - 2015. 4Q-2012 (Continuous reports and annual evaluations)	Completed	- Criteria and methods are defined by national legislation and special regulations. - Published on: UNIZD, CES, EURAXESS, Official Gazette.

14. Selection				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
14.1. Introduction of advisory bodies made up of respectable researchers and professionals of different competencies from Croatia and abroad (according to scientific areas and fields). Introduction of a wider span of selection procedures.	<ul style="list-style-type: none"> ➤ Rector's Office ➤ Service for administrative and general affairs 	2011. - 2015. 1Q-2013 (Continuous reports and annual evaluations)	Suspended	See 16.1.
14.2. Adequate advertising of available position advancements in our country			Completed	Public advertising on the websites of EURAXESS, UNIZD and the Employment Service, and in the Official Newsletter. Advertising will soon start on the JOB-TEASER platform as well.

15. Transparency				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
15.1. Defining the rulebook on election procedure, employment, and selection criteria at the level of the University.	<ul style="list-style-type: none"> ➤ Rector's Office ➤ Service for administrative and general affairs 	2011. - 2015. 1Q- 2012	Completed	Prepared and adopted rulebooks: rulebook on announcing and implementing public tenders for employment and elections for titles at the University of Zadar. We will improve these activities in the future (see new planned activities 1, 2 and 3).
15.2. Candidates should be informed in detail about the selection procedure, as well as about the outcome in the written form.		(Continuous reports and annual evaluations)	Completed	By the branch collective agreement, we are obliged to put all selection decisions on the website, along with the tender. The decision goes to the website and is delivered by e-mail to the applicants.

16. Judging merit				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
16.1. Establishing independent advisory bodies with a peer - review role. Defining the criteria on the basis of which candidate's whole potential (independence, creativity, etc..) could be evaluated.	<ul style="list-style-type: none"> ➤ Commission for Science ➤ Office of Science ➤ Quality Assurance Office 	2011. - 2012. 1Q- 2012	Completed	<p>This activity was suspended in the previous action plan.</p> <p>When recruiting and selecting at UNIZD, the selection committee consists of three members, experts in the field for which the candidate is selected (if necessary and more) who evaluate the candidates based on the received documentation and criteria set in the competition. If candidate testing is conducted, the Commission may hire experts for that part of the job. The committee also has the opportunity to conduct interviews with all registered candidates. The combination of the described methods</p>

				<p>provides a complete insight into the potentials of individual candidates. All steps of the selection procedure are defined in the Rulebook on announcing and conducting public tenders for employment and elections for titles at the University of Zadar</p>
<p>16.2. It is necessary to ensure the procedures in which the election committees could objectively evaluate candidate's whole potential as a scientist (creativity, independence, etc.)</p>			<p>Completed</p>	<p>With new hires, it is possible to conduct additional testing and selection interview.</p> <p>When advancing to higher titles, candidates submit to the Commission documentation on achievements in several domains (scientific activities, professional activities, teaching activities, engagement in scientific and professional projects, popularization of science, mobility, etc.). When advancing, the list of categories for evaluating achievements is defined by the competition and the Conditions of the Rectors' Assembly, but the candidate has the opportunity to list additional activities that are not prescribed and considers them an advantage in this process.</p> <p>These activities are planned to be further improved (see new planned activity 3</p>

17. Variations in the chronological order of CVs				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
17.1. Defining clear instructions on pause treatment in career, or variations in CVs chronological order in selection criteria	Science Commission Postgraduate Studies Council Rector's Office	4Q-2011	Extended	<p>For new employments: The committee asks the candidate for an explanation for career breaks if they are not specified, the relevant explanations are considered.</p> <p>In the case of advancement: The internal regulations of the University and national legislation define when a person may request a postponement of advancement (e.g., if he/she is a head of the department, maternity leave, etc.). The obligation to advance is not necessary, there is a possibility of re-election to the same title (but there are criteria that must be met; regulated by the law)</p> <p>The treatment of career breaks will be further explained in the OTM-R policy we plan to develop in Q3-2022.</p>
17.2. Encouraging changes in legislation prone to terminate the obligation of advancement through titles election.			Completed	Re-election to the same scientific-teaching title is enabled, in compliance with the prescribed criteria for re-election

18. Recognition of mobility experience				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
18.1. Creating a personal data collection in order to observe (and award) mobility.	➤ Office for International Cooperation	4Q-2015 (Continuous reports and annual evaluations)	Completed	There is a record of all of the mobilities under various programs and projects (Erasmus, Ceepus, Fullbright, bilateral agreements). There is an intangible mechanism for rewarding mobility in the sense that, for example, mobility is one of the criteria of the Rector's Assembly for election to higher titles (promotion).
18.2. Stimulating practice of postdoc specialization abroad and at the institutions in the Republic of Croatia with adequate evaluation of specialization.			Completed	Tenders are open to everyone, including postdoctoral fellows. The Office for International Cooperation regularly informs researchers, including postdoctoral students, about open tenders for mobility and provides adequate assistance in applying.
18.3. Encouraging PhD and postdoc mobility.			4Q-2015 Completed	The Office for International Cooperation regularly informs all employees, including postdoctoral students, about all mobility funding tenders. The Office assists/ informs candidates in filling in the required documentation. The Agency for Science and Higher Education also provides information on international cooperation options.
18.4 Encouraging professional specialization and other means of mobility through creating institutional possibilities of researchers' absence			1Q-2012 Completed	The activity has been realized, but we plan to work on it in the future as well. Continuous promotion of mobility and funding through various EU funds. Accession to the EU-CONEXUS alliance has opened up additional opportunities for professional development and mobility (e.g., organized more online training at the alliance level). As a part of the RFS Horizon project, it is planned to conduct

			<p>training for young researchers, which includes physical mobility.</p> <p>Any professional training must have the consent of the home department and be confirmed by the Management. In case of prolonged absence, a replacement must be provided, which is regulated by law and regulations.</p>
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19. Recognition of qualifications				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
19.1. Encouraging formation of legislature on the national level in the field of acknowledging competences acquired through formal and informal education.	<ul style="list-style-type: none"> ➤ Office for the Application of ECTS and the Recognition of IVK ➤ Postgraduate Studies Service ➤ Office for Science, Projects and Technology Transfer ➤ Office for Publishing 	2011. - 2015. (Continuous reports and annual evaluations) 4Q-2015.	Completed	Participation of UNIZD representatives in workshops organized by ASHE (Agency for Science and Higher Education)
19.2. Drafting of rulebook for recognition of competences acquired through formal and informal education.			Extended	<p>--Not regulated by national legislation. Universities are encouraged to adopt their own regulations on the basis of which national regulations would be drafted.</p> <p>--There is no such rulebook at the level of the institution at UNIZD, but there are rulebooks within individual studies. E.g., In accordance with the regulations of the postgraduate specialist study Management and administration of an educational institution, it is possible to recognize non-formally and informally acquired competencies for their students.</p>

				<p>-DPPO (teacher competencies) Model B - elaborated part of the rulebook related to the recognition of competencies acquired through non-formal and informal education.</p> <p>- In the next period, it is planned to draft a rulebook at the university level that would regulate the recognition of competencies acquired through non-formal and informal education (Indicator: draft rulebook; Q1-2023)</p>
19.3. Drafting of information package for researchers containing these data.			Suspended	See activity under 3.1., 5.1. i 19.2.

20. Seniority				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
20.1. Informing and raising awareness about the importance of the lifelong professional development, introduction of good practice abroad (informational packages, brochures, round tables, workshops, etc.)	➤ Office for the Application of ECTS and the Recognition	4Q-2012	Completed	<p>Continuous work on this activity through holding workshops, lectures, etc. both at the level of components and at the level of the institution.</p> <p>The University's action plan and strategy also plan to further encourage this part.</p>

<p>20.2. Encouraging respectful attitude towards scientific career</p>	<ul style="list-style-type: none"> ➤ of IVK Office for International Cooperation ➤ Office of Science, Projects and Technology Transfer 	<p>Continuously 4Q-2015</p>	<p>Completed</p>	<p>The development of these attitudes is encouraged through annual reports on scientific and professional activity, continuous evaluation of candidates by mentors and the organization of activities related to the promotion of scientific training, which will continue in the future.</p>
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21. Postdoctoral appointments				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
21.1. Defining an initiative towards national legislation regarding the definition of status and financing of postdocs' employment.	<ul style="list-style-type: none"> ➤ Office for Postgraduate Studies ➤ Rector's Office ➤ Quality Assurance Office ➤ Office for Human Resources, Administrative Affairs and Archives ➤ Components of the University of Zadar 	4Q-2015 Continuously	In progress	The status, rules and conditions of financing post-doctoral students are defined at the national level by the Law on Scientific Activity and Higher Education. Activities are carried out continuously. After obtaining a PhD, assistants move to the status of post-doctoral student in which they spend a certain amount of time (max. 4 years), after which they have the opportunity to advance to assistant professor. Employees of the University of Zadar are continuously involved in the work of various bodies and in the drafting of various legal acts at the national and institutional level related to improving the status of research and teaching staff, including post-doctoral students.

22. Recognition of the profession				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
22.1. Further encouragement of the University of Zadar Code of Ethics, the Charter and the Code principles through informing about these documents, public lectures, workshops, etc.	<ul style="list-style-type: none"> ➤ Ethics Committee ➤ Quality Assurance Office ➤ Components of the University of Zadar 	<p>4Q-2015</p> <p>Continuously</p>	Completed	Activities are continuously carried out through workshops and lectures on the application of the principles of the Code of Ethics of the University of Zadar, the Charter, and the Code at the level of the institution and at the level of components. Information is also provided internally and externally through the institution's website, social media, and e-mail, which will continue in the future.

23. Research environment				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
23.1. Encouraging allocation for science at the national level (campaigns, public lectures, etc.).	<ul style="list-style-type: none"> ➤ Office of Science, Projects and Technology Transfer ➤ Quality Assurance Office ➤ Office for Human Resources, Administrative Affairs and Archives 	4Q-2015 (Continuous reports and annual evaluations)	Completed	Activities are continuously implemented through the allocation for science defined at the national level by the Law on Scientific Activity and Higher Education and government policy. In recent years, there has been a continuous increase in funding for science. At the level of the institution, these activities are continuously carried out through various forums, public debates, and lectures. Encouraging and financing scientific productivity at the level of the institution also contributes to the above, and a significant contribution is visible through the continuous increase in the number of obtained scientific projects at UNIZD. The activity has been realized, and it will continue to be worked on in the future.
23.2. Establishing a Career Office with an aim of connecting with industry and wider community in mutual projects.	<ul style="list-style-type: none"> ➤ Rector's Office/Recto r 		Extended	The Career Development Center was formally established in February 2020. Due to the COVID-19 crisis and staff shortages, it is not yet fully operational, which we plan to work on in the next period. Activities of connecting with the economy and the community are continuously carried out, through many realized and current joint European, national, and local projects. It is also strengthened through professional practices in the organization of components. Also, at the department level, Open Days and Career Days are organized. Strengthening the Office of

			<p>Science, Projects and Technology Transfer at the institutional level also contributes to this activity. It is planned to strengthen the Career Office.</p> <p>Indicator:</p> <ul style="list-style-type: none"> - Appointed Head of Career Center (Q1 2023) - Developed necessary regulations for the work of the Career Development Center (Q4-2022) - Organized career day organized by the Center for Career Development (Q2-2023-2024)
23.3. Encouraging the use of EU funds through education and informing.		Completed	<p>Activities are carried out continuously. The Office for Science, Projects and Technology Transfer continuously holds workshops, lectures and meetings related to tenders and tender applications, and participates in and leads EU projects. In addition, the Office reports, implements projects and provides administrative support. An increasing number of employees involved in the projects are also promoting this activity. Through the described activities, funds are provided for infrastructure projects through which the complete infrastructure is then built and renovated.</p>
23.4. Creation of funds at the level of the University intended to finance the initial phase of work of newly established group leaders along with definition of clear allocation criteria		Completed	<p>Activities are continuously implemented through the announcement, approval, and implementation of institutional research projects, funded by UNIZD, which encourage the involvement of</p>

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young scientists. Evaluation and funding criteria determined by the institutional regulations. We will continue with this activity in the future.

25. Stability and permanence of employment				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
25.1. Launch an initiative for national legislative change – abolition of advancement obligation in scientific-teaching titles and allowing the possibility of remaining at the obtained level, along with more severe criteria for the title election.	<ul style="list-style-type: none"> ➤ Rector's Office /Rector ➤ Quality Assurance Office 	2011. - 2015. (Continuous reports and annual evaluations)	Completed	The activity has been realized and is continuously implemented. It is regulated by national legislation - the Act on Scientific Activity and Higher Education and the Decision of the Rectors' Assembly (OG 122/2017)
25.2. Launch an initiative for establishing financial and other tools and instruments by which the most successful researchers are selected and encouraged.	<ul style="list-style-type: none"> ➤ Office of Science, Projects, and Technology Transfer ➤ Office for Human Resources, Administrative Affairs and Archives 	1Q-2012	In progress	<p>National legislation does not provide for the financial promotion of excellence in the form of a salary supplement. At the institutional level, excellence is encouraged by the Rector's Award and/or Departmental Award, which is financed from our own resources. We mention institutional projects as an intangible form of encouraging excellence because the success of scientists is one of the criteria for evaluating a project proposal.</p> <p>It is also planned to establish a fund for funding young researchers. (Indicator: Rulebook on Financing of Young Researchers; Call for Proposals for Institutional Projects (for R1 and R2 Researchers) - Q1-2023</p>

<p>25.3. Launch an initiative for a change in advancement criteria at the national level in a way for it to be more qualitative and adapted to specific qualities of scientific fields, less quantitative and regulate the teaching assistants' status (temporary contract presents a problem in financial matters-e.g., bank loan).</p>			<p>In progress</p>	<p>Activity regulated by national legislation. Progress has been made with the adoption of the new Rulebook on the Conditions and Procedure for Election to Titles and Appropriate Positions, which defines a wider range of criteria for promotion.</p> <p>Employees of the University of Zadar are continuously involved in the work of various bodies and in the drafting of various legal acts at the national and institutional level related to the advancement and status of researchers.</p>
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26. Funding and salaries				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
26.1. Launching an initiative at the national level in order to ensure that salaries of the researchers do not lag compared to the salaries in the industry; better differentiating and increasing the personal incomes of scientific-teaching personnel with clear difference between science and teaching obligations.	<ul style="list-style-type: none"> ➤ Rector's Office /Rector ➤ Quality Assurance Office 	2011. - 2015. 4Q-2015 (Continuous reports and annual evaluations)	Completed	The activities are continuously implemented and regulated at the national level on the basis of a collective agreement.
26.2. Introduce the possibility of increasing the share of science or teaching in the overall norm and according to the research needs, employee attitudes and needs of the institution.	<ul style="list-style-type: none"> ➤ Office of Science, Projects, and Technology Transfer 	1Q-2012	Completed	The activities are continuously implemented and regulated at the national level on the basis of a collective agreement. There is a variable percentage of working time for science and teaching.
26.3. Establishing a procedure of evaluation which will enable the successful group leaders and researchers to be rewarded and obtain the larger part of the budget for further research.			Completed	Activities are carried out continuously. The realization of most of the budget for further research is regulated by the conditions related to the evaluation of scientific research projects - the success of scientists in previous projects are the criteria for evaluating the project proposal. There are also Rector's and Departmental Awards for Excellence in Science.
26.4. Encouraging the increase in the financial means by using the EU funds and partnership with industry projects.			Completed	See under 23.3.
26.5. Encouraging the rightful and attractive conditions warranty as well as income at all levels of the career regardless of the contract type.		4Q-2015	Completed	Activities are continuously implemented and regulated by national legislation and other acts.

27. Gender balance				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
27.1. Further strengthening of awareness among employees, employers and funds providers (public lectures, research, and workshops).	<ul style="list-style-type: none"> ➤ Rector's Office /Rector ➤ Quality Assurance Office 	2011. - 2015. (Continuous reports and annual evaluations)	In progress	<p>Activities are carried out through various workshops, forums and lectures at the institution level. In addition, in other activities organized by the University, the University pays attention to equal gender representation.</p> <p>Indicator: Created a gender equality plan (Q1 2022).</p>
27.2. Encouraging employment in science on part-time (50%) basis in cases of the need to harmonize family and professional obligations.			Completed	Activities are continuously implemented and regulated by national legislation and other acts.

28. Career development				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
28.1. Encouraging and accelerating the introduction of personal data collection for each employee which will enable monitoring of achievements and creating a basis for objective evaluation of advancement on the institutional level.	<ul style="list-style-type: none"> ➤ Office for Human Resources, Administrative Affairs and Archives ➤ Office of Science, Projects and Technology Transfer 	2011. - 2015. (Continuous reports and annual evaluations)	Extended	Activities are continuously implemented through Crosbi, Google Scholar and MOZVAG2 databases at the national level and reports on institutional funding of scientific activities (IFZD forms) at the institutional level. As a part of the RFS Horizon project, it is planned to create a unified database of all the researchers within the EU-CONEXUS Alliance (Q1-2024), preceded by the creation of an individual database of employees at UNIZD (Q4-2023).
28.2. Developing strategies of advancement for researchers in various science fields	<ul style="list-style-type: none"> ➤ Quality Assurance Office ➤ Rector's Office 	4Q-2015	Completed	Activities are continuously implemented in accordance with the University Development Strategy, Action Plans, and annual advancement plans with a list of priorities for advancement, in accordance with the possibilities. The decision of the Government of the Republic of Croatia from 2013 defined that there are no new employments at the level of higher education institutions. Based on this decision, the available coefficients for salaries must be kept constant and employment is possible only in cases of employee retirement or leaving the job. Extremely new jobs are being realized within the framework of national and international projects, which we are therefore very focused on.

<p>28.3. Making clear plans for development of individual science fields with strategic points to build their competitiveness upon and defining systematic and realistic human resources and positions planning.</p>			<p>Completed</p>	<p>Activities are continuously implemented in accordance with the University Development Strategy, Action Plans and annual promotion plans with a list of priorities for advancement. Job planning limited by the Government's employment ban described under activity 28.2.</p>
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29. Value of mobility				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
29.1. Ensuring conditions and inciting mobility of postdocs.	<ul style="list-style-type: none"> ➤ Office for International Cooperation ➤ Office for Human Resources, Administrative Affairs and Archives ➤ Office of Science, Projects and Technology Transfer ➤ Quality Assurance Office ➤ Office of Postgraduate Studies 	2011. - 2015.	Completed	<p>Activities are continuously implemented and regulated by national legislation and other acts at the institutional level.</p> <p>See under 18.4.</p>
29.2. Encouragement of professional training and other means of mobility of all the researchers through the creation of institutional possibilities of absence, which requires, above all, adequate national and institutional regulation, but also financial monitoring.		(Continuous reports and annual evaluations)	Completed	Activities are continuously implemented through mobility programs (Erasmus plus, CEEPUS), various bilateral agreements, networks and international projects in which the University of Zadar is the leader or

			partner in the project (EU-CONEXUS, RFS, Interreg program, etc.). Any professional training must have the consent of the home department and be confirmed by the Management
			See under 18.4.
29.3. Initiative for introducing encouraging national and institutional framework (quotas, defining the obligations in teaching which enable mobility).			Completed
			Activities are continuously implemented and regulated by national legislation and other acts.
29.4. Monitoring progress in mobility improvement and the stimulation through reward system on the basis of introduction of personal data collection.		1Q-2012	In progress
			Activities are continuously implemented through Crosby and Google Scholar databases at the national level and reports on institutional funding of scientific activities (IFZD forms) at the institutional level. At the national level, attempts are being made to connect various bases (Crosbi, ISVU) into the MOZVAG2 system.
			See under 28.1.
29.5. Ensuring financial funds from the EU funds and industry partnership projects.		4Q-2015	Completed
			Activities are carried out continuously. Every year, an increasing number of registered and implemented projects in cooperation with the economy are funded by EU funds. For example, in the past five years, UNIZD has been allocated around HRK 25,500,000 (EUR 3,400,000) from current projects financed from EU funds.
29.6. Simplifying the contractual employment and increase in transparency of tenders for foreign residents			Completed
			The activities are carried out continuously because it is regulated by legal acts at the national and institutional level (Euraxess advertising, collective agreement, etc.).

30. Access to career counseling				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
30.1. Establishing the Career Office – with an aim of advising and career counseling for students and scientists and/or the Service for Planning and Development of Human Resources.	<ul style="list-style-type: none"> ➤ Office of Science, Projects and Technology Transfer ➤ Quality Assurance Office ➤ Office for Human Resources, Administrative Affairs and Archives ➤ Office for International Cooperation 	2011.	Extended	See under 9.6. i 23.2. Activities are continuously implemented through the Office for Science, Projects and Technology Transfer, the Office for Quality Assurance and the Office for Human Resources, Administrative Affairs and Archives. Activities are carried out continuously in accordance with the University Development Strategy, Action Plans and annual progress plans. In addition, the offices organize various workshops, educations and trainings aimed at the career development of students and scientists. At the level of constituents, professional cooperation of students was organized in cooperation with the economy. It is planned to strengthen the Career Development Center
30.2. Creating a detailed institutional regulation for mentoring, along with financial instruments.	<ul style="list-style-type: none"> ➤ Rector's Office 		Completed	This is regulated by the legal acts at the national and institutional level. Financial incentives for mentoring exist in postgraduate mentoring.
30.3. Acquiring experience on international institutions of the kind through EU funded projects.			Completed	Activities are continuously implemented through mobility programs (Erasmus plus, Ceepus), various bilateral agreements, networks and international projects. The greatest contribution was made through EU-CONEXUS and RFS projects, within which cooperation and exchange of experiences at all levels between members of the alliance was achieved.

32. Co-authorship				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
32.1. Clearer definition of co-authorship citing criteria according to the role in research within the national regulation and institutional rules (defining criteria for advancement that would emphasize the quality of papers, as opposed to the quantity i.e., the number of papers).	Expert council for the field of social sciences Expert Council for Humanities Expert Council for Natural, Technical and Other Areas Council for postgraduate studies	2011.	Completed	Criteria for the evaluation of co-authorship and the method of scoring scientific achievements are defined by national legislation (Rulebook on the conditions for election to scientific titles). Papers published in higher-ranked scientific journals are evaluated with more points. In the reports on the election to the scientific title, in the case of papers published in co-authorship, the specific contribution of the candidate is stated.
32.2. Encourage the cooperation and co-authorship with foreign research groups.	Office of Science		Completed	It is encouraged and realized through applications for and association of European projects (e.g., EU-CONEXUS and Research for Society projects, Erasmus projects). The initiative is also strengthened at European level by encouraging the creation of alliances of European universities.
32.3. Encourage the co-authorship practice in the field of social sciences and humanities.			Extended	See under 32.1 As part of the EU-CONEXUS project, the establishment of Joint Research Institutes is planned, one of which is in the field of social sciences and humanities. Also, the development of a joint database of researchers at the level of the EU-CONEXUS alliance is planned. This should encourage co-authorship. Indicators:

			<ul style="list-style-type: none">- Established Joint Research Institute (Q1-2022)- Developed common database at the level of the Eu-Conexus Alliance (Q2-2022)
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33. Teaching				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
33.1. Encouraging and accelerating the creation of the personal data collection, which will enable monitoring of teaching, science and mentoring share in the overall workload.	<ul style="list-style-type: none"> ➤ Rector's Office 	2011. – 2015. (Continuous reports and annual evaluations)	Extended	See under 28.1.
33.2. Introduction of possibility of increased share of teaching or science in the overall load, according to research needs, employee attitudes, and requirements of the institution.	<ul style="list-style-type: none"> ➤ Expert council for the field of social sciences 		Completed	It is regulated by the national legislation through the Collective Agreement for Science and Higher Education.
33.3. Regulation of the share of teaching in the overall workload of young researchers to avoid the disturbance of scientific research; regulate the practice of young researchers not being allowed to teach at other universities.	<ul style="list-style-type: none"> ➤ Expert council for humanities 		Completed	It is regulated by national legislation through the Collective Agreement for Science and Higher Education.
33.4. Developing obligatory specialization and education mechanisms of young researchers (assistants and research assistants) in order to obtain the teaching skills.	<ul style="list-style-type: none"> ➤ postgraduate studies council ➤ Service for administrative and general affairs 		Extended	<p>The obligation is not defined by national legislation or institutional regulations. Although the trainings are continuously conducted and will continue to be conducted, participation in them is voluntary:</p> <ul style="list-style-type: none"> • Under the organization of the Stjepan Matičević Center, trainings related to professional development in the field of teacher competencies are continuously conducted. In the past period of conducted education: Education in

				<p>the context of socio-cultural values; Didactic strategies in higher education; Quality of the Bologna Process in Croatia; Quality of teacher education in Croatia; Objectives of European education and measures of its quality; Learning outcomes; Education and learning in the digital environment; Evaluation in education</p> <ul style="list-style-type: none"> • As a part of the project Competence Standards for Teachers, Pedagogues and Mentors, in October 2020 a workshop was held on the topic Competence Standards for Teachers, Pedagogues and Mentors - Communication - Presentation Skills in Higher Education, guest lecturer was dr. sc. Nikša Sviličić; • Organized by the Office for Quality Assurance in March 2021, several workshops were held in cooperation with the Department of Psychology to improve the teaching staff in quantitative numerical data processing (three online workshops: Basic statistical concepts and introduction to IBM SPSS, Comparison of arithmetic means and correlations and regression analysis); • Considering that the inclusion of the University in the EU-CONEXUS alliance showed the need to improve the English language
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			<p>skills of employees who participate or will participate in teaching and other activities within the alliance, English language courses were held in September and October 2021 (General English and Academic writing in English) for 30 teaching hours.</p> <ul style="list-style-type: none"> • Online Srce trainings on e-learning tools are continuously held. • Organized online education for all partner institutions within the EU-Conexus Alliance: Developing Innovative Study Programs and Courses (June 2020) and Virtual and blended teaching (September 2020). <p>Planned activities: introduction of the obligation to attend education in the field of teacher competencies for newly hired assistants.</p> <p>Indicators: Every newly hired researcher is obliged to attend the training - a training plan tailored to individual needs and previously acquired competencies. Educators from the S. Matičević Center decide on the individualized training plan in cooperation with the mentor and the new employee. Q1-2023</p>
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34. Complaints/ appeals				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
34.1. Establishing the Career Office with an aim of advisory and research career leading service, and/or service for planning and development of human resources.	➤ Rector's Office The Ethical Committee	2011.	Extended	See under 23.2. Part of the activity is continuously carried out through other offices and services (see activity 30.1).
34.2. Creating a plan or a strategy of development for young researchers' careers which defines in detail the roles of mentor and their relations to young researchers.			Extended	This will try to be realized through a newly planned activity - see the new planned activity 10.
34.3. Encouragement of the Ethical Committee in further improvement of advisory function in possible disputes (introducing ombudsman or a special advisor institution).			Completed	The Ethics Committee ensures compliance with and implementation of the Code of Ethics, provides interpretations and conducts the procedure for determining violations of the Code of Ethics. The procedure before the Ethics Committee is regulated by the Rules of Procedure of the Ethics Committee.

35. Participation in decision making bodies				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
35.1. Encouraging the creation of the personal data collection, which will enable monitoring of participation in relevant bodies (in overall workload).	<ul style="list-style-type: none"> ➤ Rector's Office ➤ Service for administrative and general affairs 	2011. – 2015. (Continuous reports and annual evaluations)	Extended	See under 33.1.
35.2. Elaborating evaluation system (financial and other kinds) for participation in relevant bodies at the constituents, university, and national level institutions			Completed	Work in certain university bodies is considered a part of the total fund of working hours (10%) related to institutional contributions and administrative affairs and is defined by national legislation through the Collective Agreement for Science and Higher Education. The Rulebook on Postgraduate Studies regulates the work of mentors in postgraduate studies, and the Decision on Remuneration for Work in Professional Committees regulates the financial remuneration that is realized for this. Remuneration for commissions that evaluate the selection of external applicants is also prescribed.
35.3. Launching an initiative for introduction of this principle and rulebooks on advancement at the national level.			Completed	Regulated by national legislation through the category of institutional contribution.

36. Relation with supervisors				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
36.1. Internal analysis of practice at the constituents and quality improvement of mentor and PhD students' relations where needed.	<ul style="list-style-type: none"> ➤ Commission for the quality of the constituents of the University ➤ Commission for Science ➤ Postgraduate Studies Council ➤ Doctoral Studies Council 	2011.	Completed	The procedure is regulated by the Rulebook on the evaluation of the work of assistants, postdoctoral fellows and mentors of the University of Zadar and is continuously implemented.
36.2. Establishing efficient means of horizontal and vertical communication.			Completed	Vertical communication takes place through the Council of Postgraduate and the Council of Doctoral Studies. Horizontal communication is established and encouraged through informal forms of communication. Newly planned activity 8 will also contribute to better communication (see new planned activity 8).
36.3. Establishing a contractual relationship between the mentor and the PhD student.			Suspended	The mentor-student relationship is defined by the rulebook on postgraduate studies.
36.4. Introducing clear rules on student work evaluation during the writing of a PhD thesis, as well as the success of the mentor.			Completed	The procedure is regulated by the Rulebook on the evaluation of the work of assistants, postdoctoral fellows and mentors of the University of Zadar and is continuously implemented.

37. Supervision and managerial duties				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
37.1. Sharpen the criteria of excellence and teacher advancement (senior researchers) to select the best ones that are able to lead the perform their mentor and management duties.	<ul style="list-style-type: none"> ➤ Expert council for the field of social sciences ➤ Expert Council for the Humanities ➤ Expert Council for Natural, Technical and Other Areas ➤ Postgraduate Studies Council ➤ Doctoral Studies Council 	2011.	Completed	<p>- Rulebook on postgraduate studies (Articles 15-18) prescribes the criteria for mentors.</p> <p>Workshops are continuously organized and conducted to improve the management structure of the University. The following workshops were organized in February and March 2021:</p> <ul style="list-style-type: none"> • Communication skills • Time management • Conflict management <p>Within the framework of the project Competence Standards for Teachers, Pedagogues and Mentors, a training program for the mentors has been developed, and the organization of workshops for different profiles of mentors at all levels where the need arises is planned.</p> <p>As a part of the same project, in October 2020, a workshop was held on the topic Competence standards of teachers, pedagogues and mentors - Communication - presentation skills in higher education, guest lecturer was Dr. sc. Nikša Sviličić.</p>

38. Continuing professional development				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
38.1. Encouragement of researchers' education at the eminent foreign institutions, as well as at the University of Zadar and other institutions in the Republic of Croatia.	➤ Office for International Cooperation	2011. – 2012.	Completed	It is realized through various mobility programs (Erasmus +, Ceepus), bilateral agreements and international projects (e.g., Job Shadowing and Research Mobility within the EU-CONEXUS project, etc.).
38.2. Stimulating the introduction of new programs of life-long education.	➤ Rector's Office ➤ Stjepan Matičević Center		Completed	It is implemented through the Stjepan Matičević Center (Program for the acquisition of teacher competencies according to Model B). The plan is to introduce training in entrepreneurial competencies (see activity 6.1).
38.3. Creating the financial instruments to encourage the development of skills and competencies.			Completed	Existing financial instruments are also used for the purpose of continuous professional development of teachers. Financial support has been provided for attending conferences, scientific conferences, and trainings. Alternative sources of funding for such activities are institutional and by EU projects.
38.4 Stimulating the education of teachers in teaching activities and e-learning at the level of the University.	➤ Components of the University		Completed	See under 33.4. Education related to e-learning is continuously organized by the University Computer Center (Srce) Virtual and blended teaching workshop (September 2020) organized within EU-CONEXUS.

38.5. Establishing the Career Office with an aim of advisory and career leading service for scientists.			Extended	See under 9.6. and 23.2. A part of the activity is continuously carried out through other offices and services (see activity 30.1). Further development and strengthening of the Center for Career Development in the future is planned.
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39. Access to research training and continuous development				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
39.1. Encouraging the continuous improvement of researchers through rules and practices at the University and its constituents.	<ul style="list-style-type: none"> ➤ Expert council for the field of social sciences 	2011. – 2015. (Continuous reports and annual evaluations)	Completed	In accordance with the Development Strategy of the University of Zadar from 2017 to 2022, activities for the training of researchers are continuously taking place.
39.2. Creating financial instruments for encouraging the development of skills and competencies.	<ul style="list-style-type: none"> ➤ Expert Council for Humanities ➤ Expert Council for Natural, technical, and other areas ➤ Rector's Office 		Completed	In cases of expressing the need for professional education, it is approved and co-financed from the funds of scientific activity, and these activities will be performed in the future.

40. Supervision				
Required activities	Who / Responsible bodies	When / implementation period	Status 2021.	Activities and measures (past, current, planned)
40.1. Supervisors should be relieved of a share of teaching workload in order to devote themselves to the activities related to education and monitoring of PhD students' work.	<ul style="list-style-type: none"> ➤ Expert council for the field of social sciences 	2011. – 2015. (Continuous reports and annual evaluation)	Suspended	National legislation does not allow the distribution of work responsibilities in a way that relieves mentors of part of the responsibilities due to mentoring.
40.2. Initiatives towards the ministry for opening new positions in the educational process, enabling creation of space for more intense scientific research.	<ul style="list-style-type: none"> ➤ Expert Council for Humanities ➤ Expert Council for Natural, technical, and other areas 		In progress	The needs of individual components are constantly monitored, and the line ministry is trying to provide with the positions. The procedure is complicated by the provisions according to which new employment is only exceptionally allowed in cases of vacancies.
40.3. Elaborating regulations for young researchers/ PhD students' monitoring, as well as the monitoring of mentor's success.	<ul style="list-style-type: none"> ➤ Postgraduate Study Council ➤ Doctoral Studies Council 		Completed	The procedure has been adopted and regulated by the Rulebook on the evaluation of the work of assistants, postdoctoral fellows and mentors of the University of Zadar and is continuously implemented.