

CLASS: 602-04/20-01/73

REG. NO.: 251-58-10201-22-19

Action Plan to raise quality in the procedure of the
2nd reaccreditation cycle

**UNIVERSITY OF ZAGREB,
FACULTY OF SCIENCE**

for the period 2021 to 2026

Zagreb, 10 June, 2022



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Introduction

The reaccreditation of the scientific and teaching activities of the Faculty of Science, University of Zagreb was completed in the period from 11 to 14 May 2021. Reaccreditation was held in hybrid form, where the Croatian reaccreditors paid a physical visit to the Faculty, while foreign assessors participated via an online platform.

On 26 July 2021, we received the Final report of the Expert Panel for the Accreditation (CLASS: 602-04/20-04/0032, REG NO: 355-02-04-21-009). The Faculty submitted its Response to the submitted report on 15 September 2021 (CLASS: 602-04/20-01/73, REG NO: 251-58-10201-21-13). On 7 December 2021, the Opinion of the Accreditation Council in the reaccreditation process was submitted (CLASS: 602-04/20-04/0032, REG NO: 355-03-04-21-0013), and in 27 January 2022 the Confirmation of fulfilment of the conditions for the performance of higher education activities and scientific activities (CLASS: 602-04/22-13/00004, REG NO: 533-04-22-0002) was received.

On 22 December 2021, the Faculty Dean passed the decision on the appointment of the Committee for drafting the five-year Action Plan of the Faculty of Science, University of Zagreb, in the following composition:

- Martina Jakovčić, PhD, Associate Professor, coordinator
- Dubravka Hranilović, PhD, Professor
- Krešimir Kumerički, PhD, Professor
- Damir Bucković, PhD, Professor
- Dominik Cinčić, PhD, Associate Professor
- Maja Telišman Prtenjak, PhD, Associate Professor
- Ružica Vuk, PhD, Assistant Professor
- Matija Bašić, PhD, Assistant Professor

The Committee also included Vice-dean for Science Marijana Đaković, PhD, Assistant Professor, Vice-dean for Teaching Mladen Vuković, PhD, Professor, and representative of the Quality Control Committee Danko Radić, PhD, Professor.

In order to ensure a coherent approach to the conceived activities, and with the aim of improving the scientific, teaching and expert work of the Faculty, all departments participated in the preparation of the Action Plan via a representative in the Committee.

The Action Plan was adopted at the VIII session of the Faculty Council on 26th May 2022.

Recommendations of the Expert Panel for the improvement of quality for each standard within each topic

I. Internal quality assurance and social role of the higher education system

- 1.1. Establish a body responsible for implementation of recommendations from the reaccreditation process.
- 1.2. Increase the visibility of various bodies involved in the quality assurance process, promote their role, and increase transparency.
- 1.3. Promote good practices.

II. Study programmes

- 2.1. Increase the transparency of student surveys and student feedback so that the resulting measures and the reasons to maintain the status quo are communicated more clearly to students. Assigning responsible persons may help to ensure this regular communication.
- 2.2. Systematically and regularly inspect the curricula of all study programs in view of ECTS inconsistencies and unrealistic ECTS allocation. In particular, different ECTS points for the same lecture and same exam standard but different study programs should be examined carefully, 0 ECTS points courses should be eliminated.
- 2.3. Find ways to make the financing of the Career Centre sustainable and consider possibilities to increase manpower in the Career Centre.

III. Teaching process and student support

- 3.1. Regulate the uniformity and number of midterms and exams in all courses and Departments at the Faculty level.
- 3.2. Ensure proper education for teaching staff on the implementation of active learning styles and support to students.
- 3.3. Clearly designate the contact person for outgoing mobility, perhaps starting with webinars that promote mobility and describe the procedure in detail.

IV. Teaching and institutional capacities

- 4.1. Install a body at the Faculty level that will guarantee equal employment policies, procedures and criteria in all departments.
- 4.2. Increase the number of employees that are recruited from outside the Faculty (e.g., returnees, international researchers) to overcome the national restrictions in employment possibilities and to increase internationality
- 4.3. Establish a Faculty board for infrastructure, to design and implement the strategic management of existing infrastructure resources and new investments (new buildings).

V. *Scientific / Artistic Activity*

- 5.1. The Faculty should continue to nurture strong relationships with the private and public sectors, and to maintain more intensive contacts (virtual, physical) so as to be better informed about new research strands and societal needs.
- 5.2. Develop awards systems across all departments. These systems do not necessarily need to be financial; recognition (by department, faculty, university) can be a strong motivator. Take these recognitions into account when promoting people.
- 5.3. Give financial support to those staff members who aim to submit very competitive research grants (Horizon Europe, ERC).
- 5.4. Continue to focus on integration of teaching and research, and strive for more interdisciplinary research approaches.

* pertains to higher education institutions that are not entered into the Register of scientific organisations of the Ministry of Science and Education, and pertaining to the *Standards for the evaluation of quality of universities and colleges in the reaccreditation procedure for higher education institutions*.

Plan of activities aligned with the set goals

(In writing the Action Plan, it is necessary to address all recommendations of the Expert Panel; list concrete measures and indicators of implementation of the activities; give explanation if the recommendation is outside the scope of authorities of the higher education institution or improvements in the part of the recommendations which cannot be applied for other reasons.

*In writing the Report on execution of the Action Plan in the column **Report on execution of the Action Plan** should be filled out)*

Code*	Recommendation of the Expert Panel	Activity	Implementation deadline	Implementation indicator	Report on execution of the Action Plan	Responsible person or body
I. Internal quality assurance and social role of the higher education system						
1.1.1	Prepare a new strategy report and a report on the previous period should be made	Drafting the Faculty Development Strategy.	Academic year 2021/2022	Decision to adopt the Faculty Development Strategy.		Dean; Committee for drafting the development strategy; Faculty Council.
1.1.2.	Introduce an efficient way of providing feedback for the study programmes	Annual collection of data of the Croatian Employment Bureau on the employability of graduates. Detailed analysis of employability data at the department level. Detailed annual analysis of results of university surveys upon completion of study programmes.	Periodically	Report of the Croatian Employment Bureau on the employability of graduates. Presentation of results of university surveys in line with the Act on the Implementation of the General Data Protection Regulation.		Vice-dean for Teaching; Committee for Teaching.

1.1.3.	Survey results for every department should be made public	Release of survey results on the department website in accordance with the Act on the Implementation of the General Data Protection Regulation	Periodically	Faculty website with public release of survey results in accordance with the Act on the Implementation of the General Data Protection Regulation		Committee for Quality Assurance; Faculty Collegium; Committee for Teaching.
1.1.4.	Install an online (instead of only on paper) feedback evaluation from students as this will also lead to potentially higher response rates	Promotion of an online system for conducting university surveys via the ISVU system.	Periodically	Publication of the call to students to fill out the survey in an online environment		Student representatives in Department Councils; Student representatives in the Faculty Council.
1.1.5	Avoid excessive dependency on external teachers, they may be less involved with the Faculty	Improvement of personnel conditions for the delivery of study programmes through planned recruitment at the division and department levels; Optimisation of elective courses in study programmes in line with personnel capacities and student interests.	Period between reaccreditations	Course curriculum. Analysis of enrolment in elective courses and the redistribution of responsibilities accordingly.		Faculty Committee for Teaching; Department heads. ISVU coordinator at the proposal of the Department Teaching Committees
1.1.6.	Standardise the award system across the Faculty	Adopt the ordinance to regulate the system of rewards for scientific and teaching work at the Faculty.	2021/2022	Adoption of the Ordinance on stimulations, salary supplements and		Faculty Council at the proposal of the PMF

				other forms of rewarding employees, and the Ordinance on rewards for scientific excellence.		Faculty Collegium
1.1.7.	The established quality assurance policy of the Faculty should be applied at the department level. The department leaders should be more supported by obtaining clearer indications for follow-up actions	Regular reporting on the work of the Committee for Quality Assurance by representatives of departments at department collegiums and councils.	2022/2023	Annual report on the work of Department Heads; Minutes of the Faculty Councils and Faculty Collegia.		Committee for Quality.
1.2.1	Form a responsible body for the implementation of recommendations	Appointment of a committee to monitor the implementation of recommendations listed in the action plans	2021/2022	Decision of the dean on appointment of a Committee for monitoring the implementation of recommendations. Annual report on the implemented recommendations from the Action Plan.		Dean.
1.3.1.	Make publicly available the procedure for reporting any violations of rights	On the Faculty and Career Centre websites, more clearly emphasize the procedures to report irregularities and violations, providing examples of typical cases of violations of rights.	2022/2023	Faculty and Career Centre websites, sections dedicated to the reporting of irregularities		PMF Career Centre; Ethics Committee.
1.3.2.	Redouble efforts to adhere to the legal	Adoption of a general act to protect student dignity;	2022/2023	Adopted Ordinance on the protection of student dignity;		Legal Services;

	Framework concerning such complaints	Publication of the University of Zagreb Code of Ethics on the Faculty and Career Centre websites		All documents published on the Faculty website.		Career Centre; Vice-dean for Teaching.
1.3.3.	The HEI should disseminate the availability and jurisdiction of the Ethics Committee and Commissioner for Irregularities. Moreover, it should be established that related problems reported to the dean or record should be transferred to the responsible bodies of Ethics and/or Irregularities, so that their involvement is ensured	Alignment of the number of members of the Ethics Committee with the University Code of Ethics. Updating the website of the Ethics Committee in the segment of instructions on the possibility and manner and order of submitting reports and ensuring one's rights.	2021/2022	Decision on appointment of the Ethics Committee in accordance with the University Code of Ethics; Updated website of the Ethics Committee (with published Code of Ethics)		Dean; Ethics Committee
1.3.4.	In particular, students should be informed about the possibility to get support.	In cooperation with the Student Council and Career Centre, conduct an information campaign about the possibilities of support.	Continuously	Faculty website and report on conducted campaign; Annual report on the scientific, teaching and expert work and other activities at the Faculty.		Ethics Committee; Career Centre; Student Council
1.4.1.	Consider starting internal communication also in English	Drafting guidelines for internal and external communications in English.	2022/2023	Guidelines for internal and external communications.		Vice-dean for International Cooperation; Public Relations Office.

1.4.2.	Proper attention should be paid to mastering scientific English	Organise English language workshops within the Career Centre.	2023/2024	English language workshops		Career Centre
1.4.3.	Survey results should be published at the Department level.	Release of the results of surveys on the department websites in accordance with the Act on the Implementation of the General Data Protection Regulation	Periodically	Department websites with public release of survey results in accordance with the Act on the Implementation of the General Data Protection Regulation		Committee for Quality Assurance; Department Collegia; Committee for Teaching at Department.
1.5.1.	Use feedback from alumni and external stakeholders to strengthen the attractiveness of studying in the faculty to both students and their future employers	Developing a database of alumni; Developing a database of external stakeholders with which the Faculty has organised cooperation; Establishing channels for the collection of feedback, processing feedback and presentation.		Faculty and Career Centre websites.		Career Centre
1.5.2.	Establish an award for technology transfer	Adoption of an ordinance to regulate the rewards system at the Faculty to stimulate the transfer of knowledge and technology.	2021/2022	Ordinance on stimulations, salary supplements, and other forms of employee rewards, and the Ordinance on rewarding scientific excellence.		Faculty Council at the proposal of the Faculty Collegium

1.5.3.	Support technology transfer through institutional financing	Organisation of lectures, round tables, and workshops on opportunities for the transfer of technology and means of financing.	2023/2024	Annual report on scientific, teaching and expert work, and other activities at the Faculty.		Vice-dean for Science; Economic Council.
1.6.1.	Further develop organisational lifelong learning programmes for a broader audience and involving external stakeholders	Analyse the labour market demands and design a life-long learning programme, including the expertise of external stakeholders for specific skills.	2024/2025	Development of life-long learning programmes to be offered at departments.		Committee for Teaching at Department and Faculty level; Committee for Teaching Methods. Department Council.
1.6.2.	Extend lifelong learning programmes to all students and alumni, not only dedicated to high school teachers	Development of a life-long learning programme for individual professions (for the purpose of earning a work licence).	2024/2025	Development of at least one life-long learning programme.		Department Council; Committee for Teaching Methods.
1.6.3.	Implement satisfaction surveys in the lifelong learning programmes	Conducting surveys, processing and presentation of results after completion of the life-long learning programme, in accordance with the Act on the Implementation of the General Data Protection Regulation.	2024/2025	Published results of surveys of participants of life-long learning programmes on the Faculty website, in accordance with the Act on the Implementation of the General Data		Career Centre.

				Protection Regulation.		
1.6.4.	Develop new lines of lifelong learning to increase participation of external stakeholders	Conduct an analysis of the labour market and in accordance with the results, develop a life-long learning programme, including the expertise of external stakeholders for specific skills.	2024/2025	Developed life-long learning programmes.		Department Council; Committee for Quality Assurance.
II. Study programmes						
2.1.1.	Maintain the path of high quality in the mission of strategic goals	Proposal of the new Faculty Strategy clearly stresses the high level of quality to which the Faculty aspires.	2021/2022	Faculty Strategy for the period 2022 to 2027.		Work groups for strategy development; Faculty Council.
2.2.1.	Determine the reasons for lower employment rates of graduates of study programmes, and consult with stakeholders of related professions	<p>Analysis of the rates of employability for individual study programmes based on the data of the Croatian Employment Bureau;</p> <p>Within the course Professional Practice, and administratively via the Career Centre, connect students with potential employers in the private and public sectors;</p> <p>Through events and round tables organised at the level of PMF (such as Work in Science) or the Departments (e.g., Meet the Biologist, Meet</p>	Continuously	<p>Drafted analysis of employability available on the website of the Committee for Quality Assurance;</p> <p>Signed agreements on professional practice</p> <p>Analysis of achieved professional practice for students in those study programmes;</p>		<p>Committee for Teaching and Department Collegia;</p> <p>Career Centre; Course Leaders of Professional Practice in the Departments</p> <p>Career Centre;</p>

		<p>the Mathematicians), mediate in contacts between students in graduate study programmes and potential employers in the private and public sector;</p> <p>Improve the recognisability of masters of the profession in certain study programmes and their competencies on the labour market;</p> <p>In consultations with the alumni community and employers, consider the reasons for the poorer employability of graduates of specific study programmes;</p> <p>Further strengthen communications with the alumni community with the aim of improving recognisability, and thereby the employability of graduates;</p> <p>Revise study programmes in line with the performed profession standards in order to make graduates more attractive for the labour market.</p>		<p>Updated list of professions on the platform e-Usmjeravanje (e-Guidance) (https://e-usmjeravanje.hzz.hr)</p> <p>Report on meetings held and an overview of results of those meetings.</p> <p>Report on round tables held with alumni clubs of the Faculty and individual professions.</p> <p>Minor or major amendments to those study programmes</p>		<p>Vice-dean for Teaching; Department teaching assistants; Leaders of study specialisations;</p> <p>Career Centre</p> <p>Committee for Teaching, Department Councils, Committee for Quality.</p>
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2.2.2	It is recommended to reconsider the name of the study programme Experimental Biology in the Biology Department, because it could be misinterpreted that the other programmes (e.g., Molecular Biology, Ecology and Nature Conservation, Environmental Sciences) are not experimentally oriented	Consider the name of study programmes at sessions of the Biology Department Council.	2023/2024	Decision on the names of study programmes and possible submission of proposed changes to the names of study programmes to the relevant authorities		Council of the Biology Department.
2.3.1.	The employment round table of Geography should be pursued and its results should be further elaborated and implemented in the study program to increase employment rates in Geography (Science)	<p>Improving the recognisability and with that the employability of graduates of geography through further connections with the alumni community;</p> <p>At the session of the Council of the Geography Department, discuss the need to revise enrolments quotas;</p> <p>Revise the study programme of the graduate university study programme Geography, research specialisation, in order to make it more attractive for the labour market.</p>	<p>Continuously</p> <p>2023/2024</p> <p>2024/2025</p>	<p>Report on round tables held.</p> <p>Decision on enrolment quotas.</p> <p>Decision on amendments to the study programmes.</p>		<p>Career Centre; Geography Department Collegium.</p> <p>Council of the Geography Department;</p> <p>Geography Department Committee for Teaching, Geography Department Council, Committee for Quality Assurance.</p>

2.4.1.	The Faculty should increase the transparency of student surveys and student feedback so that the resulting measures and the reasons to maintain the status quo are communicated more clearly to students.	<p>Informing about survey results on the department websites in line with the Act on the Implementation of the General Data Protection Regulation;</p> <p>At Council sessions, highlight the names of the best assessed teachers and assistants;</p> <p>Informing student representatives of measures taken based on the survey results.</p>	Periodically	<p>Department websites with public release of survey results in line with the Act on the Implementation of the General Data Protection Regulation</p> <p>Minutes of sessions of the Department Council;</p>	<p>Committee for Teaching;</p> <p>Department heads and assistant heads for teaching</p>
2.4.2.	For the purpose of ensuring regular communications with students, a responsible person may be designated	<p>Appointing a responsible person for communications with students at departments and the Faculty</p> <p>Developing guidelines for internal communications.</p>	2022/2023	<p>Updating the Faculty website in the part pertaining to students.</p> <p>Drafting guidelines for internal communications.</p>	<p>Vice-dean for Teaching;</p> <p>Assistant heads for teaching;</p> <p>Student Council President;</p> <p>Student representatives in the Faculty Council and other faculty bodies.</p>
2.4.3.	Where possible, the Faculty should place more emphasis on replacing 5+0 programmes with 3+2 counterparts	Revision of study programmes and reorganisation of studies.	2024/2025	Documentation submitted to introduce new undergraduate and graduate study programmes (structure 3+2).	<p>Committee for Teaching;</p> <p>Department Committees for Teaching;</p> <p>Department Councils;</p>

						Committee for Quality.
2.4.4.	More support should be given to those students feeling that they are ready to study scientific literature in English	Stimulating teachers to prepare their own teaching materials (expanding Power-point presentations, class scripts); As part of the Career Centre, organise professional English classes.		Teaching materials accepted by the official constituent body and published on the internal Faculty website and other platforms. Professional English classes organised.		Department Committees for Teaching; Department Councils, Faculty Council. Career Centre
2.5.1.	The curricula of all study programmes should be systematically and regularly inspected in view of ECTS inconsistencies and unrealistic ECTS allocation	Systematic review of student work load in study programmes and corrections where necessary.	Periodically	University forms for changing study programmes		Department Committees for Teaching; Committee for Quality Assurance.
2.5.2.	Different ECTS points for the same lecture and same exam standard but different study programs should be examined carefully	While amending study programmes, the leader of a study programme should conduct a procedure to align ECTS points with the actual student workload.	Periodically	University forms for changing study programmes		Department Committees for Teaching; Committee for Quality Assurance
2.5.3.	Cases of 0 ECTS points should be eliminated	Establishment of points by ECTS for all courses in line with the University of Zagreb Statute and other legal acts.	Periodically	Lecture schedule for each academic year.		Faculty Committee for Teaching, Committee for Quality Assurance

2.6.1.	The Faculty should find ways to make the financing of the Career Centre sustainable and consider possibilities to increase the manpower in the Career Centre	<p>Seek authorisation for new positions from the University and Ministry;</p> <p>Seek the possibility for self-financing of the Career Centre by applying to domestic and foreign tenders that would enable further financing of the Career Centre.</p> <p>Communication with other universities with a Career Centre to seek out means of sustainable financing of the career centre.</p>	2021/2022 and 2022/2023	Project applications		<p>Career Centre; Faculty administration;</p> <p>Career Centre; Faculty administration.</p>
2.6.2.	Study programmes (in particular Physics and Mathematics) should reinforce the possibilities for students to work in projects and with more practical experience	<p>Where possible, stimulate students to get involved in project activities that will potentially result in co-authorship in scientific publications or presentations at scientific or expert conferences;</p> <p>Encouraging teachers to propose a higher number of topics for the Rector's award</p>	Continuously			Assistant heads for teaching and science of the Departments of Mathematics and Physics.
3.1.1.	Certain changes should be made to enhance the ability of transfer from one study programme	Analysis of the possibility of transferring from one study programme to another;	2024/2025	Analysis conducted of possibilities to transfer between study programmes;		Department Committee for Teaching; Committee for Teaching;

	to another within the Faculty	Review of the structure of study programmes so as to facilitate transfers from one study programme to another.		Major amendments to study programmes submitted for approval to the University.		Committee for Quality Assurance.
3.2.1.	There should be a systematic approach to lower drop-out rates and increase the pass rates.	Conduct an analysis of passing rates in study programmes; Analyse the reasons for drop-out and present data obtained to the Department Councils, taking account of the Act on Implementation of the General Data Protection Act.	Periodically	Annual report on teaching, scientific and expert work of the Faculty; Report on success of studies.		Department Committees for Teaching; Faculty Committee for Teaching; Vice-dean for Teaching;
3.3.1.	Ensure proper education for teaching staff on the implementation of active learning styles and support to students	Organising a workshop on interactive teaching methods	Periodically	Annual report on teaching, scientific and expert work, and other activities at the Faculty		Faculty Committee for Teaching Methods; Vice-dean for Teaching
3.3.2.	Teachers should be motivated by the creation of an award system for the best teachers by the Faculty to recognise and improve their teaching methods and style	In departments where there is no established rewards system to recognise the best teachers for their teaching work.	2023/2024	Established system for rewarding the best teachers in departments		Department Committees for Teaching; Department Councils
3.3.3.	All students should be given the opportunity to write research papers, either by the creation of a Research Project	Within the framework of existing courses, encourage teachers to involve students in research projects and writing papers for the	Continuously	Annual report on teaching, scientific and expert work and other activities at the Faculty;		Department Committees for Teaching;

	course or within existing courses	Rector's award and presentations at student conferences (in line with possibilities) and where possible stimulate students to get involved in project activities that could potentially result in co-authorship in scientific papers or presentations at scientific or expert conferences.		Annual report on the number of scientific papers published and conference presentations by students or in co-authorship with students.		Faculty Committee for Teaching; Vice-dean for Science.
3.3.4.	There should be a feedback system (student surveys) implemented at the institutional level and also forwarded to the quality assurance team, not just the department heads and their assistance in order to enhance transparency of results.	Periodic surveys "paper – pen" organised by the Faculty or University of Zagreb, analysis and presentation of results, taking into account the Act on Implementation of the General Data Protection Regulation.	Periodically	Publish survey results on department and Faculty websites, taking account of the Act on Implementation of the General Data Protection Regulation		Department Committees for Teaching; Faculty Committee for Teaching; Committee for Quality Assurance; Career Centre
3.3.5.	It should be clear who is authorised to act on student complaints.	Publish information about the contact person for communications with students at the department and faculty levels. Develop guidelines for internal communications.	Continuously	Update the department and Faculty websites.		Vice-dean for Teaching; Assistant heads for teaching. Representative of the Student Council; Student representative in Faculty

						Council and other Faculty bodies.
3.4.1.	It should be made clear who is the first person to contact in case of outgoing mobility, starting with webinars that promote mobility and describe the procedure in detail	Increasing the visibility of information about the possibilities of mobility, through stronger promotion of mobility and holding webinars.	Continuously	Annual report on teaching, scientific and expert work and other activities at the Faculty; Invitation to the webinar.		Department ECTS coordinators; Assistants for international cooperation; Vice-dean for International Cooperation; Office for International Cooperation
3.4.2.	Implement legal counselling with the Career Centre if possible	Define the scope and type of activities of the Career Centre in the sense of establishment of student communications and the Student Ombudsperson.	During 2022	Annual report on the work of the Career Centre		Career Centre
3.4.3.	All under-represented groups should be informed as to whom they can contact for help, not just students with disabilities	Analysis of the number of students in under-represented groups, appointing a contact person for certain groups (except students with disabilities) and increasing the visibility of available information on the Department and Faculty websites.	Once annually	Annual report on teaching, scientific and expert work and other activities at the Faculty		Student Offices; Vice-dean for Teaching
3.4.4.	Restrictive employment measures should be lifted if there is not enough support for students	Not within the power of PMF				

3.5.1	A person who is responsible for students with disabilities should monitor other groups as well so there is a clear path for students coming from vulnerable and under-represented groups to seek help.	Analysis of the number of students in under-represented groups, appointing a contact person for certain groups (except students with disabilities) and increasing the visibility of available information on the Department and Faculty websites.	Once annually	Annual report on teaching, scientific and expert work and other activities at the Faculty		Student Offices; Vice-dean for Teaching
3.5.2.	There should be a system in check for under-represented groups as if they are always there, and not to solve such requests individually	Analysis of the number of students in under-represented groups, appointing a contact person for certain groups (except students with disabilities) and increasing the visibility of available information on the Department and Faculty websites.	Once annually	Annual report on teaching, scientific and expert work and other activities at the Faculty		Student Offices; Vice-dean for Teaching
3.5.3.	Invest in the adaptation of buildings to increase accessibility	Further work to adapt buildings and construction of the BGG Complex	Continuously	Secured access to buildings		Faculty administration
3.6.1.	Create and implement feedback surveys for the finished mobilities	Systematic implementation and analysis of mobility satisfaction surveys and collection of reports on mobility, taking into account the Act on Implementation of the General Data Protection Regulation; Presentation of survey results in webinars for the purpose of promoting mobility.	Continuously	Survey compiled		Office for International Cooperation; Vice-dean for International Cooperation; Assistant to heads for international cooperation

3.6.2.	Promotion and detailed explanation of mobility possibilities and procedures should be conducted perhaps by webinars	Increased visibility of information on the possibilities for mobility, through stronger promotion of mobility and holding webinars	Continuously	Annual report on teaching, scientific and expert work and other activities at the Faculty; Invitation to the webinar.		Department ECTS coordinators; Assistants for international cooperation; Vice-dean for International Cooperation; Office for International Cooperation
3.6.3.	Scientific English should be made obligatory to help students study from foreign literature and possibly the number of exchange students should be increased. There should be obligatory international dimensions of programmes, at least scientific ones	Organising professional English courses.	Periodically – every other academic year	Organised courses in English for graduate students.		Department and Faculty Committees for Teaching; Department Councils.
3.7.1.	Motivate teaching staff to teach in English, and hire more foreign teachers	When and where possible, stimulate teachers to hold courses in English for foreign students and stimulate local students to take those courses.	Continuously	Schedule lecture with list of courses offered in English.		Committee for Teaching; Vice-dean for Teaching
3.8.1.	Criteria in certain courses held at different Departments should be uniform and improved at the Faculty level	Organising workshops on evaluation methods: analysis of criteria in adopting the Curriculum, while retaining	Continuously / once annually	Workshops held on evaluation methods; Curriculum for each study programme		Committee for Teaching Methods

		the specificities of study programmes				
3.8.2	Number of midterms and exams in all courses and Departments should be uniform and regulated at the Faculty level	Analysis of manner and approach to evaluation when adopting the Curriculum, and discussions about the Curriculum, and where necessary regulating the number of midterms and exams.	Once annually	Course curriculum		Department Council; Faculty Council
3.8.3.	Students should have the opportunity to move the date of exams or midterms in case there are two or more courses overlapping	Coordinated development of a plan for midterms and other ongoing testing of knowledge and exams (at least 30 days prior to sitting)	Once a semester	Plan of midterms and other ongoing testing of knowledge and exams		Department Committees for Teaching; Committee for Teaching
3.8.4.	Bring in third persons to test and check objectivity and reliability of grades	Familiarising students with the possibility of filing a challenge of achieved success on an exam; Analysis of passing rates on exams; Continued practice to hold committee exams before a three-member committee.	Continuously	Updated department website.		Assistant Head for Teaching; Student Leader; Vice-dean for Teaching;
3.8.5.	Ensure that students have a person they can confide in and report any issues	Appointment of a contact person for communication with students at the department and Faculty levels;	2022/2023	Updated Faculty website in part pertaining to students; Developed guidelines for		Vice-dean for Teaching; Assistant head for teaching. Representative of the Student Council;

		Development of guidelines for internal communications.		internal communications.		Student representative in Faculty Council and other Faculty bodies.
3.8.6.	There should be standardised evaluation of grading	Organising workings on standardised evaluations (and curricular / constructive alignments)	2023/2024	Annual report on teaching, scientific and expert work and other activities at the Faculty.		Committee for Teaching Methods
3.8.7.	After exam results, teachers should provide individual insight into grades and help students improve, if necessary, for the next exam	Organisation of workshops on formative evaluations for teachers and familiarising students with the importance of the same.	2023/2024	Annual report on teaching, scientific and expert work and other activities at the Faculty.		Committee for Teaching Methods; Committee for Teaching
3.9.1.	Issue the Diploma and Diploma Supplement in Croatian and English free of charge	Review of decision on the costs of studying.	2023/2024	Price list of Faculty services.		Faculty Collegium; Faculty Council
3.10.1.	Foreign institutions should be asked about the performance of the Faculty's graduates to check employability, especially for research study programmes	Examining the needs of the labour marketing through further connections with Faculty alumni.	Continuously	Annual report on the work of the Career Centre.		Career Centre

3.10.2.	All departments should implement good practice of events for their students where they have the opportunity to inform their students of employment positions and what a day in work life looks like for that specific profession (something like a Career Day but for current students)	Organisation of round tables on employment, co-organised with the Economic Council; Continuation of holding of current (career) activities; Introduction of new activities (workshops and lectures) held by external experts.	Continuously	Report on round tables held; Annual report on the work of the Career Centre.		Department Collegium; Career Centre; Economic Council
3.10.3.	Ensure the continuation of the Career Centre	Seeking approval for new positions from the University and Ministry; Seeking opportunities to self-finance the Career Centre by applying for domestic and foreign tenders that would enable the further financing of the Career Centre. Communications with other universities with a Career Centre to seek out means to secure the sustainable financing of the Career Centre	2021/2022 and 2022/2023	Project applications		Career Centre; Faculty administration; Career Centre; University administration
3.10.4.	Start an Alumni Club of all former graduates and all departments at the Faculty level.	Development of an alumni database	2021/2022	Faculty and Career Centre websites		Career Centre

3.10.5.	Organise collection of feedback from the alumni at the Faculty level	Establishment of channels to collect, process and present feedback.	2022/2023	Faculty and Career Centre websites.		Career Centre
<i>IV. Teaching and institutional capacities</i>						
4.1.1.	The teaching commitments of the teaching staff should be in equilibrium with the intensity of their scientific activity	Review of the workload composition at the division and department levels as a whole	Continuously – once annually	Table of teacher workload composition		Division heads; Department heads; Department Council
4.1.2.	Excessive teaching load for doctoral and postdoctoral students should be avoided	Analysis of the programme curriculum and workload composition	Continuously – once annually	Table of workload composition for doctoral candidates and post-graduate students		Division heads; Department Assistants for Teaching; Department Council
4.2.1.	A body should be constituted that will design and equalise the employment policy at the Faculty level and assure the “coefficient market”.	Establishing a committee to draft the Faculty ordinance on additional criteria for position appointments	2023/2024	Decision to appoint a committee		Dean; Faculty Collegium
4.2.2.	To overcome the national restrictions in employment possibilities and increase internationality, the number of employees recruited from outside the Faculty (e.g., returnees, international researchers) should be	Increasing the number of courses delivered in English (this is a prerequisite for hiring foreigners to scientific grades and positions); Identification of possible scientist returnees to each department.	2023/2024	Lecture schedule with list of courses offered in English List of candidates for scientist returnees by department		Vice-dean for Teaching; Vice-dean for International Cooperation; Committee for Quality Assurance;

	increased through “returnee positions”					Expanded Department Collegium
4.2.3.	Additional criteria for the promotion of teachers should be determined at the Faculty level.	Drafting of a Faculty ordinance on additional criteria for selection and reselection to positions	2023/2024	Faculty ordinance on additional criteria for selection and reselection to work positions		Faculty Collegium; Faculty Council
4.2.4.	The rules for determining the composition of the committees for employment/promotion should be equalised at the Faculty level, taking consideration of the necessity of involving committee members from other Departments, and young teachers/ researchers.	Drafting the Faculty ordinance on additional criteria for selection and reselection, and the selection procedure (and therefore recruitment).	2023/2024	Faculty ordinance on additional criteria for selection and reselection to work positions		Faculty Collegium; Faculty Council
4.3.1.	Rewards should be established for the best teachers at the Faculty level.	Establishment of a rewards system for the best teachers in all departments; Launching a discussion on adopting a joint rewards framework.	2023/2024	Established system of rewarding the best teachers in each department; Adoption of terms for the selection of the best teacher.		Department Committee for Teaching; Department Council Faculty Collegium
4.3.2.	Inhouse resources should be established for conference attendance and mobility, especially for young teachers who are	Establishing the Faculty Mobility Fund;	2021/2022	Establishment of the PMF Mobility Fund		Faculty Collegium

	still not competitive for obtaining their own grants.					
4.3.3.	It is recommended to make the Faculty policy for career development for its employees	<p>In the annual report on the work of employees in associate positions, include career planning for the forthcoming period;</p> <p>Establishing a stimulating atmosphere for career development of scientists in scientific-teaching positions at the Department and Faculty levels;</p> <p>Drafting the new ordinance on a free study year with clear expectations.</p>		<p>Plan of potential project applications.</p> <p>Ordinance on the free study year</p>		<p>Faculty Collegium;</p> <p>Faculty Council;</p> <p>Department Councils</p>
4.3.4.	The Career Centre should be strengthened and its permanence secured.	<p>Seeking authorisation for new positions from the University and Ministry;</p> <p>Seeking opportunities for self-financing the Career Centre by applying to domestic and foreign competitions that would enable the further financing of the Career Centre.</p> <p>Communications with other universities with Career Centres to find ways for sustainable financing of the Career Centre.</p>	2021/2022 and 2022/2023	Project applications.		<p>Career Centre; Faculty administration;</p> <p>Career Centre; University administration</p>

4.4.1.	The space, equipment and infrastructure resources should be managed at the Faculty level, providing that all Departments have equal resources and possibilities for work. There is an urgent need for a new building, preferably at the northern campus. The new building for the Biology and Geography Departments should remain a priority, and until it is constructed, space from other Departments should be temporarily conceded to the Departments of Biology and Geography.	Application to structural funds for the construction of the Biology-Geography-Geology (BGG) building complex	Continuously	Application to structural funds for the BGG building.		Dean; Vice-dean for investment and development; Technical services;
		Development of an internal database on infrastructure.	2022/2023	Internal database on infrastructure published on the Faculty website		Committee for Infrastructure;
		Development of an internal database on available equipment.	2022/2023	Internal database on Faculty equipment published on the Faculty website		Vice-dean for Science.
4.5.1.	Continue updating the library and developing e-book capabilities	Planning further procurement of teaching materials in line with needs; Researching the possibilities to establish a virtual library to enable online access to teaching materials.	Continuously 2023/2024	Published library catalogue available on the library website.		Head librarian
4.6.1.	It is recommended that the Faculty establish a Board for Infrastructure, to design and implement the strategic management	Establishment of a Faculty Committee for Infrastructure	2022/2023	Established Committee for Infrastructure		Dean; Vice-dean for investment and development; Faculty Collegium

	of existing infrastructure resources and new investments (buildings)					
4.6.2.	It is recommended to manage part of the resources at the Faculty level, to provide financial support for strategic projects/activities	Consideration of models to allocate tuition revenues.	Continuously – once annually	Decision on revenue allocation.		Faculty Collegium
V. Scientific / artistic activity						
5.1.1.	Although in absolute numbers the quantity of publications is high, strive to publish in higher impact journals. Aim high first (Q1), and if not successful then got to Q2, Q3. Avoid publishing in Q4 rated journals unless these are journals published in Croatian, e.g., by the Croatian Chemical Society	Adoption of an ordinance to regulate the rewards system at the Faculty. Publish and promote papers published in the highest category papers on the website.	2021/2022	Adopted Ordinance on rewarding scientific excellence. Open column “From Science” on the PMF website		Faculty Council at the proposal of the Faculty Collegium Public Relations Department
5.1.2.	Develop awards systems across departments, and give financial support to those staff members who aim to submitted very competitive	Adopting an Ordinance to regulate the rewards system at the Faculty.	2021/2022	Adoption of Ordinance on stimulation, salary supplements and other forms of employee rewards, and the Ordinance		Faculty Council at the proposal of the Faculty Collegium

	research grants (Horizon Europe, ERC)			on rewarding academic excellence.		
5.1.3.	Develop and financially support (at the Faculty level) a strategy towards open access (OA) journals. OA will become more and more the norm, and it is sometimes already obligatory in the case of European funding. OA journals can contribute to higher citations, but be selective about the type of journal for which you pay for OA. Also be critical about spending money on once-off showcasing (covers of journals). In both OA and showcasing, evaluate the lasting impact of the investment.	Strengthen Faculty communications with the competent ministry and Croatian Science Foundation with the aim of increasing financial means allocated for the publication of open access papers.	2022/2023	Published papers in open access journals.		Dean; Vice-dean for Science
5.1.4.	Doctoral dissertations in English increase scientific recognition. Make this standard, but at the same time do not neglect local traditions and language. A PhD written in English with an obligatory summary in Croatian has a higher impact than a PhD	Amendment of the Ordinance on postgraduate doctoral studies at the Faculty concerning the requirements needed to write dissertations in English.	2023/2024	Doctoral dissertations written in English.		Vice-dean for Science; Heads of doctoral studies

	written entirely in Croatian with an English summary.					
5.1.5.	Explore the pros/cons of other formats and models (Scandinavian PhD model). The same holds for the discussion of a monograph versus an article-based PhD.	Release on the website of Instructions for writing dissertations according to the Scandinavian model.	2022/2023	Doctoral dissertations written according to the Scandinavian model.		Vice-dean for Science; Heads of doctoral studies
5.2.1.	Continue to nurture the strong relationship between the HEI and economic and public sectors, and do this by staying in contact by means of a newsletter, what's new at the Faculty, industry cooperation news, etc.	Drafting the monthly Faculty newsletter that would provide relevant information on the scientific and expert work of the Faculty.	2022/2023	Faculty newsletter prepared; Website		Vice-dean for Science; Assistant Heads for science. Public Relations Office; Economic Council
5.2.2.	Use input from industry (and perhaps seek co-finance structures) when applying for new equipment.	Analysis and tracking applications to POC and IRI projects.	Periodically – once annually	Report on the number of POC project applications. Report on the number of IRI project applications.		Vice-dean for Science; Assistant Heads for science.
5.2.3.	Involve profit and non-profit stakeholders in applications for external EU funding to maximise, apart from scientific output, the economic	Further strengthening of cooperation with all stakeholders of the quadruple helix, in that way contributing to better affirmation of the Faculty in society.	Continuously	Report on the number of project applications.		Vice-dean for Science; Assistant Heads for science.

	and societal valorisation.					
5.2.4.	Continue to develop the Career Centre	<p>Seek approval for new positions from the University and Ministry;</p> <p>Seek opportunities for self-financing the Career Centre by applying to domestic and foreign competitions to enable further financing of the Career Centre.</p> <p>Communications with other universities with Career Centres to seek out means for sustainable financing of the Career Centre.</p>	2021/2022 and 2022/2023	Project applications.		Faculty administration; Career Centre
5.2.5.	Continue to develop a policy towards external sponsorship and donations (as was done after the earthquake)	Development of a marketing plan to attract investments in infrastructure.	2022/2023	Developed plan		Dean; Faculty Collegium; Public Relations Office.
5.3.1.	The production of required financial reports from ERC holders should be managed by the administration so that the research can dedicated more time to scientific activity.	Establishment of the Central Project Office	2023/2024	Decision to establish the Central Project Office		Dean; Faculty Collegium; Faculty Council

5.3.2.	Be self-critical when submitting papers and to participating in conferences. Over the last 5 years, over 2400 presentations were given at conferences. From the point of view of visibility and networking, this is great, but try to aim at these conferences that have high scientific impact, and tangible post-conference output (special issues, listed WoS proceedings).	Stimulating scientists to take part in conferences with a high impact, without neglecting participating in local conferences, particularly those intended for students and young scientists. Pursuant to department opportunities, finance or partly finance active participation (invited lectures) and high impact conferences.	Continuously	Annual report on the work of the Faculty		Vice-dean for Science; Vice-dean for Teaching; Department heads; Assistant Heads for science
5.3.3.	Be critical in accepting editorial board membership invitations of lower ranking journals. Have no fear in suggesting yourself to high ranked journals to conduct review work and present yourself to be considered as a potential new board member to these high(er) ranked journals.	Stimulate scientists to participate on the editorial boards of high ranking journals and to serve as peer reviewers of papers in such journals.	Continuously	Reports on the participation of scientists on journal editorial boards.		Vice-dean for Science; Department heads
5.4.1	Stimulate more interdisciplinary study research by establishing joint research in the	Stimulating and monitoring applications to competitive projects jointly involving at least two Faculty departments;	Continuously	Competitive project applications.		Vice-dean for Science; Vice-dean for Teaching;

	sciences across disciplines.	Joint planning to develop deficit areas with strong interdisciplinary potential (e.g., computer science, educational research in the fields of activity of the faculty, medical physics, etc.).				Department heads
5.4.2.	Organise symposia/lectures across disciplines	Further organisation and holding the Symposium of PMF Doctoral Study Students and co-organisation of scientific conferences organised by professional organisations and students.	Continuously	Annual report on teaching, scientific and expert work and other activities at the Faculty		Vice-dean for Science; Vice-dean for Teaching; Department heads; Assistant Heads for science
5.4.3.	To stimulate and keep staff committed to go for high scientific research, install an award system across all disciplines. These reward systems do not necessarily have to be financial recognition (by the department, faculty, university) and they can also be a strong motivator. Take these recognitions into account when promoting people.	Drafting the Ordinance on rewarding scientific excellence.	2021/2022	Ordinance on rewarding scientific excellence.		Faculty Council at the proposal of the Faculty Collegium
5.4.4.	Further stimulate and encourage collaboration across departments in	Development of an internal database on available equipment.	2022/2023	Developed Faculty equipment database;		Vice-dean for Science;

	relation to HR management and investment in equipment.	Development and release of a database of expertise at the Faculty.		Database of experts released on the website.		Assistant Heads for science
5.4.5.	Continue to develop a long-term financial strategy in which justifications for expenditures are evaluated on their long(er) term impact.	Drafting the plan for long-term investments in scientific and teaching activities.	2022/2023	Plan of long-term investments in scientific and teaching activities.		Vice-dean for Science; Vice-dean for Teaching; Department heads; Faculty Collegium
5.5.1.	Develop a strategy where results from excellent Master's theses are published in peer-reviewed papers.	Stimulating students with high quality graduate theses to prepare and publish scientific papers in peer-reviewed journals; Regular communications with students on the system of evaluation and rewarding student work at the Faculty; Rewarding and highlighting supervisors with the most prominent scientific results of their students (number and quality of graduate theses, Rector's awards, presentations and scientific conferences, published scientific papers, etc. in co-authorship with the student)	Continuously from 2022/2023	Annual report on teaching, scientific and expert work and other activities at the Faculty		Vice-dean for Science; Vice-dean for Teaching; Assistant heads for teaching; Faculty Collegium
5.5.2.	In justified situations, let doctoral candidates be involved in some	Include graduate students in research work at the Faculty	Continuously	Annual report on teaching, scientific and expert work and		Assistant Heads for teaching;

	teaching, use graduate students to collect/interpret data for research.	to the greatest extent possible; Review teaching loads of employees in associate positions and titles.		other activities at the Faculty Table of employee teaching loads.		Assistant Heads for science.
5.5.3.	Create a student-research status with the appropriate motivation	Continuously stimulate teachers to include students and stimulate students to get actively involved in research work where ever possible.	Continuously	Annual report on teaching, scientific and expert work and other activities at the Faculty Table of employee teaching loads.		Assistant Heads for science.
<i>V. Expert and/or scientific activities **</i>						
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* depending on the number of recommendations of the Expert panel

** pertains to a higher education institution that is not entered in the Register of scientific organisations held by the Ministry of Science and Education, and relates to the *Standards for the evaluation of quality of universities and colleges in the higher education reaccreditation procedure*