



# DEAN'S PROGRAMME

FACULTY OF LAW, UNIVERSITY OF ZAGREB

For the academic years 2023/2024, 2024/2025 and 2025/2026

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## **I. Basic principles and key commitments**

### **Basic principles underpinning Faculty activities**

The Management of the Faculty of Law of the University of Zagreb (hereinafter referred to as the Faculty of Law or the Faculty) comprises the Dean, vice-deans, heads of study centres, and the Faculty Secretary. The Management will base its following term of office, which commences on 1 October 2023 and ends on 30 September 2026, on the rich tradition of the Faculty and the principles of university autonomy, academic unity, collaboration, collegiality, excellence, strategic direction, participation, inclusion, communication, honesty, solidarity, tolerance and social responsibility, innovativeness, and active engagement in the European Higher Education Area and the European Research Area.

These principles will be nurtured in relationships within the Faculty, particularly those with students; in relations within the University of Zagreb; and with society at large, in accordance with the social responsibility of the Faculty and the requirements of its social role.

The Management will strive to redouble its efforts to involve the Faculty in contemporary higher education trends, studying and mobility, as well as trends in the scientific-research and professional sphere, both in the EU and beyond. We wish the Faculty to be a key player in the broader area of higher education, research and innovation in Europe. In addition, we feel that southeastern Europe is the region where we can and should become a leading law faculty responsible for bringing European standards to a region which is aiming to join the EU.

We view our students as colleagues of equal standing and collaborate with them in order to build a higher education, scientific-research, and professional institution that belongs to us all. Their studies are only the beginning of this joint endeavour. We shall focus in particular on quality assurance and continue to transform the Faculty into a modern academic institution of excellence. We wish to make the Faculty a place which draws people together to work for the benefit of the entire community.

Whilst the Faculty of Law of the University of Zagreb is certainly the oldest and largest law faculty in the country, many indicators suggest that it is also the premier law faculty. As such it must continue to redouble its efforts to further develop its central role in modernising higher education. It must also continue to educate and facilitate the collaboration of leading experts, as well as ensure quality and excellence in scientific-research and professional activity in the fields of law, social work and social policy, public administration, local and regional self-government,

and public finance. This will be achieved by ongoing communication, an exchange of ideas and knowledge, and robust cooperation with law faculties and other related faculties in the country and abroad.

Given these values and principles, the Programme of Dean and the New Management comprises a number of goals and measures for their implementation. These goals will ensure that the Faculty has a long-term quality focus in its internal, intra-university, national, European, and overall international activities. They will also ensure synergy, a cohesive organisational culture, and the growth of students, teachers, various associates, and other staff, not just as individuals but as part of a community.

Following the slogan *For a Faculty of Excellence and New Opportunities*, which the current term of office (2021/2022 and 2022/2023) was based on, we wish to base the Dean's new term of office on the following slogan – *For a Modern and Socially Responsible Faculty of Excellence*.

This serves to emphasize the importance of an innovative, excellent, open, responsible (both in terms of society in general and within the University), and knowledge-oriented community of all students, teachers, researchers, and members of all the professions that the Faculty of Law brings together. It also serves to emphasize the role and responsibility of the Faculty for the development of the University of Zagreb, of society at large, and of the rule of law in Croatia, as is established by the shared goals, mission and vision, and commitments set out in the University Statute, as well as the entire system of higher education and scientific activity in Croatia. The legal framework underpinning the system has been reformed and is primarily regulated by the Act on Higher Education and Scientific Activity of 2022, as well as other laws and subordinate legislation.

## **Key commitments**

In accordance with the Statute of the Faculty of Law, I intend to nominate teachers who have served as vice-deans in the current term of office to serve as Management, which will ensure continuity. These are teachers elected to scientific-teaching titles, with distinguished professional records, a high level of academic integrity, and exceptional personal qualities. To the extent that this is possible, I will attempt to achieve appropriate representation of the varied members of the workforce, as well as equality regarding gender and other aspects.

Sound academic and public management methods will continue to be used in Faculty management. These include encouraging all students and staff to participate in decision-making through the prescribed channels to sound financial management methods and generating reliable records of various aspects of Faculty activity in order to facilitate regular and objective evaluations of Faculty results. In the current term of office, a thorough analysis will be conducted on which the Management will base the adaptations of the organisational structure of Faculty professional services to the requirements which stem from legal and other regulations, University

and Faculty acts and strategic commitments, as well as modern academic management requirements. Developments which have already been initiated will be based on the results of ongoing Faculty processes.

The Management of the Faculty of Law will work hard on all the positive ongoing activities, processes and projects, as well as initiate a number of new ones. This is necessary in order to adapt as soon as possible to new circumstances in the area of higher education, scientific-research, and professional activity, which provide a context for law faculties and universities in Croatia and the EU. This will also allow the mission and vision of the Faculty of Law to be achieved, honouring its venerable tradition in the process.

The Management will continue to follow and analyse legislative initiatives and play an active role in implementing changes to legislation and the legal framework which regulates higher education, scientific-research and professional activity, financial operations, labour and labour relations, and other issues of relevance to the Faculty. The Management will pursue an active role in all legislative changes in collaboration with University bodies, other constituent units of the University of Zagreb, and other law faculties in Croatia.

The Management will also play an active role in bringing about the re-accreditation of the Faculty of Law, and implementing the recommendations and lessons learned from the re-accreditation process and quality assurance activities up to this point. In the following term of office, the Management will focus on enhancing existing study programmes and developing new university specialist and other programmes, based on the needs that have been identified. Particular consideration will be given to the development of lifelong learning programmes. The Management will ensure that the Faculty plays an active role in recommending job profiles to be included in the Croatian Qualifications Framework.

The Management will encourage the modernisation of all study programmes offered by the Faculty, as well as the modernisation of teaching methods and techniques, and will continue to improve IT and other requirements for socially responsible learning. It will also continue to foster the mobility of students, teachers, associates, and other employees, primarily library, student services, IT, publishing and other staff. This will include online, in-person and blended mobility. In the event that this cannot be avoided, the Management will ensure that conditions are met for transitioning to online or blended teaching as part of some courses, forms of delivery and study programmes, in accordance with the general commitments and decisions of the University and the decisions of Faculty bodies. Particular consideration will be given to legal regulations in force in Croatia, as well as to standards determined by University and Faculty acts.

The Management will continue to devote particular consideration to students, studying, student status and their standard of living, in order to improve the quality and efficiency of studying at the Faculty of Law for all students and to ensure equal opportunities for all, regardless of differences in status, type of studies, or other circumstances. The Management will remain open to all student initiatives and proposals and will engage in all forms of evaluation of Faculty activities decided on in agreement with the Student Union and student representatives, as determined by law and University and Faculty acts. As the Faculty obtains more extensive

premises and various services are provided with adequate sites, particularly during comprehensive reconstruction activities, the Management will strive to ensure a stimulating educational and research climate, a sense of belonging, and opportunities for students to work and socialise. They will be encouraged to consider their social role, which is necessary for the long-term feeling of belonging to a particular profession, for the creation and propagation of shared professional values, and for instilling professional pride. The Management will attempt to reduce the impact of comprehensive reconstruction of Faculty buildings on regular teaching and will minimise any possible adaptations.

As soon as possible, the Management intends to submit to the Faculty Council a proposal of the Code of Ethics of the Faculty of Law, which will, in combination with previously adopted general acts of the Faculty, constitute a key element of the academic integrity and honesty system. Educational support measures will be prepared and implemented to empower students and all employees to fully apply ethical principles and standards in accordance with best academic practice in Croatia and abroad, building on Faculty efforts and project results in this area. Students and staff will be regularly informed of their rights, as well as ethical regulations, values, principles, and standards. Because this needs to be done swiftly and the monitoring must be transparent, an action plan will be prepared to ensure a comprehensive approach to academic integrity at the Faculty. The Management intends to continue openly condemning all forms of unethical behaviour and to support the commitment of all academic staff to a zero tolerance approach to all forms of unethical behaviour at the Faculty.

The right conditions will continue to be ensured for the personal and career development of teachers, associates, young researchers, and other Faculty staff. This will contribute to the Faculty preserving, strengthening, and developing its teaching, scientific-research, professional, organisational, project-oriented, and administrative capacities, as well as the internal cohesion necessary to achieve the mission, vision, and development goals of the Faculty in the following term of office. The career development of teaching staff will be systematically analysed, followed, and encouraged, with a particular focus on avoiding any inequality or discrimination. Additional forms of rewarding the successful performance of teaching staff, associates, and other employees will be developed. The Management will continue to create a cohesive, stimulating, and proactive organisational culture based on the academic values observed at the best universities worldwide. An attempt will be made to establish shared Faculty criteria for the selection of those employed in associate positions.

The Management will invest additional effort to ensure the strategic focus of scientific research carried out at the Faculty, as part of the general strategic commitments of the University and in collaboration with its other constituent units and external actors. This strategic focus will be guided by the interests of developments in legal science and other sciences which are developed at the Faculty. The Management wishes to orient scientific projects towards issues of relevance to the social community, so that generation and accumulation of knowledge will be socially relevant and useful. In particular, the Management will focus on further increasing international scientific collaboration, without which scientific development is impossible, and will make a particular effort to take part in EU-funded projects. The Management will continue to support

open science initiatives and intends to further improve professional and administrative support for scientific projects, innovations, and knowledge transfer.

The Management will work on further fostering the already rich and diverse professional activity of the Faculty and fostering collaboration in various professions for which there is particular interest and available staff. The Management intends to take advantage of the expertise of its staff, primarily those in the legal profession, but also social work and social policy, public administration and public finance, and other professions. A policy and plan will be drawn up and measures prepared to increase the utilisation of knowledge acquired through participation in various scientific and other projects, in order to foster innovation in those professions which Faculty activities are helping develop and to transfer this knowledge to the community.

Lifelong learning programmes which are already in place will continue to be implemented, while the development of new programmes will be encouraged. This activity is important for purposes of facilitating additional income, which is of particular importance to the Faculty given the current situation. However, most importantly, this activity contributes to the quality of scientific and teaching work and the transfer of knowledge and technology given the current focus of higher education institutions towards more flexible and modular lifelong learning approaches in the EU (*a European approach to micro-credentials*).

The Management will invest greater effort and resources in public relations. The Management will use sound public communication and PR strategies to ensure that the Faculty of Law fulfils its social role in accordance with its rich tradition and importance; the diversity of study programmes on offer; its scientific-research, professional, publishing and other activity; its reputation; and finally, societal expectations. Presenting the advantages of studying at the Faculty and its qualities in science, research, professional activity, ethics and other areas, we will attempt to draw more high-achieving students to the Faculty and motivate them to be more engaged and perform better in their studies.

The Management will continue to systematically analyse income and expenses in collaboration with the competent committee of the Faculty Council. Once the comprehensive reconstruction of Faculty buildings has been completed, the Management will procure the best contemporary work resources and equipment and will ensure even better working conditions at the Faculty. The Management will make a sustained effort to initiate the construction of the Library of the Faculty of Law and to find a long-term solution regarding premises which would be used for practical and clinical classes and would be owned by the Faculty. The current term of office has seen an inventory of Faculty-owned property and premises which the Faculty is using. Accordingly, a plan will be drawn up to address unresolved issues (the property at Sv. Duh, the Eisner "Foundation", Gundulićeva 10–12, etc.). The Management will continue to aim for an agreement over the use of the building at Gundulićeva 10–12, i.e. to resolve the dispute peacefully, taking into account the interests of the Faculty.

By means of all the activities described above, the Management will continue to ensure the prominent social role of the Faculty of Law of the University of Zagreb within the Croatian higher education and science system and the European higher education, research and innovation area,



as well as to facilitate strong professional collaboration in order to ensure the social responsibility of the Faculty in the Republic of Croatia and beyond.

In the following term of office, the Management will continue with all of the activities and processes that have been initiated in the current term of office (2021/2022 and 2022/2023). This will ensure the necessary continuity and necessary development and stronger intensification of Faculty activities in the challenging conditions of reconstruction as well as the reform of the higher education and science system within the new legislative framework. This includes the following:

- alignment with the new legal framework regulating Faculty activities in accordance with the Act on Higher Education and Scientific Activity, the Act on Quality Assurance in Higher Education and Science, and the Act on the Croatian Science Foundation of 2022;
- alignment with the provisions of the new Statute of the University of Zagreb of 2023 and consistency with the goals of the University of Zagreb in accordance with the Rector's Programme for the term of office 2022–2026;
- continuing to modernise study programmes and teaching;
- strengthening the mobility of students, teachers, researchers, and professional service staff;
- greater development of the quality assurance system in accordance with the new Act on Quality Assurance in Higher Education and Science of 2022;
- the Faculty focusing on students as partners in the educational process;
- ensuring appropriate spatial conditions for Faculty activities to carry on regularly whilst the comprehensive reconstruction of buildings is underway in accordance with signed agreements and in collaboration with the University of Zagreb and competent bodies of the Republic of Croatia;
- modernisation and greater efficiency of Faculty professional and technical services;
- further Europeanisation and internationalisation of studies and scientific-research and professional activity;
- further development of the system of fostering quality teaching, scientific-research, professional and social activity;
- developing innovative approaches and fostering innovations, as well as greater involvement in the system of managing innovations at the level of the University of Zagreb and beyond;
- ensuring a satisfying work climate, collaboration and unity in the studying and work of all students, teachers, researchers and other employees;
- broadening the scope of participation of students, teachers, researchers, and other employees in management activities at the Faculty;
- ensuring stability and better financing, as well as continuous improvement of Faculty business operations;

- modernisation of professional and technical services activity in accordance with the new Statute of the Faculty of Law of 2023 and the new Ordinance on Organisational Structure;
- strong support and participation in bringing about institutional bonding, collaboration, mobility and exchange within the framework of the European University of Post-Industrial Cities (UNIC), which will be coordinated by the University of Zagreb in the following project period (from 1 October 2023 to 30 September 2027);
- other activities which will ensure a high level of modernisation, quality and efficiency of the Faculty and a high degree of satisfaction on part of its students and all its staff, as well as consistency with the activities of the University of Zagreb and the higher education and scientific activity system of the Republic of Croatia.

## II. General framework of Faculty activities

### Introduction

In the current term of office, since 1 October 2021, the Faculty has faced the impact and the consequences of the COVID-19 pandemic as well as two devastating earthquakes: one with the epicentre next to Zagreb on 22 March 2020 and the other with the epicentre in Petrinja on 29 December of the same year. The Faculty has successfully continued to address the challenges of operating in inadequate physical premises, i.e. the challenge of having its operational premises reduced by 25%.

There are over 5,800 students at the Faculty, studying at 20 study programmes in the areas of law, social work and social policy, public administration and public finance. Around 3,300 of these are attending the integrated undergraduate and graduate Law programme. Undergraduate and graduate study programmes comprise the following: University Integrated Undergraduate and Graduate Law Programme, University Undergraduate Social Work Programme, Professional Undergraduate Public Administration Programme, Professional Undergraduate Taxation Studies Programme, University Graduate Social Work Programme, University Graduate Social Policy Programme, and Professional Graduate Public Administration Programme. In addition to these, a Doctoral University Legal Sciences Programme and a Doctoral University Social Work and Social Policy Programme are offered, as well as 11 university specialist study programmes. Moreover, the Faculty coordinates another four university specialist study programmes which are carried out in conjunction with other faculties of the University of Zagreb.

Despite the difficulties which arose with the premises as a result of the earthquakes and the changes in epidemiological circumstances, teaching was conducted regularly and in the scope that had originally been envisioned. In the winter semester of the academic year 2021/2022

classes were taught in person, whilst in lecture halls with more than 100 seats delivery was hybrid. Beginning with the summer semester of the academic year 2021/2022, all forms of instruction have been delivered in person. There were 626 courses in the Information System of Higher Education Institutions (ISVU) in the academic year 2021/2022.

For the first time in the academic year 2021/2022, modular instruction was introduced in the fourth year of the Law programme. Based on experiences from previous years, in the academic year 2022/2023 certain modifications were made to the Law programme syllabus in order to smooth progress through the programme and improve the quality of seminar courses. Teaching is continuously being modernised. Adding materials to the Merlin learning management system (LMS) has become common practice. In the academic year 2021/2022, around 800 courses were added to Merlin. This LMS is used to conduct midterms and written exams, notify students of any updates, and share teaching materials. The current term of office has seen screens placed in every Faculty building to show notifications, which makes it easier for students, external associates, and other Faculty guests to find their way around. At the Social Work Study Centre, teachers publish their professional papers in a dedicated professional online space.

All student queries received at [podrska@pravo.hr](mailto:podrska@pravo.hr) are resolved in timely fashion. In collaboration with the Office for Students with Disabilities of the University of Zagreb, requests for academic adaptations to the teaching and examination process are resolved. In October 2021 the Faculty Council issued a Decision to Cease Using the Student Transcript Book as Official Student Documentation. In November that year the Faculty Council also adopted the Ordinance on the Academic Mentorship Programme, thus regulating academic mentoring for all first-time enrolments. Academic mentors are assigned to all interested students. A course called Academic Writing has been introduced for all first-year Law students. In accordance with a decision of the Faculty Council, the Faculty also employs more external associates to deliver a part of all study programmes. As for practical teaching and internships, the Faculty has concluded agreements with almost 700 institutions, courts including the Supreme Court of the Republic of Croatia, law firms, and public notary offices. Orientation Day and Career Day events are held regularly, and the Mentorship in the Legal Profession project has begun.

Each year teachers and students present study programmes in grammar schools and high schools in order to showcase the programmes which the Faculty of Law is offering and encourage high school graduates to enrol. The Faculty regularly takes part at the University Fair of the University of Zagreb. For the first time, the Faculty has taken part in the fair organised by the European Association for International Education (EAIE) in Barcelona (13–16 September 2002), as well as the EXPO fair organised by the Youth Career Center Dubrovnik (CKM) and held in Dubrovnik (3–4 November 2002).

The Student Union plays an active role in many Faculty activities. Student representatives were active on the Faculty Council, its boards and other bodies. Student representatives have kept the Faculty Council updated on the most important activities and issues of the Student Union, student associations and students. Regular mutual updates and consultations were established between the Student Union and the Faculty Management. The Student Ombudsman Office

operates successfully at the Faculty and has the support of the Management. The Faculty provides financial and other support to around 10 student associations.

Students at the Faculty of Law have recently achieved impressive results at international moot competitions, specifically the 29th Willem C. Vis International Commercial Arbitration Moot and the 27th Central and Eastern Europe Moot Competition (CEEMC). Students at the Faculty of Law have won seven Rector's Awards in 2022: one for a scientific paper, two for special competition achievements, and four for socially useful work in the academic and broader community.

In the current term of office, admission quotas have been redistributed and corrected, and a series of activities have been initiated in order to attract students to enrol in study programmes at the Faculty. Measures are also being taken to ensure the quality of practical teaching and placing students in touch with prospective employers. The new doctoral study programme in Legal Sciences has seen its first generation of students enrol, complete their first semester, and has organised a methodological conference. Postgraduate specialist study programmes are well underway and graduates of these programmes have received the right to a salary increase of 5% in accordance with new collective agreements concluded in 2022.

A Working Group for the Analysis and Evaluation of Teaching Results was set up on 14 November 2022 to analyse the results of studying at the University Integrated Undergraduate and Graduate Law Programme, the University Undergraduate Social Work Programme, the Professional Undergraduate Public Administration Programme, the Professional Undergraduate Taxation Programme, the University Graduate Social Work Programme, the University Graduate Social Policy Programme, and the Professional Graduate Public Administration Programme in the period following the previous re-accreditation of the Faculty, i.e. from 2016/2017 to 2021/2022 inclusive. These insights will provide a basis for decisions on necessary adaptations to study programmes and other important aspects of studying at the Faculty of Law.

The Faculty sees around 600 students graduate annually. In the academic year 2021/22, the Law programme saw 273 graduates, whilst the Social Work, Social Policy, Public Administration and Public Finance programmes saw 324 graduates, which makes a total of 597 graduates. Since May 2022, the Faculty of Law has stored and published unabridged texts of final and graduate theses in the Digital Academic Archives and Repository (DABAR) at <https://repozitorij.pravo.unizg.hr/>, having run all papers through Plagscan.

The adverse circumstances of the past few years have been overcome successfully due to the significant human resources potential of the Faculty. There are over 239 employees at the Faculty: 172 in academic positions and 67 in professional and technical services.

Amongst those holding scientific-teaching titles there has been a certain imbalance in the favour of more senior positions. There are 142 teachers: 66 full professors (those elected for the first time and those with tenure), 58 associate professors and 18 assistant professors. There are two senior lecturers. There are a total of 28 staff who are postgraduate students and assistants, 9 of whom are assistants employed on projects. In the next 10 years, as many as 34 teachers will retire in accordance with legal requirements, 15 of whom will retire in the next five years.

Given that the teacher/student ratio is currently almost at 1:30, teachers retiring at this accelerated pace will result in lower quality of teaching and jeopardise the next re-accreditation of the Faculty. It is imperative to implement urgent measures in order to obtain assistant positions at various chairs.

Since the the earthquake and the onset of the pandemic, the Faculty has shown solidarity at all levels. Much attention has been devoted to the well-being of students, as well as research and scientific-teaching staff and other employees, and also solidarity in a broader sense. Students have also played an active and successful role in many humanitarian activities and other forms of social assistance and solidarity, particularly following the aggression on Ukraine and natural disasters such as the recent earthquakes in Turkey and Syria.

In the current term of office, the Faculty has seen the implementation of a number of measures which have aimed at the organisational, management, and financial consolidation of the institution and at strengthening its business operations. The purpose of these measures was to ensure that the institution would continue to develop and modernise in new circumstances. The need to invest the institution's own funds in the restoration of buildings, equipment, and other resources damaged in the earthquakes, the need to adapt to the requirements of online teaching, rising energy costs, and inflation have all placed considerable financial strain on the Faculty. These adverse circumstances have been accompanied by staff and financial restrictions, a long-term general increase in costs, demographic changes and a continuous decline in the number of enrolments, whilst at the same time the Croatian higher education system has seen a growing number of study programmes on offer. However, the Faculty has put a stop to many adverse processes and has initiated activities to bring about significant modernisation.

The Faculty operates legally and responsibly within the legal order of the Republic of Croatia, the Statute and other general acts of the University of Zagreb, as well as the institution's own Statute and other general acts, and continues to do an excellent job of fulfilling its role in society as the oldest and largest law faculty in Croatia. Graduates of the Zagreb Faculty of Law are still in demand on the labour market, which is affirmed by the latest recommendations of the Croatian Employment Service.

The Faculty is becoming increasingly involved in university collaboration and management processes and joint projects within the University of Zagreb. The Zagreb Faculty of Law enjoys successful collaboration with other law faculties in the Republic of Croatia and plays a significant role in the activities of the Croatian Academy of Legal Sciences.

Faculty teachers perform a range of social and public functions: they are members of Croatian parliamentary committees; members of working bodies of the Government of the Republic of Croatia as well as working bodies of various ministries and state administration bodies; members of other important bodies and institutions (State Judicial Council, State Attorney's Council, Open Government Partnership, State School of Public Administration, Council for the Implementation of the Code of Conduct of State Officials in Executive Government Bodies and many others); and perform other responsible duties (advisers to government members), etc.

Many new opportunities are opening up in the common European Higher Education Area and the European Research Area, and the pace of development is accelerating and becoming increasingly diverse, as are development needs. The EU is determined to invest significant effort and financial resources to speed up the development of science and higher education. The Faculty of Law is attempting to take advantage of these new opportunities.

Faculty teachers are judges of the European Court of Human Rights and the Court of Justice of the European Union, and perform other responsible duties at EU level. They are also actively involved in the work of a number of professional associations. All these activities contribute to strengthening the reputation of the Faculty.

Overall, the general framework of activity of the Zagreb Faculty of Law in the current term of office has been determined by a few key circumstances and processes described below. These are the following: 1. the COVID-19 pandemic; 2. resolving the problems related to the premises required for the immediate operation of Faculty services, repairs to existing premises and ensuring the availability of new ones, as well as the safeguarding of assets at Trg Republike Hrvatske 14; 3. an analysis of spatial circumstances and comprehensive reconstruction of Faculty buildings; 4. the re-accreditation process; 5. following and participating in the preparation of the new legal framework of the higher education and science system and collaboration with the Government of the Republic of Croatia and other state bodies; 6. modernisation of Faculty operations; and 7. further internationalisation of Faculty activity.

### **The COVID-19 pandemic**

The winter semester of the academic year 2021/22 saw the fourth and fifth wave of COVID-19. Official data indicates the onset of the fourth wave in Croatia took place in late summer of 2021. The Delta variant of the SARS-CoV-2 virus predominated at the time. The wave peaked in mid-November of 2021 and the number of infections was in decline until the end of December 2021. Then another increase in the number of infections in January 2022 marked the onset of the fifth wave. This time the Omicron variant predominated. During the course of the summer semester the number of infections fluctuated occasionally but was in overall decline until the end of June 2022, when it began to rise again, although not as steeply (*Report of the Government of the Republic of Croatia on the Impact of the Implementation of Measures of the Act on the Protection of the Population from Infectious Diseases During the COVID-19 Pandemic Caused by the SARS-CoV-2 Virus in the Republic of Croatia in the Period from 1 June to 31 August 2022*).

In accordance with the notice issued by the Ministry of Science and Education on 26 August 2021, regarding study programme delivery in the academic year 2021/22, the Faculty organised in-person teaching. Given the lack of space, because it was not possible to use the largest lecture halls (those at Trg Republike Hrvatske 14), a few classes were taught in two auditoriums of the CineStar Zagreb multiplex at Branimirova 39, while all other classes were taught in buildings at Trg Republike Hrvatske 3, Ćirilometodska 4, Gundulićeva 10–12, and Nazorova 51. The Faculty observed the *Guidelines for Teaching Delivery at Higher Education Institutions during the COVID-*

*19 Pandemic in Accordance with Anti-Epidemic Measures* published by the Croatian Institute for Public Health on 31 August 2021. In the summer semester teaching was organised so that only one external auditorium was rented and the Faculty's own premises were used to full capacity.

On 12 November 2021, the Civil Protection Command of the Republic of Croatia issued a *Decision on Introducing the Special Safety Measure of Mandatory Testing of Officials, Civil Servants and Employees, Servants and Employees in Public Services, Servants and Employees in Local and Regional Self-Government, and Employees of Business Entities and Institutions*, which also applied to public higher education institutions.

The Faculty adopted a *Decision on Implementing the Decision of the Civil Protection Command of the Republic of Croatia on Introducing the Special Safety Measure of Mandatory Testing for Employees who are not Vaccinated* and a *Decision on Appointing Authorised Persons to Verify the EU Digital COVID Certificate or Other Acceptable Evidence of Vaccination, Recovery or Testing*, which regulated the implementation of the Civil Protection Command's Decision in the manner that all Faculty employees were requested to submit their EU digital COVID certificate to human resources. The Faculty was obligated to send daily reports on the number of infections to the Crisis Command of the University of Zagreb. It is still obligated to send weekly updates.

Because keeping windows open to allow fresh air is difficult in autumn and winter months, modern air purifying devices were purchased for most of the auditoriums. These included the manufacturer's warranty to filter out bacteria and viruses. Teachers were provided with FFP-3 masks with valves to protect against infection. The Management and the Student Union co-organised online training for students with Prof. dr. sc. Branko Kolarić and Natko Beck, MD. The Faculty informed its staff and students in timely fashion of the opportunities to get vaccinated against COVID-19 in the organisation of the Croatian Institute for Public Health and the Andrija Štampar School of Public Health.

Given all these measures, in-person teaching was maintained regularly throughout the academic year, with the added option of online participation for students who were isolating in the case of auditoriums with over 100 seats during the winter semester, as the risk of infection was greater. Oral exams were held in person, while written exams were mostly held via Merlin, which is an open-source Moodle-based LMS developed by the University of Zagreb University Computing Centre (SRCE, <https://moodle.srce.hr/2022-2023/>).

Because of psychological and other impacts of the special measures, and the way teaching and exams were organised, the Faculty provided professional help in the form of the Student Counseling Centre. The Counseling Centre was run online during the crisis period, but as of March 2022 it was assigned a dedicated room on Faculty premises at Gundulićeva 10–12. The Counseling Centre is open 9–5 on Mondays and Thursdays. In case its services are required in the evening hours or on other days because mandatory class attendance, work obligations or private reasons which prevent students from attending during regular hours, the Centre is also available at other times. Available at the Counseling Centre are Prof. dr. sc. Maja Laklija and Assoc. prof. dr. sc. Marina Milić Babić of the Social Work Study Centre. They submit monthly and annual reports on the work of the Counseling Centre to the Management, including general observations, in order

to enhance relationships with students and make it easier for them to stay on top of their obligations. Both professors attend additional training at least once year in order to enhance their work at the Counseling Centre.

### **Incremental introduction of substitute premises**

In response to the consequences of a significant reduction in operational premises, the academic year 2021/22 saw a number of necessary and urgent measures put in place to address the issues of premises required for the immediate operation of Faculty services. Specifically, the space available was reduced by 25% compared to the situation before the earthquake in March 2020, and this mostly refers to the premises at Trg Republike Hrvatske 14 – the seat of the Faculty. The most important of these measures comprise the following:

- two rooms were leased and refurbished in the Miroslav Krleža Institute of Lexicography building at Frankopanska 26. These were intended for staff of the Library of the Faculty of Law, who were thus finally able to stop working from home and return to Faculty premises on 14 March 2022. Further advantages include proximity to other Faculty buildings and the opportunity for practically all of the Library staff to work together (staff of the book section, the periodicals section, and the European Documentation Centre), except for one staff member who has remained nearby, at the Library contact point in the basement of the building at Trg Republike Hrvatske 3;
- the ground floor at Trg Republike Hrvatske 3 saw the refurbishing of a seminar reading room and a computer room fitted out with more computers for database access. These opened for students on 18 May 2022;
- the ground floor of the building at Trg Republike Hrvatske 3 also saw the reconstruction, refurbishing and fitting out of space intended for the Dean's Office, the Secretary Office, Accounting, Office Supplies, Human Resources, and the Student Office. All these services, including the Dean and the Vice-Deans transitioned back to working in regular conditions at the start of the summer semester of the academic year 2021/22;
- the Registry Office and Faculty Archives were relocated from Trg Republike Hrvatske 14 to a room in the courtyard space behind the building at Trg Republike Hrvatske 3, which allowed them to once again become operational. This room was previously cleared, repairs were carried out and it was refurbished and fitted out accordingly;
- The Faculty Bookshop was relocated from the basement to the ground floor at Trg Republike Hrvatske 3, so that the space which had previously been used by the bookshop could be re-purposed to house part of the archive previously located at Trg Republike Hrvatske 14;
- the former reference library of the Institute for International and Comparative Law at Ćirilometodska 4 was refurbished and fitted out for the five employees of the Office for International Cooperation and Projects. However, all of the periodicals that had been



stored in the reference library remained in the room, which indicates that working conditions are still not ideal;

- the Faculty Counseling Centre was housed in a room at Gundulićeva 10–12;
- the Student Information Centre, which is where students provide information to their fellow students, was first housed at Trg Republike Hrvatske 3 (from August to October 2022), then continued to work regularly two days a week at Gundulićeva 10–12;
- the Faculty-owned apartment in the neighbourhood of Siget, which is used to house visiting scholars from abroad, was refurbished and once again made available.

In the current term of office, several measures have been put in place to carry out repairs to existing premises and ensure new ones so as to allow teaching and the operation of Faculty services. These comprise the following:

- premises were leased from the City of Zagreb at Trg Bana Jelačića 15. These were suitably refurbished and fitted out, and an auditorium seating 80 students was made available as of 26 September 2022. Another room was available for practical sessions with smaller groups of students and for additional resources. As of March 2023, this additional room will house the Administrative Compass, where public administration students, supervised by teachers, will engage in practical work and provide certain services to public institutions and citizens. The lease agreement was concluded for a term of five years, beginning on 15 March 2022;
- a courtyard auditorium was leased from the Miroslav Krleža Institute of Lexicography (LZMK) at Frankopanska 26 for teaching purposes. The lease agreement covers the period from 26 September 2022 to 26 June 2023. The auditorium seats 190 students and was refurbished by the LZMK to comply fully with teaching purposes. Arrangements to extend the lease agreement are ongoing;
- an agreement was concluded regulating the use of the Congress Hall at the Kockica office building (of the Ministry of Maritime Affairs, Transport and Infrastructure) for teaching purposes. This has been in effect since 26 September 2022. The Congress Hall seats 300 students and is located at Prisavlje 14;
- premises were leased from the City of Zagreb at Palmotićeva 30 to house the Legal Clinic. These were suitably refurbished and fitted out. This has been in effect since September 2022. The relocation was necessary because the premises which had previously been used, at Žerjavićeva 6/II, changed owners, which meant that the lease agreement (also with the City of Zagreb) was revoked as a consequence. The lease agreement for the premises at Palmotićeva 30 was concluded for a definite time period, from 15 August 2022 to 15 August 2032;
- necessary repairs were carried out in the buildings at Gundulićeva 10–12, which included electrical work in the boiler room, roofing and plumbing to address water leaking from the roof, painting the front door, and painting the restroom facilities and some of the rooms which had sustained more significant damage;

- further premises were leased from the Zagreb Fair to house the Faculty of Law Library holdings. These are stalls 1–9 in Pavilion 11/I and stalls 11 and 17 in Pavilion 12. The lease agreements were concluded for a definite time period: from 1 January 2021 to 31 December 2025 for Pavilion 11 and from 1 November 2022 to 31 October 2027 for Pavilion 12.

The lease, i.e. use of the three auditoriums / lecture halls and the premises for the Legal Clinic and the Administrative Compass permitted teaching in the academic year 2022/23 to resume in suitable spaces – of sufficient size, suitably furnished and fitted out, located at an acceptable distance and affordable in terms of price and length of lease. Classes are no longer taught at the auditoriums of the CineStar Zagreb multiplex at Branimirova 39.

Even though not all requirements were met in the academic year 2021/22 to allow for the reconstruction of the building at Trg Republike Hrvatske 14 to commence, it was necessary to undertake various measures to relocate furniture and equipment as well as artwork to other buildings and premises. All furniture and equipment which was needed or which could be put to use in other buildings, including the leased premises, was moved to these locations. Files used by Accounting, the Registry Office, Student Office and Human Resources were relocated, as were some of the books, periodicals and other items in possession of Faculty services or teachers. In September 2022, artwork began to be moved to new Faculty premises at Gundulićeva 10–12, which required special care and safeguarding during the move. Furniture and equipment used by the Legal Clinic was also relocated from Žerjavićeva 6 to the new premises at Palmotićeve 30. Some of the furniture and equipment was moved to other Faculty buildings along with the Faculty services which were using it, as well as to the premises used by the Faculty at Tkalčićeva 48–50.

The Faculty is seeking to lease suitable premises for teaching purposes and for teachers' offices as the three Faculty buildings undergo comprehensive reconstruction. Professional and technical services will continue to operate on Faculty premises.

In the academic year 2021/22, steps were taken to recoup the costs incurred by the Faculty due to emergency reconstruction work following the earthquakes. The insurance company Generali osiguranje d.d. has paid an additional HRK 1,019,448.20, while the remaining amount spent on the reconstruction work – a total of HRK 6,308,194.45 – is being claimed from the Central Finance and Contracting Agency (CFCA -SAFU) which is an intermediate body level 2 in the management system of EU-funded programmes and projects, and as such performs delegated functions of the managing authority, i.e. the Ministry of Science and Education of the Republic of Croatia. This is within the scope of the FSEU.2021.MZO.006 project, whereby entities apply for a refund of the costs incurred as a result of emergency repair work on Faculty buildings. In December 2021, CFCA-SAFU initiated an *ex-post* verification procedure. The procedure lasted throughout the academic year. An onsite inspection took place on 15 September 2022 and was followed by further clarification requests. The verification procedure comprised around 30 queries regarding all project procurement procedures, works procurement procedures and execution of works, as well as other queries related to reconstruction projects, which amounted to a total of 300-odd queries which required a response or for relevant documentation to be supplied. The final

decision has not been delivered yet, but on 22 December 2022 the Ministry of Science and Education made an advance payment of HRK 4,415,736.12 or 70% of the claimed expenses.

### **Analysis of spatial circumstances and comprehensive reconstruction of Faculty buildings**

The Faculty has had issues with premises for many years. Plans to swap buildings with the Miroslav Krleža Institute of Lexicography fell through, there have been legal disputes, and the reconstruction of the building at Trg Republike Hrvatske 14 has been extremely lengthy and complex. The legal ownership of this building is also an issue. For all these reasons, an analysis was carried out to investigate the options of improving the spatial circumstances for Faculty operations. The relevant circumstances and options that were deemed realistic were taken into account. An inventory was made and an investigation was carried out to determine the condition of the properties owned by the Faculty, those in which the Faculty is a possessor, and premises which the Faculty is using on other grounds.

The option of constructing a new Faculty building which would be spacious enough to house all organisational units, teachers, students, services, and in particular, the Faculty Library, in a new, heretofore unknown location, does not appear realistic, primarily due to a lack of funds. The option mentioned above, to swap buildings with LZMK, is not feasible primarily due to an absence of good will and agreement on part of LZMK.

This is why measures were undertaken to value existing Faculty premises and analyse medium-term options of securing new ones, as well as to initiate a comprehensive reconstruction of Faculty buildings in order to enhance their functionality and increase their value, and reduce maintenance and energy costs. All three buildings owned by the Faculty were valued by a court-appointed expert for construction and property valuation, in order to get an idea of their actual market value. On 11 February 2022, they were valued at a total of HRK 152,400,000.

The Faculty is registered as the owner of the building at Gundulićeva 10, where the Faculty is in possession of the first floor and the attic, as well as the basement which houses the boiler room for the buildings at 10–12. Part of the ground floor, i.e. basement is owned by the Congregation of the Sisters of Charity of St. Vincent de Paul (except for the flat used by the Relković family). It was established that an analysis of the reconstruction options available for this building envisaged three options: reconstruction within the current dimensions of the building, reconstruction of the first two floors and construction of two new floors, and demolition of the current building and construction of a new, four-floor building of the same dimensions. It is worth noting that, according to the court expert, it was determined many years ago, as part of one of the legal disputes brought against the Congregation, that No. 10 is just the first building from Varšavska. The entrance used by the Faculty is at No. 12 (but a table which says No. 10 is also affixed above this entrance). The Faculty of Law is presently using a significant portion of the

ground floor and basement of the building at No. 12, the first floor at No. 12 and No. 10, and is in possession of the attic and basement space (the boiler room) at No. 10.

Regarding the new Library building, first an analysis was drawn up in November 2021, titled "Library of the Faculty of Law of the University of Zagreb as the Central National Heritage Legal Library". The analysis encompassed an introductory, basic selection of library holdings and archival materials of heritage character to include activities of the Documentation and Legal-Heritage Centre of the Library of the Zagreb Faculty of Law.

Next, in accordance with the analysis of options of constructing an annex to the building at Trg Republike Hrvatske 3, in the form of a new library, which had previously been drawn up by Prof. dr. sc. Mladen Jošić, an estimate was prepared of how much it would cost to actually build it, by Prof. dr. sc. Ivica Završki of the Faculty of Civil Engineering of the University of Zagreb. The costs are estimated at a total of 150,000,000.00 HRK, which includes the design documentation, public utility contributions, costs of connecting to public and municipal infrastructure, construction costs, professional supervision, and project management. This estimate comprises the likely costs of construction work, materials and services on the basis of available data during the construction period, assuming project activities were to be initiated immediately. Preliminary talks took place with the City of Zagreb regarding the possibilities of obtaining a construction permit. A series of talks took place regarding preparations for the construction project. It remains to be decided which construction option is acceptable with regard to urban planning and other relevant viewpoints, as well as which option is the most favourable considering Faculty interests. Talks are ongoing with the Government of the Republic of Croatia and the competent ministries in order to conclude an agreement on collaborating on the construction of the Library of the Faculty of Law of the University of Zagreb as the central Croatian national heritage legal library with a significant public role. The construction of the new Library building is of crucial importance for high-quality work, studying, scientific-research and professional activity, and Faculty operations to resume for the benefit of the broader community. The necessity of finding an urgent solution is heightened by the likely commencement of the construction of the new Croatian Meteorological and Hydrological Service building on Borongaj Campus grounds. This project envisages the demolition of structure No. 61 which currently houses 85%–90% of the Law Library holdings.

The Faculty has expressed its interest to the City of Zagreb in a plot of land which might be used to construct the new Faculty building as part of the urban revitalisation of the Gredelj Zone. Another option would be to obtain premises in one of the public-purpose buildings in the Gredelj Zone, which would facilitate a long-term and unifying solution to the fundamental forms of practical and clinical teaching which are taking place as part the Legal Clinic, the Administrative Compass and HOME, the Centre for Social Support and Innovations (HOME stands for humanity, empowering, mentoring, expertise in Croatian) of the Social Work Study Centre. Currently, plans for the urban revitalisation of the Gredelj Zone as envisaged by Studio 3LHD are available at <https://www.3lhd.com/en/project/the-study-of-the-urban-revitalization-of-the-gredelj-zone>.

The official urban revitalisation project of the Gredelj Zone as envisaged by the City of Zagreb is currently being prepared but is not publicly available. The Faculty Management will continue to

discuss with the City of Zagreb the available options for obtaining a plot of land, the purpose of the potential building and other relevant factors, thus attempting to secure the necessary premises to conduct practical and clinical teaching.

The comprehensive reconstruction of Faculty buildings at Trg Republike Hrvatske 3, Ćirilometodska 4, and Nazorova 51 has been initiated. The Faculty applied for a call announced by the Ministry of Science and Education on 5 January 2022 for the allocation of non-repayable financial resources for the reconstruction of infrastructure in the education sector which was damaged in the series of earthquakes of 28 December 2020. This was regarding the reconstruction of all three buildings which the Faculty owns. The Faculty has had four grant agreements approved for reconstruction purposes. One of these covers the financing of document preparation (it was approved on 18 November 2022), while the other three cover the comprehensive reconstruction of buildings. The grant agreements were signed on 18 July 2022. The European Union Solidarity Fund deems the percentage of costs eligible for funding in order to restore a building to its pre-earthquake condition to be 30%, while the percentage eligible for funding from other sources for additional structural reinforcements and adaptations to modern conditions of use and safety amounts to 70% of the total value. The funding which the Faculty applied for was granted in its entirety (100%). Specifically, this amounts to HRK 19,293,184.83 for the building at Ćirilometodska 4; HRK 15,453,085.75 for the building at Trg Republike Hrvatske 3; and HRK 16,666,183.43 for the building at Nazorova 51; i.e. a total of HRK 51,412,454.01.

The design documentation is currently being drawn up for the comprehensive reconstruction of the three buildings owned by the Faculty of Law. Studio Kušan is working on the documentation for Trg Republike Hrvatske 3 and Ćirilometodska 4, while Alfa inženjering is working on the documentation for Nazorova 51. The technical design is expected to be complete by mid-March 2023. The designers are tasked with determining which types of work are needed, with all relevant specifications, in accordance with the law. It is not possible to predict with accuracy when the specific requirements for the conservation of a cultural good will be deemed met for all three buildings by the competent City Institute for Cultural and Natural Heritage Conservation, but it is expected that this will happen within a reasonable timeframe.

Once the designs have been completed, it is not possible to predict in advance what the public procurement of contractors will look like because this depends on a number of circumstances beyond the Faculty's control (the number of tenderers, the lodging of complaints, etc.). The most favourable outcome for the Faculty suggests that the first construction works on the buildings might start in late spring. It is currently not possible to estimate the date when the construction works would be completed, apart from saying that this almost definitely will not be an identical date for all three buildings. The most extensive works are expected to take place at Nazorova 51, while they are likely to be least extensive at Trg Republike Hrvatske 3.

While reconstruction is ongoing, classes will be held in auditoriums and other rooms in the buildings at Gundulićeva 10–12, Trg Republike Hrvatske 3 and other buildings which the Faculty is currently using but does not own. Teachers and professional service staff will be using said rooms as well. The Faculty is currently seeking other necessary external premises which will be

rented, i.e. leased in order to ensure the uninterrupted operation of all Faculty services and teaching activities.

Financing comprehensive reconstruction via the Ministry of Science call of 2022 (FSEU.2022.MZO) is different from the situation when, in the aftermath of the earthquakes of 22 March and 29 December 2020, emergency reconstruction measures were taken and funded by the Faculty's own resources. The new call deems all expenses acceptable which refer to comprehensive reconstruction, including also removal costs, costs of leasing alternative premises and fitting-out buildings. Funding is secured from the European Union Solidarity Fund and the government budget.

Comprehensive reconstruction of Faculty buildings will bring about a significant increase in both their book and market value. Their long-term security will be ensured, not just with regard to potential earthquakes but also fire protection. Comprehensive reconstruction implies that the energy efficiency of buildings must also be increased, which will bring about long-term cost-effectiveness, savings in energy costs, and a more comfortable working environment. New installations and modern furnishings will also result in significantly improved teaching, studying and overall working conditions.

Comprehensive reconstruction of the building at Trg Republike Hrvatske 14, which is the seat of the Faculty, is headed by the owner of the building, the University of Zagreb. The owner keeps the Faculty updated with regard to progress made and includes Faculty representatives in certain reconstruction activities. The Management of the University of Zagreb is also highly supportive and helpful to the Faculty in managing the comprehensive reconstruction of its buildings. In the foreseeable future the comprehensive reconstruction project is expected to be approved, and we are expecting the start of the public procurement of contractors to carry out reconstruction works on this building of special symbolic and practical importance to the Faculty.

### **Faculty re-accreditation**

Preparations for Faculty re-accreditation had begun prior to the academic year 2021/22. However, the year was significantly determined by the necessary activities preceding the preparation of the self-evaluation report (SER), followed by the writing of the SER, its adoption and submission in Croatian and in English to the Agency for Science and Higher Education (ASHE), as well as the organisation of the visit of the international re-accreditation panel to the Faculty and the visit itself.

The Committee for Re-accreditation was tasked with the re-accreditation procedure in the academic year 2021/22. The Committee was headed by Vice-Deans Prof. dr. sc. Iris Goldner Lang as chair and Prof. dr. sc. Elizabeta Ivičević Karas as deputy chair. Vice-Dean Prof. dr. sc. Iris Goldner Lang was also chair of the Quality Assurance Committee. A special role was played by

the Quality Assurance Coordinator, Assoc. prof. dr. sc. Ksenija Grubišić, and Deputy Quality Assurance Coordinator, Assoc. prof. dr. sc. Jasmina Džinić. The following took part in the activities preceding the preparation of the self-evaluation report: all teachers, other employees in assistant and research positions, Faculty professional services, and representatives of external stakeholders and students.

As of 1 September 2021, Faculty Management began with intensive and comprehensive activities regarding the documentation and data that need to be gathered, analysed and written up for re-accreditation purposes. Working in the MOZVAG system was a priority – this is key to fulfilling re-accreditation requirements and writing a high-quality self-evaluation report.

A meeting was held on 5 October 2021 with all Faculty professional services staff who were key to working in MOZVAG in order to plan activities and assign tasks. Staff details were sent to ASHE so that they could be registered in the system. On 22 October 2021, ASHE authorised staff to work in MOZVAG, which allowed them to begin adding data. The Management and the Head of the Student Office worked together to produce a flowchart of how data would be added to MOZVAG, with the aim of completing the task by 22 December 2021. This was followed by detailed checking and verification of the added data, corrections and further work on the self-evaluation report.

In the meantime, Faculty Management and key professional services staff attended a training session organised by ASHE on 14 October 2021 regarding the re-accreditation procedure and preparation of the key re-accreditation document, the self-evaluation report. Adding data to CROSBI and Poirot, databases from which MOZVAG draws some of the necessary data, intensified. Preparation of the SER continued in parallel to working in these databases. In addition, on 15 October 2021, SRCE organised an online training session for Faculty professional services on how to work in MOZVAG, which helped our professional service staff to become more familiar with the system. Another training session was held on 16 November 2021. The Head of the Student Office was in regular contact with the Agency so as to resolve any technical queries which arose as data was added to the system.

The SER was adopted at the Faculty Council session held on 30 March 2022 and submitted to ASHE in Croatian and English on 14 April 2022.

The international expert panel visited the Faculty in the period 23–27 May 2022. Around 15 meetings were held with the panel during the visit, which saw the participation of around 200 Faculty staff, students and external stakeholders. The first day of the visit took place in hybrid mode, whilst the other days took place online. The visit also included a tour of the Faculty buildings and meetings with students, restricted only to students. Prior to the visit, there was an opportunity to submit comments anonymously on the work of the Faculty, to a dedicated page set up by ASHE. All attempts were made to meet the requirements of the expert panel so as to ensure detailed insight into all the evaluated aspects of Faculty organisation and operation, in accordance with legal regulations, re-accreditation standards and good practice.

Throughout the period from 1 October 2021 to 27 May 2022, when the visit of the expert panel was over, the Management was in daily contact and had several dozen meetings with Faculty

professional services staff who were working in MOZVAG, CROSBİ and Poirot, in order to coordinate and encourage these efforts. In addition, a series of discussions were held and correspondence exchanged with a series of Faculty teaching staff regarding the submission of necessary data and recovering previously gathered data, which was exceptionally important because it is on the accuracy, completeness and quality of the data regarding the scientific-teaching activity of our teachers that the course, outcome and success of the Faculty re-accreditation process depend.

The Final Report of the Expert Panel on the Re-Accreditation of the Faculty of Law, University of Zagreb (pp. 1–79) was submitted to the Faculty on 6 October 2022, while the Faculty submitted to ASHE a Statement on the Final Report Indicating Obvious Omissions and Factual Inaccuracies (pp. 1–35) on 28 October 2022, in Croatian and English. Up to the preparation of this Programme a response has not been received from the Agency for Science and Higher Education of the Republic of Croatia, i.e. the expert panel in the re-accreditation procedure.

### **New legal framework of the higher education and science system and collaboration with state bodies**

The Faculty Management has ensured the Faculty has been following and participating in preparation of the new legal framework of the higher education and science system. Of particular importance within the framework are the Act on Higher Education and Scientific Activity, the Act on the Croatian Science Foundation, and the Act on Quality Assurance in Higher Education and Science, as well as the Ordinance on Amendments to the Ordinance on the Conditions of Appointment to Scientific Titles. The Act on the Croatian Science Foundation was adopted on 20 May 2022 (Official Gazette, 57/22) and entered into force on 28 May 2022. The Ordinance on Amendments to the Ordinance on the Conditions of Appointment to Scientific Titles was adopted on 21 September 2022 (Official Gazette, 111/22). The Act on Higher Education and Scientific Activity was adopted on 14 October 2022 (Official Gazette, 119/22) and entered into force on 22 October 2022. The Act on Quality Assurance in Higher Education and Science was adopted on 22 December 2022 (Official Gazette, 151/22) and entered into force on 30 December 2022.

The drafts, i.e. proposals of these acts were the subjects of discussion at the sessions of the competent boards of the Faculty Council, particularly the Board for University Law and Relations, and the Dean and Management also sought to consult teachers who are members of the National Council for Science, Higher Education and Technological Development of the Republic of Croatia. The proposal of the Act on Higher Education and Scientific Activity was discussed at the sessions of the Senate, the Social Sciences and Humanities Council, and other bodies of the University of Zagreb.

The Faculty of Law of the University of Zagreb enjoyed a productive collaboration with the Government of the Republic of Croatia and other competent government bodies. The foundation



for this collaboration was established by the Framework Agreement signed by the Government as well as all four Croatian law faculties and the Croatian Academy of Legal Sciences on 18 March 2022.

The aim is for law faculties to provide scientific-professional support to the government and its professional services and working bodies, as well as to bring about closer ties between professional, scientific-research and teaching activity of the law faculties and the activity of the government, its professional services and working bodies, and government bodies (Article 2 of the Framework Agreement).

In accordance with the Framework Agreement, the Government appointed Ivan Malenica, PhD, Minister of Justice and Public Administration, as co-leader and four members of the working group to be in charge of realising goals and activities, to decide on the manner of implementation, and to be responsible for activity implementation and coordination. Members of the working group are all four deans of Croatian law faculties and the president of the Croatian Academy of Legal Sciences. The members elected Prof. dr. sc. Ivan Koprić, Dean of the Zagreb Faculty of Law, co-leader on behalf of the faculties and the Academy at a session of the working group held on 20 July 2022. This session saw both sides propose a series of activities to be included on the agenda for the forthcoming period.

Two important activities were organised and implemented in 2022 on the basis of the Framework Agreement. The international scientific conference titled "First 20 Years of the Constitutional Act on the Rights of National Minorities" was held on 1 and 2 December 2022 at the Westin Hotel in Zagreb. It was co-organised by the four law faculties in Croatia, the Office of the Deputy Prime Minister of Croatia, the Council for National Minorities, and the Government Office for Human Rights and Rights of National Minorities. A Working Group for the Analysis and Provision of Legal Opinion on the Relationship of the Republic of Croatia and MOL Hungarian Oil and Gas Plc. was established at the request of the Government of the Republic of Croatia in order to prepare "an analysis, expert opinion and expert rationale with regard to the legal impact of the judgment of the Supreme Court of the Republic of Croatia on the agreements between the Republic of Croatia and MOL Hungarian Oil and Gas Plc., regarding which it was determined that they were concluded on the basis of corruptive acts." The request of the Ministry of Justice and Public Administration was submitted to the deans of the four law faculties on 21 November 2022, the Working Group was established on 8 December 2022, and the legal opinion was submitted to the Government on 16 January 2023 and is publicly available in its entirety.

The Faculty established and strengthened its collaboration with other government and other public bodies, specifically the Ministry of Justice and Public Administration; the Ministry of Science and Education; the Ministry of Economy and Sustainable Development; the Ministry of Physical Planning, Construction and State Assets; the Office of the Ombudsman and specialist ombudspersons, particularly the Ombudsperson for Gender Equality; the Judicial Academy and State School for Public Administration; independent regulatory bodies; the Agency for Science and Higher Education; the Croatian Employers' Association; and others.

## Modernisation of Faculty operations

Following the significant problems caused by the COVID-19 pandemic and the two earthquakes which struck Zagreb and other parts of Croatia in 2020, Faculty operations eventually reverted to normal. Teaching was once again done in person in auditoriums and the operation of Faculty services stabilised and in some respects improved.

In addition to previously described ways of normalising, namely, the securing of necessary premises and structural adjustments, a number of activities have taken place whose aim it was to enhance Faculty operations. These are the following:

- many Faculty Council Boards were established and play an active role;
- as of March 2022, Faculty Council sessions are held entirely in person. In April 2022 they began to be held on Faculty premises at Gundulićeva 10–12, whilst from November 2021 to March 2022 they were held in hybrid mode in the large lecture hall of the Faculty of Civil Engineering of the University of Zagreb. Members could join the session via MS Teams and could vote by e-ballot;
- The Postgraduate Studies Council has held its sessions in person as of October 2021;
- many Faculty decisions and general acts have been adopted;
- preparations are under way to draft the Faculty Development Strategy for the period up to 2030 and a new Ordinance on Organisational Structure;
- a series of decisions of the Dean have been adopted regarding the manner of fostering scientific activity and professional development of teachers, Student Union activities, student associations and student activities in general, as well as professional services staff, and a decision on awards which are awarded to students, teachers and other staff on the occasion of the Day of the Faculty of Law, November 4;
- the necessary requirements have been met for the doctoral study programme in Legal Sciences to commence, enrolment has been successful, and classes have begun;
- support has been provided for students with disabilities and, where this was possible, physical access to buildings and rooms where certain Faculty activities take place has been improved for this group of students;
- the Student Counseling Centre has been provided with new premises at Gundulićeva 10–12;
- the Student Office has been restructured and as of March 2022 it has been operating at a single location, in the building at Trg Republike Hrvatske 3, for all undergraduate and graduate studies;
- a new reading room has been made available to students, with more computers for database access in the same building;

- a new staff member has been hired whereby the capacity of the Office for International Cooperation and Projects has been increased;
- a new staff member has been hired whereby the capacity of the Secretary Office has been increased;
- the capacity for conducting and monitoring the implementation of public procurement contracts has been increased;
- regular updating of the ISVU and MOZVAG systems has been ensured;
- Faculty publishing activities have been intensified;
- a series of public procurement procedures have been conducted;
- the internal order form system has been extended to include the purchase of books, periodicals and database access, in accordance with obligations imposed by public finance regulations;
- student internship options are regularly expanded and enhanced;
- the matter of e-invoices has been resolved to a certain extent (with most databases). These are e-invoices which need to be issued by international firms for ensuring Faculty access to databases necessary for the scientific-research work of teachers and students, particularly those in postgraduate programmes;
- the Code of Ethics of the Faculty of Law of the University of Zagreb has nearly been completed.

In the current term of office, significant modernisation has taken place with regard to the ICT system. Extensive works have been carried out regarding adaptations and improvements to ICT equipment. This has included: installation or replacement of network equipment; installation of multi-purpose network devices for copying, printing and scanning; fitting out of the multimedia classroom at Trg Bana Jelačića; fitting out premises with new equipment or removal of existing equipment (Legal Clinic, Library, Dean's Office, Secretary Office, Accounting, Student Office, Student Information Centre, Counseling Centre, Administrative Compass, etc.) and so on.

In 2021, Faculty Management determined the principles for the procurement of ICT equipment. At the end of December 2021, these were used to communicate to CARNET the need for 200 laptops for Faculty teachers and associates, so as to strengthen the Faculty's scientific-research infrastructure. In 2022, Faculty Management collaborated with CARNET on a project to enhance the digital maturity of higher education institutions in the Republic of Croatia as part of the National Recovery and Resilience Plan (2021–2026). In December 2022, CARNET delivered 200 laptops to the Zagreb Faculty of Law. The laptops are intended to be used by teachers and associates in order to strengthen the Faculty's scientific-research infrastructure, particularly in view of the lack of space due to the earthquake and reconstruction activities. Some of these laptops are intended for the student reading room and improving student standards of studying, as well as spare resources to be used in emergency or unpredicted situations.

In the first half of 2022, Faculty Management determined the guidelines for the procurement of ICT equipment for teachers' offices. On 1 June 2022, the Management informed teachers and

associates of the first guidelines, which included a transition from the use of desktop to laptop computers. In accordance with the guidelines for procuring ICT equipment, in June 2022, teachers and associates were surveyed regarding their needs as regards the procurement of laptops for use in their offices. In accordance with these needs and the guidelines for the procurement of ICT equipment, technical specifications were drawn up. In July, the documents for the public procurement of ICT equipment were completed, whilst the tender was published and the bids submitted in August. In September the bids were evaluated and in October and November additional information and clarifications were requested. Finally, in December 2022, the procedure was completed as no complaints had been lodged, and the delivery of the ordered equipment took place. Once the public procurement procedure of ICT equipment had ended, 28 laptops were purchased for teachers and associates using the Faculty's own resources and in accordance with the guidelines for the procurement of ICT equipment.

A new Faculty website that will be more functional and user friendly is under construction. It is expected to be fully functional in the summer semester of the academic year 2022/2023.

### **Internationalisation of Faculty activities**

The current term of office has seen further internationalisation of Faculty activities. A group called Friends of the Faculty was established, which comprises around 30 of the most renowned professors from all over the globe and constitutes the core of collaboration with international colleagues. A meeting was held for the first time between Faculty Management and ambassadors of EU member states to the Republic of Croatia in order to enhance the exchange of information regarding collaboration opportunities with higher education institutions from the ambassadors' home countries, ties were strengthened, new collaboration agreements were concluded, and so on. Meetings were also held with the ambassadors of some other countries and talks were initiated regarding collaboration opportunities with higher education institutions from these countries.

Five mobilities of Faculty teachers took place, as well as two mobilities of the Office for International Cooperation. In addition, incoming mobilities of six teachers took place, and incoming mobilities of five researchers from abroad, as well as of two professional service employees from foreign higher education institutions.

In the academic year 2021/2022, the Law programme saw 92 incoming student mobilities as part of the Erasmus+ programme. Out of these, 11 students stayed at the Faculty for the entire academic year, whilst 44 stayed for the winter semester and 37 for the summer semester. There were 57 outgoing mobilities. The UNIC virtual mobility programme saw five incoming mobilities (one in the winter and four in the summer semester) and 12 outgoing mobilities (11 in the winter and one in the summer semester). An Erasmus Welcome Day is organised for incoming students

at the beginning of the semester. A course catalogue was prepared for the academic year 2022/23 in order to introduce courses delivered in a foreign language. It includes all courses that will be delivered in the new academic year with the accompanying general information (course description, ECTS credits, number of hours, teachers). The Faculty offered a special admission quota for students from Ukraine.

The Faculty is taking part in more international scientific projects. During the academic year 2021/2022, the Faculty saw two Horizon projects approved, four JUST projects approved, one COST project approved, two Erasmus+ projects approved, and one Erasmus project approved. One of the projects is funded by the Volkswagen Foundation. Out of the roughly 80 projects which have taken place at the Faculty over the past five years, a little more than half were international in character.

In the current term of office, the Faculty has also organised a series of international scientific conferences. The Faculty publishes seven scientific journals which include a significant number of international authors whose papers are published in English. They are referred and indexed in the world's most prestigious databases. Faculty teachers and associates have published many books, papers and book chapters abroad.

Meanwhile, UNIC (European University of Post-Industrial Cities) project activities have been ongoing. On behalf of the University of Zagreb, the project is headed by Prof. dr. sc. Ivan Koprić, the deputy head of the project is Assoc. prof. dr. sc. Goranka Lalić Novak, while the following Faculty teachers are heads or co-heads of specific UNIC (and the complementary UNIC4ER project) working groups and working team: Prof. dr. sc. Mirela Krešić, Prof. dr. sc. Tereza Rogić Lugarić, Prof. dr. sc. Nino Žganec, Assoc. prof. dr. sc. Jasmina Džinić, Assoc. prof. dr. sc. Teo Giljević, Assoc. prof. dr. sc. Marko Jurić, Assoc. prof. dr. sc. Anamarija Musa, Assoc. prof. dr. sc. Ana Opačić, Asst. prof. dr. sc. Tijana Vukojičić Tomić, Asst. prof. dr. sc. Petra Đurman, and Asst. prof. dr. sc. Koraljka Modić Stanke). The implementation of some of the project activities included another 30 or so Faculty teachers and professional services staff. The project also includes two representatives of the City of Zagreb and students and student representatives who act at the level of the entire alliance. The UNIC4ER project began on 1 September 2021 and is implemented by a working group headed by Assoc. prof. dr. sc. Marko Jurić.

The European University of Post-Industrial Cities began on 1 October 2020 as an alliance of eight universities. In 2022, another two universities joined the alliance, which now comprises 10 universities (<https://unic.eu/en/>). One of the key intended project results is to achieve a target of 50% when it comes to student mobility and a target of 25% when it comes to teacher and professional service staff mobility. It is, therefore, clear that the implementation of UNIC is very important for the University of Zagreb, if it wants to be part of the European Higher Education Area and the European Research and Innovation Area. The second year of project implementation ended on 30 September 2022, and the third and final year is ongoing. The ceremonial signing of the new Mission Statement for UNIC and the application for the new phase of the project (2023–2027), which will begin on 1 October 2023 and be headed by the Vice-Rector for International and Inter-Institutional Cooperation, Prof. dr. sc. Jurica Pavičić, took place on 27

January 2023 at the Central Auditorium, and was hosted by the Rector of the University of Zagreb, Prof. dr. sc. Stjepan Lakušić.

### **III. Teaching activity, students and quality management**

In the next term of office, the Management will continue to view students and their studies; i.e. teaching activity in its entirety, to be the key goal of all Faculty activities and processes. We will give particular consideration to the educational segment of the Faculty mission in order to ensure excellent education for the benefit and satisfaction of students, the organisations and employers who employ them, as well as the broader community. We view the Faculty as an institution that must allow students to develop their potential to the fullest during their studies, but also as they continue to grow professionally by engaging in lifelong learning and staying in contact with the Faculty in a professional capacity. The Faculty will continue to provide the best possible conditions for students, including excellence in teaching, the modernisation of study programmes, and lawful and proper management of the quality of studies, regardless of student status, personal traits, and other circumstances that may impact on the conditions in which they are studying. Particular consideration will be given to students with disabilities, i.e. those in disadvantaged or at-risk situations. All measures will be taken to ensure academic honesty and integrity in all circumstances, meanwhile emphatically precluding discriminatory and unacceptable behaviour of teachers, associates, and other staff.

#### **Teaching activity**

##### **1. Enhancing study programmes and lifelong learning programmes**

The study programmes at the Faculty allow students to acquire competencies which enable them to participate successfully in the labour market. Taking into account the needs of the judiciary, the public sector and public services, social welfare, the economy, and society as a whole, the Management will support the introduction of new study programmes (for instance, university specialist study programmes) to be offered in Croatian, as well as connecting student research carried out on both doctoral study programmes at the Faculty with employer needs. Furthermore, the option of introducing study programmes in English (LLM and others) will also be explored. The possibility of transforming professional study programmes into university ones will be investigated as well, i.e. the accreditation of new university study programmes in the area of public administration and public finance in order to expand the selection of study programmes on offer, particularly with a view to international students and enhancing the quality of education for the public sector. Possible new study programmes (doctoral, university, specialist, graduate and joint, specifically in the areas of human rights, municipal affairs, public finance and

management, criminal investigation, criminology and victimology, administrative and legal aspects of sustainable development, legal and social aspects of solving difficult societal problems, and the like) will ensure knowledge and skills sought on the labour market. They will ensure added value which will contribute to the development of society, strengthening the importance of the Faculty in the university education system, and contribute to the greater international recognisability of the Faculty.

The report prepared by the Working Group for the Analysis and Evaluation of Teaching Results, which was established in 2022, will constitute the basis for deciding on the necessary adaptations to study programmes and other vital aspects of studying at the Faculty of Law. The analysis has taken into account admissions data, the awarding of ECTS credits, examination pass rates, and completion of studies from the academic year 2015/2016 up to 2021/22 (when the re-accreditation took place). In addition to the data which are part of the information system of the higher education institution and are used in internal and external quality evaluations, the analysis has also made use of data collected by way of a survey on teaching and assessment of knowledge, which encompasses student views on satisfaction with teaching organisation and delivery, knowledge assessment, the relation of teachers towards students, and the work of teachers. In accordance with the data and the analysis, the Working Group will propose short-term and long-term measures to enhance teaching, as well as put forward proposals to enhance study programmes so as to align intended learning outcomes with the requirements of the profession and the modern character of the programmes. In other words, the aim is to respond to labour market demands and ensure that students are educated in accordance with the Faculty mission and goals.

The Faculty will continue to take part in the preparation of two joint study programmes in English as part of the UNIC project. The joint programme Redesigning the Post-Industrial City (RePIC) is currently undergoing initial accreditation, whilst it is expected that programme delivery will begin in the academic year 2023/2024. The joint programme Superdiversity in Educational, Organizational and Societal Context is in its final stage of preparation and is expected to undergo accreditation in the academic year 2023/2024.

Given the recommendations of the National Council for Science, Higher Education and Technological Development (2016, 2022), as well as the recommendations of the European Commission (Digital Education Action Plan, 2021–2027), which encourage higher education institutions to modernise the education process and adapt it to the digital age, which in turn implies the use of digital technologies in the education process and the organisation of teaching, the Faculty will initiate the procedure of obtaining a license for the online delivery of at least one university specialist study programme. This will be done in accordance with the Act on Higher Education and Scientific Activity, the Act on Quality Assurance in Higher Education and Science, and the Criteria for the Evaluation of Online Studies of the National Council for Science, Higher Education and Technological Development. This will ensure greater availability of the study programme to interested persons beyond Zagreb and the Republic of Croatia.

The Dean and the Management will use the following term of office to continue supporting and initiating the development of existing lifelong learning programmes and the introduction of new ones for persons employed in the judiciary, judicial bodies, and the legal profession; in the social welfare system and social affairs; in state and public administration, public services, public finance, and the financial sector as a whole; in the economy or the business sector; in civil society and other sectors whose professional development needs are related to the study programmes and professions represented at the Faculty. The Management will foster the introduction of new programmes whose availability might be ensured to a wider range of potentially interested applicants if they are delivered online, particularly programmes proposed by the institutions with which the Faculty has concluded collaboration agreements in 2021/2022 and 2022/2023. To enhance the appeal of lifelong learning programmes, the possibilities of connecting these with adapted and new university specialist study programmes will be investigated and encouraged. The aim is to have certain completed segments of a lifelong learning programme recognised as part of the course requirements at the relevant university specialist study programme. This will hopefully establish an appealing and broad system of further education of Faculty graduates.

The Faculty will take an additional step forward insofar as it will produce a micro-credentials programme, which will, in accordance with the Recommendation of the Council of the European Union on a European approach to micro-credentials for lifelong learning and employability, offer to interested persons short-term learning experiences and thus enable them to gain knowledge, skills and competences to be able to join the labour market more quickly and engage in continuous professional development.

All further education programmes can be organised and delivered in English as well as in Croatian, and can be delivered online so as to be made available to non-Croatian speakers, i.e. potentially interested applicants beyond Zagreb. The Faculty will support this approach which also represents added value that will contribute to the development of society, strengthen the importance of the Faculty in the university education system, and contribute to the greater international recognisability of the Faculty. The hosting of winter and summer schools on Faculty premises will be encouraged, but also outside of Zagreb, especially in collaboration with the Centre for Advanced Academic Studies of the University of Zagreb and the Inter-University Centre Dubrovnik.

The Management will also foster the organisation of scientific-professional and professional conferences, seminars, workshops, and similar forms of informal education and training.

## **2. Strengthening teaching competences and closer ties between teaching and scientific-research activity**

Teaching is the backbone of the Faculty and this necessitates ongoing teacher training and education. The past several academic years have demonstrated the importance of adopting and developing innovative teaching methods and e-learning technologies. In addition, there is now a greater focus on socially responsible learning, as well as on connecting theory with practical work and specific cases. This allows students to become involved in addressing the actual problems of



their community and helps them adapt more quickly to the world of employment and further development following their graduation. This is why, in order to enhance the quality of teaching and ensure the achievement of defined learning outcomes, the Faculty will encourage the strengthening of existing and the introduction of new pedagogical knowledge and skills (such as those linked to collaborative and project-based learning, learning in pairs, simulations, problem solving, roleplays, social learning, etc.). Teachers, particularly younger ones, will also be encouraged to take part in trainings and short educational programmes in teaching methods and techniques. At the same time, teachers will be able to maintain their autonomy with regard to the choice of specific teaching methodologies they find appropriate in their practice.

The teaching staff are recognised for their scientific and research excellence, and this needs to be integrated into the teaching process. This is why the inclusion of research results in teaching will be encouraged at all levels, including university specialist and doctoral studies, as well as lifelong learning programmes.

### **3. Modernisation of teaching and socially useful learning**

The prospect of online mobility of students, teachers and professional services staff requires an additional incentive for the use of digital infrastructure in studying, learning and education. The Faculty Management will encourage new and innovative forms and methods of teaching.

Modernisation and change in the teaching process will be brought about by fostering the use of existing and the introduction of new and modern forms teaching and learning (teaching methods which foster interactive, collaborative and research-based learning and creative and critical thinking) and advanced technologies, as well as an active student role in the educational process. A proposal of short-term and long-term measures to enhance teaching by the Working Group for Analysing and Evaluating Teaching Results will be presented in March 2023.

A new course called Academic Writing has been introduced, which provides students with an insight into types of legal research; how to choose a topic and formulate a research question; how to conduct various types of student research; how to process cases; how to conduct database searches; how to conduct searches of academic literature published in periodicals, on websites and other in other digital sources; searches of regulation databases, how to structure various types of written papers, and the like. The knowledge and skills which are acquired thereby, as well as the interest shown by more senior students, indicate that the course content should be adapted and offered not only to Law students but those in other study programmes, including students in higher years and at higher levels of studies.

In the following term of office, the academic and teaching calendar will continue to be adapted so as to facilitate quality enrolment into higher years of studies in all study programmes, i.e. the continuation of studies and the fulfilment of the required number of teaching hours; the smooth and timely delivery of all forms of teaching; preparation time for the fulfilment of obligations, specifically midterm exams and examinations; and a more appropriate schedule during the

calendar year in order to reduce student and teacher workload and ensure smoother progress through the study programme.

The intended enhancement of study programmes and modernisation of teaching processes will bring about greater motivation on the part of students to study, as well as to take part in various class and extra-curricular activities. It will also reduce the time of studying, enhance the quality of the educational process, ensure greater overall success at study programme completion, and increase the employability of students completing the programmes offered at the Faculty.

In order to ensure a motivating, encouraging and creative environment in which to study; acquire practical knowledge, skills and competences; and experience a smoother transition to a future working environment, the Management will invest further effort in supporting the introduction of modern teaching and learning methods and fostering a continued active approach to studying in such a way that academic knowledge and skills are applied during the course of studies by means of various existing models of socially useful learning (for instance, the Legal Clinic, the Administrative Compass, the Centre for Social Support and Innovations, moot courts, field practice, professional practice, laboratories, shaping public policy and public management skills, social support and innovations, and so on). In addition, an effort will be made to ensure special premises to house all these forms of learning, whether as part of the urban revitalisation project aimed at the Gredelj Zone of the City of Zagreb or by other available means.

## **Students**

All students should be provided with equal opportunities to participate in education in accordance with their competences and personal interests. In addition to acquiring professional competences, students need to be able to develop additional knowledge and skills that will prepare them for the labour market and life in democratic civil society. This can be achieved through various extracurricular activities and international exchange programmes, as well as students taking responsibility for their own work and progress.

### **1. Enhancing the appeal of studying**

In the current period, based on the recommendations of the University of Zagreb and the Croatian Employment Service, and within the broader context of demographic shifts in the Republic of Croatia, the admission quota for study programmes at the Faculty of Law has been redistributed (for the academic year 2022/23) and reduced (for the academic year 2023/24). Activities aimed at attracting grammar school and four-year high school students by presenting the Faculty at schools of strategic importance, among other things, will be complemented by an open house event (to be held in December each year). On the day of the open house event, students in their final year of high school will be able to find out more about the Faculty, the

study programmes on offer, and other activities and advantages available to prospective students (practical and clinical classes, student mobility, student associations, various extracurricular activities ranging from public speaking to sports, etc.), employment opportunities and varied career development, and so on.

Even though interest in university specialist and doctoral studies is stable or on the rise, the Management will attempt to attract students from the whole of Croatia as well as from abroad. This refers to doctoral students in particular. In order to increase organisational and staff capacity, professional and administrative support to specialist and doctoral studies will gradually, to the extent that this is feasible whilst comprehensive reconstruction is ongoing, become integrated within a larger Student Office.

Public relations will be based on solid foundations and its continuous activity will be initiated in order to strengthen the reputation of the Faculty, increase the interest of prospective students at all levels and types of studies, and increase the satisfaction of all internal and external stakeholders with the activities and results of the Faculty.

The long-standing practice of granting the Dean's Award to the best students will continue in order to foster excellence and increase the appeal of study programmes. Moreover, in the current term of office, the Marko Petrak Award was introduced in 2022. It is awarded for outstanding performance on a scientific paper to Faculty of Law students who have had a scientific paper published in the first category (a1) in the previous academic year. The practice of granting awards will continue in the following term of office. Additional awards will be introduced as an incentive to students of all study programmes offered at the Faculty.

## **2. Facilitating better student performance**

In the following term of office there will be further activities with a focus on increasing student satisfaction with conditions of studying, taking into account the actual circumstances of the Faculty and particularly the comprehensive reconstruction of Faculty buildings. Activities will also focus on increasing student motivation for studying and participating in various class and extracurricular activities. It is imperative to reduce the drop-out rate at the Faculty, reduce the time of studying, further improve the pass rate while at the same time maintaining and enhancing the quality of the education process, ensure better overall performance regarding completion rates, and improve the employability of students who are completing Faculty study programmes. The efforts of teachers and professional services as well as student performance will be monitored particularly closely for professional study programmes, whose performance indicators have been in decline recently. Measures will be taken to enhance teaching and extracurricular activities included in professional study programmes, including certain incentive measures aimed at teachers.

### **3. Internationalisation and enhancing student mobility**

The Faculty enjoys continued good outgoing and incoming mobility rates within the broader context of the University of Zagreb. Efforts will be made to maintain and increase the number of mobility agreements within the Erasmus+ programme, within the UNIC project, and based on other bilateral agreements which the Faculty will continue to conclude. Different forms of mobility will continue to be encouraged – in-person, blended and *online* models – in order to allow students to experience internationalisation, i.e. the opportunity to communicate in another language and to study and work in multicultural European society. Students may also take advantage of bilateral and multilateral University agreements to engage in mobility opportunities. CIEL, the international network of law faculties, is also available. The Management will continue to encourage students to engage in mobility opportunities, whilst making sure that criteria for the recognition of mobility results within the ECTS credit system are clearly defined and uniform. In collaboration with the Office for International Cooperation of the University of Zagreb, the Management will continue to inform all students at the Faculty of mobility opportunities.

### **4. Enhancing horizontal student mobility**

Horizontal mobility opportunities will enjoy even greater support in the following term of office, so that students at other constituent units of the University of Zagreb might acquire knowledge, skills and competences which complement their educational profile. Numerous courses are taught at the Faculty on topics of interest to students who are studying at other constituent units. A course catalogue in Croatian and English aimed at students of other constituent units is being prepared. Horizontal mobility will enjoy even greater support than in the previous period and this will include special incentives for teachers, amongst other things.

### **5. Ensuring even higher incoming student mobility rates**

Collaboration with foreign faculties will continue to be fostered. Various forms of incoming mobility are particularly important in this respect. International students studying at the Faculty within the Erasmus+ programme and on the basis of other agreements will receive greater support. The introduction of courses in languages other than Croatian will continue to be fostered for all study programmes, but particularly for graduate university studies in Social Work and Social Policy and the undergraduate university programme in Social Work, in order to further enhance incoming mobility. The UNIC project will provide opportunities to increase incoming mobility rates significantly. Teaching and exam results will be followed systematically and the quality of teaching will be determined for international students. Measures will be proposed to add to the support system in place for incoming mobility and the teaching of international students by means of scholarships offered by the Law Faculty Foundation and other means. The Management will devise measures to enrol more students from abroad, particularly from

neighbouring countries, who would complete their entire studies at the Faculty of Law of the University of Zagreb.

## **6. Fostering additional forms of in-class and extracurricular activity**

The potential for excellence of our students can be seen, amongst other things, in the activities of the Legal Clinic, their exceptional success in the best international moot competitions, their work in student associations and other student-led activities (sport, public speaking, humanitarian and professional activities, etc.). These have resulted in local (Faculty, University of Zagreb and Republic of Croatia) and international awards and various forms of recognition. The Management believes these student activities to constitute an important source of additional knowledge and skills; therefore, it will continue to support them by providing organisational, infrastructural, and financial assistance within its means. The Management will encourage students to take part in a range of extracurricular activities such as for instance, organising and participating in local and international student conferences or city labs; conducting research on their own or in collaboration with teachers, associates and researchers employed at the Faculty; writing and publishing scientific-professional papers and research reports; and the like. Because the Faculty offers study programmes in Law, Social Work and Social Policy, Public Administration and Public Finance, the Management will strive to facilitate the collaboration of students pursuing different programmes in their in-class and extracurricular activities. The purpose of this is to enhance communication and joint activity of students in order for them to study together, provide student and professional support, and acquire the competences necessary to link their knowledge and skills with those in other professions. These activities shall be encouraged by the awarding of additional ECTS credits, in accordance with a decision of the Faculty Council.

## **7. Faculty services which support students**

Students will also be motivated to strive for excellence by the high quality of Faculty infrastructure and by various forms of support in their academic and career development. Therefore, we will continue to improve the quality and efficiency of administration and support services and student offices. Mutual understanding and respect is more easily achieved if administration and support services show openness, accessibility, reliability, adaptability, and expertise; if information is timely and readily available; and if teaching and administrative staff communicate well with students, taking into account their needs and the fact that students are studying in diverse conditions. The Student Office and Student Information Centre where more senior students work will receive further support in terms of organisation and staff. Additional effort will be made to digitalise all services available to students. A Faculty website that will be more user friendly is under construction.

## **8. Reading room and library**

Whilst comprehensive reconstruction is ongoing, continued operation will be ensured of the reading room with computers that may be used to access online databases, as well as national, European and international regulatory databases and those containing various other documentation. The Management will continue to invest in new library stock, including online resources, and will provide access to important databases in accordance with the needs of all study programmes, students, teachers, associates, and researchers. The project which was initiated in the current term of office, the Library of the Faculty of Law of the University of Zagreb as the Central Croatian National Heritage Legal Library, will continue in all its library-related, digital and premises-related aspects. In the medium term, this will bring about a permanent and high-quality solution to the issue of the Library with reading rooms, in accordance with modern library standards for academic and scientific libraries and reading rooms. The Management will secure additional funds for the accelerated digitalisation of the most valuable section of the library holdings and will ensure adequate staff capacities for the Library to operate satisfactorily.

## **9. Supporting students and creating more favourable conditions for students with disabilities**

The Faculty supports students from the very moment they enrol in their chosen study programme by regularly organising an Orientation Day for all study programmes. Various mechanisms have been established over the years for student career guidance, psychological counseling, legal counseling and a network of academic and peer mentors in order to help students master their academic obligations. These mechanisms will be developed further and teaching will be adapted to a diverse student population (for instance, mature students, student athletes) including students with disabilities, which will affirm the Faculty as an inclusive higher education institution. The good practice of student counseling will carry on, particularly considering new needs arising from the challenges of studying and life in general in pandemic circumstances, as well as the devastating consequences of the earthquake and subsequent reconstruction activities. There will be special incentives for academic and peer mentors.

In collaboration with Commissioners for Students with Disabilities and student associations, staff will continue to be offered training opportunities to become acquainted with the rights and obligations of students with disabilities and the specifics of interacting with this student population, with an emphasis on attention and the willingness to be of assistance. Efforts will continue to determine to what extent it is necessary to adapt teaching approaches, examination preparation materials, and the sitting of examinations to the needs of students with disabilities. Effective resolution of any other issues that may arise during their time at the Faculty will be ensured. The Management will strive to provide similar forms of assistance and support to other disadvantaged or at-risk students, with a particular focus on solidarity and social sensitivity.

## **10. Improving student standards of living**

In order to make studying easier for all students regardless of their economic and social status, and taking particular note of the need to incentivise student excellence and outstanding performance, the Faculty will provide the option of paying in installments to all students who are undertaking part of the cost of their studies. This will be possible without the need to submit a request and a decision to approve payment in installments. To the extent that this is possible, the Faculty will continue to assist students of lower means. Funds will be secured for the adaptation of teaching and studying conditions to the needs of students with disabilities. Depending on its means, the Faculty will attempt to secure laptop computers to be used during their studies for a certain number of highly successful students and students of lower means. The Faculty will either finance these laptops itself or secure a donation.

The Management will continue to support the involvement of students in various student activities, both class and extracurricular ones; provide conditions for and foster the operation of student associations; publish student newsletters and journals; and support other student activities within its financial means.

## **11. Further development of practical learning and student career guidance**

The Management will strive to provide all students with various opportunities to acquire practical knowledge during their studies by means of a range of practical and clinical classes. Student / professional practice, i.e. the acquisition of learning outcomes connected to student / professional practice, constitutes an important part of all study programmes. In the current term of office, internship opportunities for students have been expanded greatly. In addition to existing agreements, many new ones have been concluded. It is important to note agreements with the most senior courts including the Supreme Court of the Republic of Croatia, the State Attorney's Office of the Republic of Croatia, regulatory agencies and other state institutions, as well as other organisations, including civil society organisations. These agreements allow students of the Law programme to complete their professional practice in their place of residence, as well as do field practice in all parts of Croatia. Because of the positive reception on part of external stakeholders and students, activities will continue regarding the expansion of the already extensive partner network to enable students of all study programmes to complete their professional practice. Students will continue to be encouraged to attend practical training in law firms and public notary offices, ministries, other state administration and government bodies, state and public agencies, public institutions, local and regional self-government units, civil society organisations, business entities, and other legal entities that may be appropriate.

The successful practice of organising Career Day events which serve to familiarise students with career opportunities will continue. Renowned experts in the fields of law, public administration and public finance, and social work and social policy will continue to present and engage in interactive discussions with students at these events. Practitioner experts will continue to be involved in teaching practicals. The Management will strongly support the Mentorship in the Legal Profession project, which has been trialled since December 2022. Similar projects will be

initiated as part of other study programmes (Social Work, Social Policy, Public Administration, Taxation Studies).

### **12. Active student participation in improving Faculty activities**

The Management will continue to take the views of students and student representatives into account as much as possible, particularly those on matters of interest to students. The Management will hold regular and other meetings with student representatives, usually before Faculty Council sessions, in order to discuss issues of importance to students. The Management will ensure quality operation of the Student Union, the Student Ombudsman, and other student organisations and regularly consult them on all important matters regarding Faculty activities, in accordance with national, University, and internally established regulations and standards and guided by good international practice. The Management will continue to include student representatives nominated by the Student Union on the boards of the Faculty Council and will remain open to all student initiatives and proposals for improvement of class and extracurricular activities and Faculty activity.

### **13. Further development of ties with alumni**

The Faculty has long recognised the importance of staying in touch with alumni and will make an additional effort to involve them in Faculty activities to a greater extent than has already been the case. The exchange of knowledge and experience between different generations of students will be encouraged. The Management will play an active role in expanding the Law programme alumni community, as well as in establishing alumni associations of other study programmes offered at the Faculty. The Faculty is already involved in a network of actors contributing to the (improved) professional development of alumni, whether by participating in various bodies and activities of the Judicial Academy, the State School for Public Administration, the Social Welfare Academy, and other professional development institutions. The Management strives to regularly include alumni representatives on boards of the Faculty Council and other Faculty bodies. Representatives of the alumni community have also taken part in Faculty re-accreditation. The Management will continue to involve alumni as external associates, occasional guest speakers on current topics of interest, speakers at Career Day events, mentors on the Mentorship in the Legal Profession project, contact persons for practical and field classes, as well as in other ways. The alumni community as well as associations of former students will continue to receive administrative-professional and financial support within the means of the Faculty. Faculty staff will be introduced to best practices developed by alumni associations in Croatia and beyond.

### **Quality assurance and enhancement**

In accordance with the law, the aim of quality assurance is to ensure and enhance the quality of Faculty operations; the teaching, scientific and professional activity of teachers, researchers and



associates; and the professional endeavours of professional services staff of the Faculty. The aim is also to monitor the quality of study programmes and studying at the Faculty, in accordance with national, European and international quality assurance standards in the area of higher education and scientific activity.

Quality assurance is an ongoing process in which all Faculty members take part: teachers, students, and administrative staff. In the following term of office, the Management will be fully committed to recognising the importance of the quality of study programmes and other Faculty activities. It will also be fully committed to enhancing, ensuring and maintaining quality, as well as managing quality in accordance with the principles of public interest; fostering of excellence and innovation, efficiency and transparency; and promoting a culture of quality, responsibility, and collaboration.

Ensuring and enhancing quality refers primarily to internal quality assurance and the social role of the Faculty, study programmes, the teaching process and student support, teaching and institutional capacities, and scientific activity, in accordance with the document titled Standards for Evaluating the Quality of Constituent Units and University Constituent Units in the Re-Accreditation Process ([https://www.azvo.hr/images/stories/novosti/ENG\\_STANDARDS\\_FOR\\_THE\\_EVALUATION\\_OF\\_QUALITY - UNIVERSITIES.pdf](https://www.azvo.hr/images/stories/novosti/ENG_STANDARDS_FOR_THE_EVALUATION_OF_QUALITY_-_UNIVERSITIES.pdf)), but to other elements of quality as well.

Pursuant to the Act on Quality Assurance in Higher Education and Science, the system of internal quality assurance and enhancement at higher education institutions comprises monitoring the implementation of a Faculty development strategy; implementation of internal quality assurance and enhancement procedures; monitoring and enhancement of teaching, learning and assessment methods implemented as part of study programmes, student achievement of learning outcomes, scientific productivity and professional activity of teaching staff; activity of professional service staff, and other Faculty activities (Article 3).

A sound system of internal quality assurance and enhancement is also a prerequisite for achieving the desired outcome when it comes to external quality evaluation, which is conducted by ASHE.

The Management of the Faculty of Law will take part in completing the formal part of the second re-accreditation cycle once it has received ASHE's response to the Faculty Statement, sent on 28 October 2022. The Management will analyse in detail the recommendations in the final version of the Report of the Expert Panel in the re-accreditation procedure once this version has been confirmed, prepare an action plan for quality enhancement, and strengthen the organisational and staff capacities of the quality assurance and enhancement system in place at the Faculty. This last will be achieved by establishing an organisational unit for quality assurance and enhancement (Article 5 of the Act on Quality Assurance in Higher Education and Science).

The Management has already begun to analyse and implement the legal requirements of the Act on Quality Assurance in Higher Education and Science of 2022. The Management views the task of quality assurance as an ongoing effort to gather all the data and evidence necessary to follow the standards for evaluating Faculty quality, to analyse these data and evidence, and to formulate

and implement internal recommendations for quality enhancement, as well as internal quality assurance. By upgrading the quality assurance and enhancement system as the Management intends to do, the next re-accreditation cycle will comprise a quick and simple preparation of the self-evaluation report and result in higher quality grades for those standards which were not graded as having a high level of quality in the last re-accreditation cycle, conducted in the academic year 2021/22.

In the area of quality assurance and enhancement, in order to fulfil the overall goal of quality enhancement, the Management intends to ensure the following:

### **1. Continuous operation of the body and organisational unit responsible for quality assurance and enhancement**

The Management will ensure the continuous operation of the Quality Assurance and Enhancement Committee and Coordinator, whose tasks comprise the following (in accordance with regulations and general acts): proposing activities; preparing an action plan based on the Faculty Development Strategy and monitoring its implementation; reporting on the implementation and success of quality assurance activities; implementing said activities by setting up dedicated working groups to address particular issues; drawing up guidelines on conducting surveys; proposing initiatives to improve certain aspects of teaching and other Faculty activities, as well as some aspects of public relations; disseminating information via the intranet and Faculty Council meetings; organising discussions on relevant quality assurance and enhancement issues; submitting initiatives and proposals to the Management in timely fashion; collaboration with the Student Union and other internal and external actors; and other tasks. Together with the Student Union, the Management will ensure that students play a role in the Quality Assurance and Enhancement Committee and its working groups, and will encourage their active participation in these bodies. Representatives of the judiciary and other employers of relevance to the Faculty will also be appointed to the Quality Assurance and Enhancement Committee.

The organisational unit for quality assurance and enhancement which the Faculty will establish will be responsible for the continued operation of the entire quality assurance and enhancement system and will provide continued professional and administrative support to the Quality Assurance and Enhancement Committee and the Coordinator. In the current term of office, the Faculty has already appointed two deputy quality assurance and enhancement coordinators. Together with the Coordinator, they cover the three areas in which the Faculty offers study programmes and performs other activities, namely, law, social work and social policy, and public administration and public finance. Another deputy coordinator will be appointed if necessary.

### **2. Establishment of a comprehensive internal quality assurance and enhancement system**

All the necessary activities as determined by the Act on Quality Assurance in Higher Education and Science, ASHE documents, and general University and Faculty acts will continue to be

undertaken. The Faculty Council will align the general act which regulates the internal quality assurance and enhancement system in greater detail with the Act on Quality Assurance in Higher Education and Science of 2022.

Specifically, the following will continue regularly: monitoring student progress and performance, conducting student surveys, monitoring the quality of study programmes and alignment of learning outcomes with labour market needs, monitoring the achievement of learning outcomes in all study programmes, monitoring scientific productivity and professional work of teachers, as well as other elements which are currently being monitored. The following will be introduced: monitoring and enhancement of other elements stipulated by the Act (implementation of a development strategy, the work of professional service staff and other Faculty activities, Article 4).

The following will continue: conducting student surveys for all study programmes at the end of the module or semester, enhancing course and programme outcomes on the basis of legal criteria, using surveys to enhance and check learning outcomes, enhancing student practice by means of innovative syllabi, regular analyses of examination pass rates, monitoring survey results, monitoring quality of teaching, further enhancement of the survey system, monitoring the impact of academic mentoring, greater incorporation of the library in educational activities, monitoring the quality of literature used in teaching and adopting a publication plan of the literature used in teaching insofar as it is related to Faculty publishing activity, workshops on good teaching practice, monitoring the implementation of the Strategic Programme of Faculty Scientific Research, and other measures.

The Management will organise a comprehensive discussion and innovations with regard to learning outcomes which are, in accordance with the law, the basis for determining the content of study programmes and courses, as well as allocating ECTS credits – in short, learning outcomes underpin the entire external evaluation of the Faculty. In collaboration with all the chairs, the Management will organise a discussion with regard to examination pass rates and impediments to achieving higher pass rates. Based on the outcome, the Management will draw up an action plan to increase pass rates and the effectiveness of studies. Particular attention will be paid to increasing pass rates at professional study programmes. Together with the Quality Assurance and Enhancement Committee and the Quality Coordinator and Deputy Coordinators, the Board of Study Programmes and Teaching Development, and other working bodies of the Faculty, the Management will prepare a proposal to modify the ECTS system for individual study programmes and will consider special measures for its enhancement.

### **3. Continued and improved collaboration with external stakeholders and connecting with Croatian Qualifications Framework standards**

As part of the continued development of the quality assurance and enhancement system, former students will be surveyed with regard to employability. These survey results will be analysed, as will other publicly available research results into the employability of former Faculty students. The analysis of the relevant labour market segment will then be completed. By continuing to

include employer representatives on Faculty Council boards and particularly on the Quality Assurance and Enhancement Committee and the Alumni Board, the exchange of information with relevant external stakeholders will be ensured. Another thing that will be made possible is a discussion regarding the enhancement of Faculty activities, taking into account the wealth and diversity of educational activities. The Management will use research insights into the alignment between labour market needs and the competences which students acquire at the Faculty and, in accordance with legal regulations and the institutional structure of the Croatian Qualifications Framework, will propose several new occupational standards and take other appropriate measures to achieve long-term alignment between studying at the Faculty of Law and the needs of relevant society, current and prospective employers, and other stakeholders. In accordance with its means, the Faculty will establish a career centre to improve collaboration with employers and student career guidance.

## **IV. Scientific-research activity, innovations, and knowledge transfer**

With regard to scientific-research activity, the general aims of the Management of the Faculty of Law in the following term of office are the following:

- continue and enhance the provision of support for scientific-research activity, innovations and knowledge transfer;
- continue to develop the system of fostering scientific-research activity, innovations and knowledge transfer within the framework defined by the Strategic programme of Faculty Scientific Research 2021–2025, and adopt a new Strategic Programme for the period 2026–2030;
- continue to strengthen the recognisability of scientific research performed at the Faculty within the framework of the University of Zagreb, as well as at national and international level.

To achieve these goals, the following activities and measures will be taken:

### **1. Continued systematic analysis of scientific activity**

Extensive scientific activity with a significant international component is continuously underway at the Faculty, indicating its significant resources and potential in this area. The current term of office has seen an analysis of the entire output of scientific-research activity since the previous re-accreditation (starting from the academic year 2016/2017). This analysis, including the key indicators, was included in the Self-Evaluation Report of the Faculty of Law of March 2022.

In the following term of office, scientific-research activity will be analysed on an annual basis. This will allow changes to be noted in the system of support for scientific-research activity, innovations and transfer of knowledge and technology to the judiciary, the legal profession, social affairs, state and public administration, and other sectors of relevance.

A public catalogue of scientific-research projects taking place at the Faculty will be prepared, with a description of the key points of each project, the course of project activities, the researchers involved, and project results. The catalogue will be updated regularly and will be publicly available on the Faculty website.

### **2. Continued and stronger assistance in the application for and implementation of national and international projects**

The Office for International Cooperation and Projects at the Faculty of Law will continue to be tasked with analysing and staying up to date with the state of play regarding projects funded from various national and external sources, particularly the EU, as well as with preparation and support in the implementation of said projects. In the current term of office, the project segment of the Office has been established, and a procedure has been set up for the submission of project

proposals and monitoring of approved projects. Records of all current and completed Faculty projects are now available as a result, and they have also been added to the CroRIS database.

The Office for International Cooperation and Projects will continue to undertake the following tasks: provide an overview of all programmes, calls for applications, and organisations or institutions that finance various scientific-research activity and projects; keep track of calls and tenders; publish calls and tenders on the Faculty intranet; inform the scientific-research staff at the Faculty of various calls for applications and funding opportunities available from funds in Croatia and abroad; contact, support, and advise Faculty scientists and researchers as they choose which call to apply for, keeping in mind their areas of interest and specific project ideas; and provide support and assistance in drafting project applications.

During the project implementation phase, the Office, in collaboration with other Faculty services, provides support and assistance with regard to project administration and financing, including the preparation of interim and final reports. Finally, the Office collects data and keeps records of scientific-research activity. It also monitors and analyses this activity in other ways, all with the aim of enhancing the quality and relevance of scientific-research activity at the Faculty and greater visibility and availability of research results. The Office will also disseminate project results, and perform tasks with regard to supporting scientific innovations and knowledge transfer. At least twice a year, the Office will organise workshops in order to exchange experiences and good practice in scientific-research work, innovations and knowledge transfer.

Particular consideration will be given to ensuring the varied dissemination of scientific-research results, including presentations for students of doctoral and university specialist studies, inclusion in Faculty publications, and presentations at conferences which the Faculty is (co-)organising.

Teachers and associates will be rewarded for heading and taking part in projects which do not include financial compensation but result in material, financial or other advantages for the Faculty.

The scientific-research component of the UNIC project, titled UNIC 4 Engaged Research (UNIC4ER), was approved within the Horizon 2020 programme and began in September 2021. Continuing to take part in scientific collaboration within the UNIC alliance will complement the international scientific collaboration activities of the Faculty.

The current term of office has seen the establishment of the Friends of the Faculty, a group of around 30 of the most renowned professors worldwide. This group has already taken on the role of an international council for scientific-research activity, innovations and knowledge transfer, i.e. a forum for discussions and the transfer of knowledge and experience, and a network for greater and broader inclusion of Faculty scientists and researchers in global scientific processes.

The staff capacities of the Office for International Cooperation and Projects will be enhanced by appointing a person to head the Office, taking on another new staff member, and reassigning an existing staff member to join the Office. The segment of the Office which deals with projects will thus employ two Faculty staff.

### **3. Encouraging the publication of scientific papers in reputable international journals**

In the current term of office, the Faculty has continued to encourage the publication of scientific papers of its teachers and associates in reputable international journals. This has included financial support in accordance with predefined criteria. The Dean and Management intend to continue allocating financial resources to encourage the individual productivity of scientific-teaching staff, associates and researchers. The publication of scientific papers in reputable international journals, i.e. by reputable local and international publishers, in accordance with the criteria determined by the Ordinance on the Conditions for Election to Scientific Titles (Official Gazette 28/17, 72/19, 21/21, 111/22) is a prerequisite for sound scientific development, which contributes directly to the Faculty's international reputation and recognisability.

The Faculty will continue to encourage the publication of papers by financially compensating the authors. Financial resources will continue to be allocated to facilitate the preparation of papers for publication in reputable international journals and other publications. Particular encouragement will be given to the publication of papers linked to the implementation of the Strategic Programme of Faculty Scientific Research, as well as to publications in reputable open access journals. Particular consideration will be given to uncovering potential predatory journals and publishers (for instance: <https://beallslist.net/>, [https://pravri.uniri.hr/files/ridoc/Vodi\\_za\\_objavlivanje\\_radova\\_u\\_EIP2019-12.pdf](https://pravri.uniri.hr/files/ridoc/Vodi_za_objavlivanje_radova_u_EIP2019-12.pdf), <https://repozitorij.unizd.hr/islandora/object/unizd%3A6512/datastream/PDF/view>, and the like) and publication of papers in such journals, i.e. by such publishers, will not be encouraged.

### **4. Support for international scientific-professional conferences organised by the Faculty**

In the current term of office, specific and transparent criteria have been established with regard to financial support which the Faculty provides for the organisation of international and local scientific and scientific-professional conferences. The criteria are included in a clearly defined procedure which, in addition to the Faculty Management, includes the Board for Scientific Activity in an advisory role. In the following period, the Management will focus on providing greater administrative and technical support for the organisation of scientific and professional conferences, as well as on keeping track of and promoting conferences taking place at the Faculty, including the following: scientific, scientific-professional and professional conferences; seminars; webinars; workshops; round-table discussions; forums; discussions; and the like.

### **5. Supporting the active participation of teachers and associates at international scientific conferences**

In the current term of office, the Faculty has provided financial support within its means for the active participation of scientists and associates at international scientific conferences. In the

following period, the Faculty will continue to provide financial support for the active participation of scientists and associates at international scientific conferences and will extend this support to doctoral students at the Faculty, within its means. The definition of active participation will be broader and will extend beyond simply presenting to include other internationally accepted forms of active participation. Particular encouragement will be given for the presenting of papers that are well integrated into the Strategic Programme of Faculty Scientific Research. Financial support will be introduced for the participation of younger associates who have not yet presented at conferences which are educational as well as scientific-professional in character.

## **6. Publication of scientific-research results**

The Faculty will continue to actively support the scientific-research activity of its teachers, associates, and researchers by including their results in in-house publications. Particular emphasis will be placed on the publication of scientific monographs, edited volumes, as well as textbooks and other teaching resources whereby research results may be included in teaching activity at all study levels, including doctoral and university specialist studies and lifelong learning programmes. In addition, the Faculty will support the publication of teaching materials which will carry a formal label designating them as university textbooks of the University of Zagreb, as well as the publication of scientific-research results which represent particularly valuable innovations.

In the current term of office, the Marko Petrak Award was introduced in 2022. It is awarded for the best scientific paper by young researchers who are Faculty employees and whose paper was published in the previous academic year. This practice will continue in the following term of office.

In the following period, the Management will also devise a system whereby the publication of quality and up-to-date teaching materials will be supported. This will ensure that all courses on all study programmes, including professional ones, have teaching materials which are aligned with course and programme outcomes. Ensuring the availability of up-to-date teaching literature, the Faculty will also ensure the transfer of knowledge to those professions which are represented in Faculty educational activities.

The Faculty will place a particular focus on continuing to publish scientific and professional journals which are already published or co-published by the Faculty. This is an important means of affirming the scientific activity of the Faculty both in Croatia and beyond. Professional and administrative support will be provided to ensure the inclusion of scientific and professional journals in the world's leading indexing and citation databases. The Management will run occasional workshops with editors of reputable international journals to discuss key issues, good practices, and technology in the editing of scientific journals. Such events can be run online in most cases.



## **7. Advocating for open science**

The Faculty has played an active role in the work of the Initiative for a Croatian Open Science Cloud (HR-OOZ) since it joined the initiative in October 2021. The Faculty will continue to follow the common European policy in the area of research and technological development of the EU, and the Horizon Europe research and innovation programme which has been launched for the period 2021 – 2027, specifically with regard to the strategic priorities of Open science and Open innovations. This means the Faculty will continue to support an open access policy as far as research results and new insights are concerned, in accordance with open science standards and with the aid of digital and collaborative technologies. The Dean and Management plan to prepare an analysis of the state of play in this area, taking into consideration policies of the EU, UNESCO, the Republic of Croatia and the University of Zagreb, and to conduct seminars and workshops for all Faculty researchers in order to facilitate the use of already established opportunities to foster open science, as well as create new ones.

## **8. Promoting and supporting innovations**

The Faculty will assume an active role in the transfer of knowledge to the economy and society as a whole, which has also been stated in the Strategic Programme of Faculty Scientific Research for the period 2021–2025. The Faculty will promote and support innovation, and thus ensure the necessary prerequisites for a culture of excellence and socially responsible scholarly research.

In the current term of office, the Faculty Council has established the Board for Innovation and Knowledge Transfer, which has assumed an active role in promoting and supporting innovations and knowledge transfer. Together with the Board, the Management has drafted a Faculty of Law policy on innovation, based on a vision of the Faculty as the leading socially-engaged higher education institution in the country and an academic leader in terms of innovations in law, social work, social policy, public administration, and public finance. In order to put this policy into practice, the Management will particularly attempt to involve young researchers and doctoral students. The innovation policy will foster collaboration with other scientific institutions in Croatia and beyond, as well as with the local and broader social community, state and public institutions, the private sector, and civil society organisations. This collaboration on various projects will mobilise existing knowledge and bring about new insights and specific solutions that will enhance community life and bring about real social change. The Faculty has concluded a series of agreements in the Management's current term of office, which provide a basis for establishing various forms of collaboration with a range of public and private entities.

The preparation of the Faculty Development Strategy is under way, which includes determining key future needs and development directions of scientific-research activity, which revolves around the law and the judiciary, social work and social policy, and public administration and public finance. In accordance with this strategic orientation, a system will be established whereby promotional and support activities will be provided for innovative scientific projects and research approaches, as well as results that involve innovations of significance.

In the current term of office, in 2022, a Faculty award was established for the three best innovations which are the result of scientific-research activity on a project that took place at the Faculty of Law in the previous academic year. This practice will continue in the following term of office.

#### **9. Achieving a high level of quality for specific standards in the case of in the Doctoral Programme in Legal Sciences and Doctoral Programme in Social Work and Social Policy**

In the current term of office, the procedure of launching a new doctoral study programme in Legal Sciences has been completed and the programme has seen its first generation of students enrol. The Action Plan for Quality Enhancement of the Postgraduate University Study Programme in Social Work and Social Policy has also been adopted. In the following period, the Management will support the implementation of standards and activities which would allow both doctoral study programmes at the Faculty, the Legal Sciences one and the Social Work and Social Policy one, to score a high level of quality in certain defined standards.

#### **10. Involving young researchers in scientific-research activity and forging closer ties between doctoral studies and scientific-research activity**

The Faculty will extend particular support for the involvement of young researchers and students, particularly doctoral students, in scientific-research activity. Bringing in new scientific-research staff should be a permanent focus of the Faculty of Law as the leading institution in the field of legal science and other disciplines at the Faculty. The Management has already established that young researchers have been under-represented in scientific-research activity as a result of the difficulty of having assistant positions at the Faculty approved. Because of this, the Faculty will pay particular attention to the selection, hiring and development of young researchers in the following term of office.

The Faculty will support the involvement of students at all levels of studies in various scientific project activities. These include conducting research (for example, field research, conducting surveys, gathering and processing data, and the like), administration, participation in organising scientific discussions, and disseminating project results. Particular attention will be paid to forging closer ties between doctoral studies and scientific-research activity, specifically involving doctoral candidates in various project activities and having them play an active role at local and international scientific conferences.

Talks and workshops on theory and methodology will be organised where experienced researchers with significant international and local projects will systematically convey their scientific-research and project related know-how to younger researchers, as well as other scientists and Faculty associates, specifically doctoral supervisors. The Faculty will support the attempts of associates and young researchers to further their education, engage in research and obtain their doctorates at renowned European universities and beyond.

## **11. Knowledge transfer through inter-institutional collaboration and development of the profession**

The Management believes intensive collaboration with the professions represented at the Faculty to be a key area of development, which is why in the following term of office it will continue to actively pursue knowledge transfer and the forging of ties between the Faculty and actors and sectors operating within these professions. Systematic monitoring and enhancement is envisaged for scientific research within scientific projects in public-public and public-private partnerships as well as collaboration on professional projects; in exercises, practical and clinical classes; and specifically in lifelong learning (particularly in cooperation with the Judicial Academy, the State School for Public Administration, the Social Welfare Academy, the Diplomatic Academy and other actors in the sector), as well as within professional chambers, labour unions, and professional and other associations.

Particular support will be extended for membership in and collaboration with international scientific and professional organisations of relevance for the professions represented at the Faculty, including their student clubs or branches. The Management will continue to support presentations at conferences and other scientific meetings of such associations. For the following period, the following arrangements have already been made: the Faculty will co-organise the annual international scientific conference of the European Group for Public Administration (EGPA), *Steering the European Union Through Poly-Crisis Storms: The Role of Public Administration*, which will take place 5–9 September 2023 in Zagreb (<https://www.egpa-conference2023.org/>), and a scientific meeting in the Trans-European Dialogue series ([https://egpa.ias-iisa.org/TED-TRANS-EUROPEAN\\_DIALOGUES.php](https://egpa.ias-iisa.org/TED-TRANS-EUROPEAN_DIALOGUES.php)) which will be co-organised by EGPA and the Network of Institutes and Schools of Public Administration in Central and Eastern Europe (NISPAcee) in collaboration with the local organiser at the Centre for Advanced Academic Studies of the University of Zagreb in Dubrovnik in March 2024, and titled *Public Administration Challenges in the Digital Age*.

The Faculty will strive to create a quality lifelong learning system for persons employed in the judiciary, judicial bodies, and the legal profession; in public administration, public services, public finance, and the financial sector as a whole; in the economy and the business sector; in social welfare and social policy, civil society and other sectors whose professional development needs are related to the study programmes and professions represented at the Faculty. To this end, in addition to providing professional and administrative support, the Management will look into the possibility of introducing additional postgraduate specialist studies, lifelong learning programmes and informal education options such as organising professional conferences, seminars, workshops, and the like.

In addition to existing lifelong learning programmes, support will be extended for the introduction of new programmes in response to the current needs of the labour market, particularly in collaboration with external stakeholders and the Faculty alumni organisation. The

Management will extend particular support for the introduction of lifelong learning programmes as an activity included in Faculty projects.

In the current term of office, in 2022, a Faculty award was established for the best lifelong learning programme at the Faculty of Law in the previous academic year. This practice will continue in the following term of office.

## **V. International and inter-institutional collaboration**

Building on established foundations and in accordance with the overall commitments of the University of Zagreb, the goal of the Faculty regarding international and inter-institutional collaboration in the following term of office is to effectively integrate Faculty activities into contemporary European and global development processes; further expand the circle of domestic and international stakeholders, partners and networks; and utilise international and inter-institutional collaboration as one of the key instruments to increase the success, quality, appeal, and relevance of all the study programmes on offer, as well as of Faculty scientific-research and professional activity.

This will ensure improved Faculty recognition and international reputation, as well as greater student interest in enrolment; quality, mobility and student satisfaction; greater appeal of the Faculty for students from abroad; increased involvement of renowned teaching staff from abroad in teaching activity; greater outgoing mobility of teachers, associates, young researchers and other employees; increased scientific collaboration; promotion of international reputation; and finally, higher Faculty ranking at regional, European, and global level.

To this end, in addition to all the activities that have previously been addressed in this programme and which refer in part to international and inter-institutional collaboration, the following specific activities and internationalisation measures will be undertaken:

### **1. Increasing outgoing student mobility**

In its following term of office, the Management will continue to pursue a uniform increase of outgoing student mobility in all its study programmes, including doctoral students, which is to be achieved by means of already established and new agreements within Erasmus+ and other European exchange programmes. A greater number of Erasmus+ agreements will be pursued and the concluding of bilateral agreements with a range of international partners will continue. Because online and blended mobility opportunities are growing more frequent in addition to traditional in-person mobility, the Management will strive to organise these forms of mobility and encourage students to take advantage of them in accordance with clearly defined and uniform criteria at University level which will allow mobility results to be recognised in terms of ECTS credits. The Management will regularly inform students of mobility opportunities by posting

on the student intranet, emailing all students, making use of the Faculty newsletter, and at briefings for each mobility call – alumni who have taken advantage of that particular call will also share their experiences at these briefings. The IT support required for online mobility will be regularly updated. Study visits of Faculty of Law students to EU and Council of Europe institutions will be organised. The Faculty will ensure internalisation "at home" in partnership with universities abroad and international institutions, relying on the increasingly intensive collaboration with the embassies of various countries in the Republic of Croatia.

## **2. Increasing the appeal of study programmes for students from outside of Croatia**

It is the Management's continued intention to implement measures to increase the appeal of study programmes for students from abroad. These will apply to incoming mobilities, as well as to students from abroad enrolling in all study programmes and levels offered at the Faculty, including doctoral programmes. Virtual fairs will be organised – online presentations of the Faculty whereby study programmes and courses will be presented to international students, along with the opportunities offered by the Faculty during their mobility stay. Representatives of all partner institutions and their students will be invited to the virtual fairs. The number of courses available in English will increase in all study programmes, particularly those in Social Work and Social Policy. The Welcome Day held twice a year for international students will be enhanced by including the embassies of the Erasmus students' home countries. A special brochure will be prepared for international students which will be available to them a year before going on the mobility, so as to encourage as many students as possible to choose the Faculty of Law as their host institution. Each year, in collaboration with the Agency for Mobility and EU Programmes, the Faculty will take part in the international fair organised by the European Association for International Education (EAIE). The option of participating at other international higher education fairs will also be explored. The Management will aim to establish at least one internationally recognisable study programme in English which will be open to international and domestic students. The preparation of new programmes and teaching in English will receive continued support within the means of the Faculty. The Management will attempt to attract students who are (relatively) fluent in Croatian, including the Croatian diaspora and students from neighbouring countries.

## **3. Increasing the mobility of teachers and associates**

The Management considers the mobility of teaching staff and associates to be crucial for sharing teaching knowledge and experience, as well as improving teaching skills and competences, including knowledge, experience, and skills and competences in online instruction delivery. Increased outgoing mobility of teaching staff and associates will ensure that, regardless of the level of their studies, students will be taught relevant and up-to-date content, and their instructors will be using appropriate and conventional teaching approaches. The outgoing mobility of teaching staff also helps them forge personal international networks, gain visibility,

and join international networks to apply for projects. Particular support will be given to the outgoing mobility of associates and younger teachers.

#### **4. Increasing the participation of renowned international professors and experts in teaching activity**

In addition to measures which have already been presented and which are aimed at improving incoming mobility and involving teachers from abroad, the Faculty will continue to support guest teachers and expert practitioners from abroad (judges of European, international and national courts, arbiters and other renowned professionals) and all forms of their involvement in teaching, particularly at higher levels of studies, as well as their participation in scientific-professional conferences. All other forms of incoming teacher and associate mobility, as well as renowned practitioner mobility, will receive support. In the following term of office, the Faculty will attempt to secure the engagement of at least one international teacher per semester. The possibility of employing or securing the long-term engagement of at least one international teacher will be explored.

#### **5. International accreditation of study programmes**

Study programmes can only develop and improve in quality if they are comparable with programmes in other European countries. In some disciplines, European accreditation of study programmes is available, in accordance with predetermined international standards, whilst in others it is possible to carry out a comparison with reputable EU or other international programmes. Once study programmes have been adapted and modernised, the international accreditation process of some study programmes shall commence.

#### **6. Professional development and international mobility of non-teaching staff**

The EU has lately focused its efforts on involving as many higher education employees as possible in exchange programmes, particularly those working in student offices, libraries, laboratories, digitalisation offices, and the like. The Management will support the international mobility of non-teaching Faculty employees, taking into account their professional interests and the need to develop and upgrade the services which the Faculty offers to students, teaching staff, and relevant external stakeholders who are increasingly turning to the Faculty as they engage in lifelong learning activities or otherwise attempt to meet their professional development needs. Participation in the following activities will be supported: seminars, colloquiums, study visits, mentoring and job shadowing, particularly when these forms of professional development and mobility are international in character. The Faculty will offer its international partners the option of incoming mobility of non-teaching staff.

## **7. Intensifying international and inter-institutional scientific-research and professional collaboration**

The Management intends to continue significant investments in the further intensification of international and inter-institutional scientific-research and professional collaboration in all available forms. In addition to other forms of international and inter-institutional collaboration, the following will also receive support: joint applications for international projects with reputable universities from the EU and beyond; including international scientists, researchers and experts in scientific-research projects which the Faculty is applying for and conducting; and including Faculty researchers and scientists in international projects. Publication of research papers with co-authors from reputable European universities and beyond will also be encouraged, as will the organisation or co-organisation of renowned international conferences, participation of renowned international scholars on the editorial boards of scientific journals (co-)published by the Faculty, having international scientists and researchers stay at the Faculty, and others forms of international research and professional collaboration. The Management will encourage the establishment and development of research groups at the Faculty in order to establish national and international collaboration regarding specific areas and issues. Other collaboration with teachers, scientists and associates from other universities, research institutes and other institutions in the Republic of Croatia will also receive support.

## **8. International presentation of Faculty activities, results, and projects**

The Management will attempt to establish a comprehensive system of international presentation of the Faculty, so that internationally valuable and relevant projects, results and other Faculty activities may achieve suitable impact abroad. This will increase the appeal of the Faculty for students, teaching staff, scientists, researchers, and experts from Croatia and beyond. To this end, the English and Croatian versions of the Faculty website will regularly be fully harmonised; scholarly journals published by the Faculty will be promoted; course books, edited volumes and monographs in English will be published; appropriate promotional materials will be prepared (print and video); and so on.

## **9. Inter-institutional collaboration at national and international level**

The Management will support collaboration with institutions of the EU and the Council of Europe, as well as with other reputable and relevant professional and other institutions. The Faculty will continue to expand the circle of institutions it is collaborating with and strengthen its partnership with judicial, executive and other bodies and institutions, non-governmental organisations and other relevant and reputable partners in Croatia and beyond. The Faculty will play an active role in the work of the Croatian Academy of Legal Sciences and other professional associations in the Republic of Croatia, as well as in the work of reputable European, regional and international professional associations.

## **10. Monitoring, recording and evaluating international and inter-institutional collaboration**

In the following term of office, the Management will introduce further improvements to the monitoring and recording of the various forms of international and inter-institutional collaboration, and will inventory and evaluate said forms. This information will be used to determine support and incentives in order to orient the system of international and inter-institutional collaboration fully towards the achievement of the Faculty's strategic goals.

## **VI. Faculty operation and management**

### **Faculty operation and financing**

In spite of the organisational, business and financial consolidation achieved in the current term of office, which includes an increase of 13% in the income for 2022 when compared to the year before, the Faculty is still facing considerable challenges to its business operation and financing. Material costs have gone up by as much as 48%. The greatest contributing factors have been higher energy costs, costs associated with ensuring that teaching was going on regularly and Faculty services remained operational whilst the premises at Trg Republike Hrvatske 14 were unavailable (rent, repairs and preventive maintenance and removal costs), as well as an overall rise in prices. Salary costs grew by 13% as did income. The increase in salary costs was, for the most part, a consequence of decisions which are not adopted at Faculty level. In accordance with legal obligations, the Management has set aside funds for legal proceedings that have been initiated against the Faculty.

Increased income from tuition fees and similar sources (postgraduate studies and lifelong learning) and projects is evident. The Faculty has invested significant resources in supporting scientific-research and professional activity and student standards of studying. In spite of considerable inflation, tuition fees have been subsidised from the state budget for many years but the actual amount has not changed. The Faculty's current liquidity is sound.

New regulations on comprehensive building reconstruction are helpful for Faculty business operations and many of the associated costs can be recouped. All costs which refer to comprehensive reconstruction, including removal costs, costs of leasing alternative premises and fitting-out of buildings are acceptable. The significance of comprehensive reconstruction lies in ensuring long-term construction safety, energy efficiency, improved functionality, an increase in book and market value, and a more comfortable working environment.



In the following term of office, the Management will strive to further rationalise business operations, realise certain savings, and increase revenues whilst at the same time facing the challenges of comprehensive building reconstruction, general financial constraints and negative financial trends caused by inflation and cost increases across the board, as well as an overall decline in the number of enrolled students and a simultaneous rise in the number of study programmes and admission quotas in the higher education system of the Republic of Croatia. In order to achieve rational business goals, the Management will rely on the strategic commitments set out in the Faculty Development Strategy for the period up to 2023, which is currently being drawn up. The Management will prioritise greater income from tuition fees and subsidised tuition fees, projects, lifelong learning, postgraduate studies, sales of Faculty books and collectibles, donations for alumni community activities, international and domestic moot court competitions, the work of the Legal Clinic, Administrative Compass and Centre for Social Support and Innovations, and so on.

The Management will also encourage greater diversification of lifelong learning and university specialist study programmes, which should also result in more stable income from tuition fees. The introduction of systematic measures to increase the appeal of all other study programmes should contribute to this goal as well.

The Management will continue to work on digitalising all business processes in order to achieve speed, reliability, cost savings and compliance with the required standards. Online, i.e. web sales will be developed.

As it has done in previous years, the Faculty will continue to support the work of student associations, participation in scientific and professional activities, and present awards to the best students in all study programmes. As regards the awards system, the Management will strive to bring employers aboard, so they could assist the Faculty by donating a complementary part of the award. The Faculty will attempt to secure laptop computers to be used during their studies by a certain number of highly successful students and students of lower means. The Faculty will either finance these laptops itself or secure a donation.

The Management will promote the activities of two foundations connected with the Faculty, which model the success of the Faculty in preserving and enhancing legal culture, legal professionalism, and social responsibility. These are the Law Faculty Foundation and the Marija and Mirjan Damaška Foundation. Sustained efforts will be made to secure new founders for purposes related to the Faculty mission.

In addition to the Board for Business Development, members of the Council for Business Development will be appointed, which will comprise representatives of key segments of the economy and the public sector. They will be the voice of experience advising the Faculty on how to enhance its business operations and financing. The Management will take care that the majority or all members of the Council are Faculty alumni.

## **Faculty management, internal organisation, and work environment**

The Faculty will continue to operate legally and responsibly within the legal order of the Republic of Croatia, the Statute and other general acts of the University of Zagreb, and its own Statute and other general acts. The managing bodies of the Faculty are the Dean and the Faculty Council.

As has been the case in the current term of office, the Faculty will be run with the aid of sound academic and public management methods, ranging from encouraging all students and staff to participate in decision-making through the prescribed channels to sound financial management methods and generating reliable records of various aspects of Faculty activity in order to facilitate regular and objective evaluations of Faculty results.

Key documents which will contribute to management activities include the following: Statute of the Faculty of Law, the Faculty Development Strategy for the period up to 2030 and the accompanying action plan, annual activity plans of the Quality Assurance Committee, the action plans mentioned in this programme, the Final Report of the Expert Panel on the Re-Accreditation of the Faculty of Law, and other normative instruments which will facilitate swift managerial activity aligned with the strategic goals of the Faculty. The comprehensive reconstruction of Faculty buildings, the necessary modernisation and adaptation of study programmes and teaching, the enhancement of business processes, and the reaffirmation of the Faculty's reputation call for quality, appropriateness and timeliness when it comes to managerial activity. This Programme has been devised bearing in mind the management needs of the Faculty in the following three-year term of office.

Regarding the internal dimension, the Management will ensure some elements of organisational independence of the Social Work Study Centre, the Study Centre for Public Administration and Public Finance, as well as the institutes and chairs, as it has done in the current term of office. The Legal Clinic, the Administrative Compass and the Centre for Social Support and Innovations will continue to be able to operate under the conditions necessary for them to do quality work. In addition, the Management will look into options to provide them with premises they could use on a permanent basis.

The internal organisational structure of professional and technical services will see certain changes in accordance with the new Statute of the Faculty of Law and the new Ordinance on Organisational Structure. This is necessary for them to fully adapt to the requirements of a contemporary academic institution which is learner-oriented and focused on teaching, scientific and professional excellence, and broader social responsibility.

The Management will take a particular interest in implementing the project titled Library of the Faculty of Law of the University of Zagreb as the Central Croatian National Heritage Legal Library, given that a modern, functional and easily accessible library is a key teaching and scientific-research facility for all Faculty programmes, students and teachers. The Library of the Faculty of Law has always been of great national importance, as well as a space which brings together Faculty students, teachers, and researchers as they engage in studying, research, meetings and

collaboration. The Library is to the Faculty of Law what laboratories and other work facilities are to other faculties. The Library provides services, including making use of its holdings, not just to Faculty of Law students and teachers but to all legal professionals and other persons interested in legal literature and sources in the Republic of Croatia. The quantity, wealth, and value of our library stock is such that the library deserves consideration and financial investment beyond what the Faculty is able to provide. Because of its national importance, the library requires a quality approach in terms of premises, IT resources, staff, and finances. Investments in Library development must include appropriate and modern reading rooms fitted out with contemporary users in mind.

In the current term of office, the Management intends to begin developing a communication strategy with an action plan focused on improving external and internal communication and informing all stakeholders. The aim is to increase Faculty quality, trust, recognisability and reputation.

In the following term of office, the Management intends to act conscientiously, diligently, transparently, openly, and responsibly, in full compliance with laws, statutes, University rules and other regulations, as well as the principles and standards governing general and academic ethics, while also respecting the equality of all Faculty organisational units, and academic rights and freedoms.

In accordance with the law, managerial and other activities will see the involvement of all teachers and other staff, to the extent of their inclination and ability. The Management will strive to ensure open, critical and constructive debate. Particular care shall be taken to involve younger teachers in the work of boards, committees and other working bodies, so as to take full advantage of the potential of the Faculty workforce.

The Management will prioritise Faculty autonomy and the ensuring of ideological and political impartiality. A culture of collaboration within the Faculty will be encouraged, as well as with the University of Zagreb, the Rector, the Senate and other University bodies, with other constituent units of the University of Zagreb, and with relevant external stakeholders. The Management will strive to fulfill the social role and responsibility of the Faculty.

## **VII. Relations with the University of Zagreb and collaboration within the University**

Since it was established in 1776, the Faculty of Law has enjoyed close ties with the University of Zagreb. These ties have persevered throughout its history.

The Faculty Management believe that what benefits the University is ultimately what benefits the Faculty of Law. Therefore, in the following term of office, the Management will continue to support all development and management processes which are headed by the Rector, the Management and the Senate of the University of Zagreb, as well as any form of engagement of the Faculty and its teachers and staff for the benefit of the University.

The Faculty will, to the extent that this is feasible, support the University with regard to the restoration of the building at Trg Republike Hrvatske 14, given its symbolic meaning as well as its practical importance as far as regular Faculty activities are concerned.

At the proposal of the Rector, Prof. dr. sc. Stjepan Lakušić, Assoc. prof. dr. sc. Anamarija Musa, a teacher at the Faculty of Law, was elected Vice-Rector for Quality and Ethics at the University of Zagreb on 4 October 2022.

Faculty teachers and students contribute to the work of University bodies as their presidents and members, attempting to add to the quality of development and management processes.

The Faculty greatly appreciates the support extended by the Rector, the Vice-Rectors, the Senate and other bodies, and offices and services of the University of Zagreb regarding the following: comprehensive reconstruction of the building at Trg Republike Hrvatske 14; meeting the requirements for quality teaching and scientific-research and professional activity, students and study programmes; international and inter-institutional collaboration and mobility; digitalisation; financing and operations; innovations and knowledge transfer; quality assurance; human resources; and other segments of Faculty activity.

The Faculty of Law will continue to seek recognition within the University by collaborating with its other constituent units in devising study programmes, teaching, conducting scientific-research and professional activity, taking part in projects which facilitate the transfer of knowledge to the economy and the public sector, and in other applicable ways.

The Faculty of Law has been heading the project of shaping the European University of Post-Industrial Cities (UNIC) at the level of the University of Zagreb in its initial three-year period (October 2020 – September 2023). This project is aimed at improving student and teacher mobility. The H2020 UNIC4ER project (which began on 1 September 2021), which is also headed by the Faculty of Law, is aimed at strengthening the cooperation of the eight UNIC partner universities regarding research and innovation.

Because coordination of the UNIC project will be taken over by the Rectorate in the new term of office, the Faculty of Law will continue to fully support the project believing it to be of strategic importance to our University and all its constituent units.

## VIII. Conclusion

The Faculty of Law of the University of Zagreb is the country's oldest and largest law faculty. Many indicators suggest that it is also the most successful one. At the end of 2023, the Faculty will celebrate 247 years of continuous operation. The Faculty plays a prominent social role and carries special responsibility for the development of legal sciences, the legal profession, and the rule of law in the Republic of Croatia. Faculty teaching staff and students are regular contributors to the legal and social sphere, carrying out various responsible tasks in international and national tribunals and other bodies, as well as in a range of development processes of importance to the country.

As current Dean and Dean of the Faculty of Law of the University of Zagreb for the term from 1 October 2023 to 30 September 2026, I advocate for the following: an even stronger development of the Faculty as a modern higher education and scientific academic institution, its dedication to the quality of study programmes and teaching at all levels of studies, gathering together the best university teachers and experts, and ensuring the high quality and excellence of teaching, scientific-research, and professional activity in the areas of law, social work and social policy, and public administration and public finance. This can be achieved by ongoing communication, exchange of ideas and knowledge, and close collaboration with other legal and related faculties in Croatia and beyond, as well as with various bodies and constituent units of the University of Zagreb.

The Dean's Programme refers to the entire Faculty Management and comprises a number of goals and measures for the implementation of said goals. These goals will ensure that the Faculty has a long-term focus on quality in its internal, intra-university, national, and international activities. They will also ensure the synergy of the institution, a cohesive organisational culture, and the growth of students, teachers, associates, and other employees, not just as individuals but as part of a community. The slogan of the programme – "For a Modern and Socially Responsible Faculty of Excellence" – emphasizes the importance of an integrative, innovative, excellent, open, socially responsible, and knowledge-oriented community of students, teachers, researchers, and all members of the professions that the Faculty of Law brings together.

In my 30 years at the Faculty, I have acquired extensive experience in scientific-research, teaching, and professional activity, as well as sound organisational and managerial skills. My experience stems from the many duties and positions I have had at the Faculty, the University and in other bodies and organisations. These include the following: Senate member; member of the enlarged Rector's Collegium as a representative for social sciences; Faculty Dean; Head of the UNIC project for the University of Zagreb and head of other local and international projects; Vice-Dean of the Faculty of Law; Head of the Institute of Public Law and Public Administration; Head of Chair of Administrative Science; Head of the Study Centre for Public Administration and Public Finance; Head of the Postgraduate Doctoral Studies Council (Public Law and Public Administration Programme); Secretary of the Postgraduate MSc Programme for Administrative and Political Sciences at the Faculty of Law; Head, Deputy Head and member of the Council for

the Postgraduate Study Programme in Public Administration; Editor-in-chief of the journal “Croatian and Comparative Public Administration” and editor of some 40 books in Croatia and beyond; editorial board member for a number of international scholarly journals; head of department and Dean of the Social Science Polytechnic, President of the Institute for Public Administration; President of the Scientific Council of the Croatian Academy of Legal Sciences; Vice President of the Open Government Partnership Initiative Council of the Republic of Croatia; member of the Social Sciences and Humanities Council at the University of Zagreb; chair and member of expert panels for the accreditation of study programmes in Croatia and beyond; organiser of many local and international scientific and professional conferences; head and member of several working groups for drafting legislation, member of the Committee on the Constitution, Standing Orders, and Political System of the Croatian Parliament; member of several national councils dealing with public administration reform; reviewer of scientific project proposals in Croatia and beyond; member of the Sectoral Council of the Croatian Qualifications Framework for the areas of law, political science, sociology, public administration, and public affairs; member of the Ethics Committee for Elections to the Croatian Parliament, member of two executive committees of the International Political Science Association, and so on). Considering the experience listed above, I am convinced that I am qualified to achieve the goals elaborated in the Programme, working together with the current Management team, all the teachers, associates, researchers, and other Faculty staff, as well as with students and other stakeholders within the professional community which the Faculty brings together, and with the support of the Rector and the Senate of the University of Zagreb.

Prof. dr. sc. Ivan Koprić