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## RE-ACCREDITATION Old Church Slavonic Institute

**Date and place of visit:**

November 05, 2013, Zagreb

**Date of report**

December 05, 2013



**COMPOSITION OF THE PANEL OF EXPERTS FOR RE-ACCREDITATION PROCEDURE  
(names of panel members and institutions from which they come from):**

1. Dr **Catherine Mary MacRobert**, University of Oxford, UK (chair)
2. Prof. dr. **Roland Walter Marti**, Saarland University, Germany
3. Dr **Jeannine Beeken**, Institute for Dutch Lexicology, Netherlands
4. Professor **Ronelle Alexander**, University of California, Berkeley, USA

Support to the expert panel (names):

- Marina Matešić, coordinator, Agency for Science and Higher Education
- Viktorija Juriša, coordinator, Agency for Science and Higher Education
- Đurđica Dragojević, translator, Agency for Science and Higher Education



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## INTRODUCTION

### *Brief description of the scientific organization*

NAME OF SCIENTIFIC ORGANIZATION: OLD CHURCH SLAVONIC INSTITUTE

ADDRESS: DEMETROVA 11, ZAGREB

NAME OF THE HEAD OF THE SCIENTIFIC ORGANIZATION: MARICA ČUNČIĆ, PHD

AREA, FIELD AND SUBFIELD OF SCIENTIFIC RESEARCH: HUMANITIES - FIELD: PHILOLOGY, HISTORY, THEOLOGY, ART HISTORY; SOCIAL SCIENCES – FIELD: INFORMATION AND COMMUNICATION SCIENCES; INTERDISCIPLINARY ARE OF SCIENCE – FIELD: COGNITIVE SCIENCE

ORGANISATIONAL STRUCTURE: Governing Board, Director, Scientific Board

RESEARCH / NON-RESEARCH RATIO: 22/4

NUMBER OF SCIENTISTS elected into a scientific grade: 13

NUMBER OF OTHER RESEARCHERS (PhD students included): 9 (1 post-doc, and 3 PhD students, 4 other researchers, 1 librarian)

#### BUDGET DETAILS:

Income (2012): 99.61% of income comes from the state budget, and 0.11 from own commercial activity. State budget income: 84.88 % for employees, 10.15 % for business costs, 2.38 % for research projects and 2.56 % for publishing activity.

#### SHORT DESCRIPTION OF RESEARCH ACTIVITIES:

Institute was established in 1952, attaining its present-day name and status in 1997. Since 1952 it is a public research institute with the mission to collect, process and study Old Slavonic and old Croatian monuments and other materials needed for professional dictionaries, monographs, proceedings and similar publications, and to establish a specialized library, and a photo library which will collect images of all important Glagolitic monuments, and other monuments that are found in libraries and archives outside Zagreb or abroad. Since 1997 it is an independent research institute under present name and focus. Present research work is conducted within 4 departments (Department of Literature; Department of RCJHR; Department of grammar;



Department of Glagolitic palaeography) and by 13 researchers, 4 research assistants, research associates, librarian and an IT expert.

### ***Work of the expert panel***

Prior to its visit to the Staroslavenski Institut the expert panel was provided with the Institute's self-evaluation report on 16 September 2013. The expert panel was briefed by AZVO/ASHE on November 3, 2013. The site visit took place on November 5, 2013 when the panel had the opportunity to visit the facilities, check the physical resources of the institution, and hold meetings with the following groups:

1. Director of the Institute (Dr M. Čunčić) and a member of the Governing Board of the Institute (Dr V. Badurina Stipčević)
2. Heads of departments and project leaders
3. Researchers
4. Research assistants

After deliberation, the panel held an exit meeting with the director and the member of the governing board. The results of the visit were further discussed at an evening meeting on the same day. The final report was prepared by the chair and accepted by all members of the expert panel.

## DETAILED ANALYSIS BASED ON CRITERIA FOR RE-ACCREDITATION

### 1 QUALITY OF SCIENTIFIC RESEARCH

#### 1.1 Quality of human resources

The profile of researchers at the Institute is clearly adequate to its programme of research. This consists of four projects, Croatian medieval literature in its European context, the Dictionary of Croatian Church Slavonic (*Rječnik crkvenoslavenskoga jezika hrvatske redakcije*), the grammar of Croatian Church Slavonic and Glagolitic Palaeography, which are led by researchers with international reputations. In order to realise this programme the Institute has recently increased the number of its researchers by 2, so that it currently has 11 research fellows and associates, 2 emeritus research fellows, and 9 research assistants (pre- and post-doctoral, advisors, librarian). However, the number of researchers does not yet meet the requirement of 15 for reaccreditation. More importantly, the current limit on the number of research staff makes it difficult to sustain the Institute's long-term projects (two of which are at present led by emeritus research fellows) while at the same time developing the promising new project outlined in the Institute's strategy document. This pressure could be reduced if the Institute were able to promote two of its post-doctoral research assistants to regular research positions and to employ part-time a research assistant to work on the *Rječnik*.

The Institute has an effective self-regulating mechanism for selection, employment and advancement of research staff. Although it does not operate formal internships, it offers opportunities for people who have appropriate basic qualifications and an interest in the subject area to work there short-term on a part-time or voluntary basis. If they are then taken on as research assistants, they receive intensive in-house specialist training and are encouraged to select topics for doctoral research related to the projects on which they work. The Institute thus has a strong interest in selecting, training and retaining good researchers. The number of doctorates awarded and the time taken to complete them are both satisfactory. Research assistants commented positively on the amount of help which they received from their mentors and on the value of their research visits to foreign institutions; they spoke appreciatively of the intellectual freedom to choose their own research topics, while maintaining commitment to the



Institute's major team projects, and thus to avoid too narrow a focus within the subject field. The availability of training for both doctoral and post-doctoral researchers has been increased: for instance, a 4-year rota has been introduced for editing the Institute's journal *Slovo*, thus allowing junior researchers to acquire editorial experience.

The Institute has a small team of qualified support staff (2 accountants, 1 secretary, 1 IT officer). Their contribution, particularly that of the IT officer, is highly valued, but there is a clear need for more substantial support in the areas of IT and computational linguistics and to a lesser extent archival maintenance and secretarial assistance to the Director. At present the Director is under pressure because, in addition to carrying out administrative responsibilities (including funding applications) with limited secretarial support, she acts as IT manager and leads one of the Institute's research projects. In order to relieve this pressure and to spread managerial responsibility, the Institute should consider creating a management team consisting of the four heads of departments. Coordinated team management on this basis will clearly be needed for the Institute's strategic plan; in addition, such a team would be able to develop plans for national and international forms of cooperation and sharing of resources.

The Institute attracts several foreign research visitors each year, and is currently seeking means to employ part-time a foreign research assistant. The editorial board of the Institute's journal includes two distinguished foreign researchers, one of whom is also editor in chief of the Institute's main ongoing publication, the *Rječnik crkvenoslavenskoga jezika hrvatske redakcije*. The new major project outlined in the Institute's strategy document will involve the collaboration of researchers based in Austria, the Czech Republic and Bulgaria, as well as a number of universities and research institutes in Croatia.

## 1.2 Quality of scientific research

Much of the research done at the Institute is based on material which has previously been studied little or not at all; discovery of new source material is still ongoing. The four main project areas either treat this material in new ways, e.g. by applying modern linguistic, comparative and interpretative theories to premodern texts, or use it to develop new methodology, e.g. palaeographical analysis on the basis of digital scans. Work on the *Rječnik crkvenoslavenskoga jezika hrvatske redakcije* is necessarily traditional in approach, since its high scholarly value partly depends on following the rigorous model of the *Lexicon linguae*



palaeoslovenicae published in Prague; but the incorporation of encyclopedic information into the *Rječnik* also represents an innovative development.

However, digitization is as yet not part of the development and working processes on the *Rječnik*; there is e.g. no content management system or sharing of digitized knowledge in the form of a digitized editorial environment, resource databases or change tracking, all conceived as best practice in 21<sup>st</sup>-century computational lexicography. The Institute could benefit from the experience of other long-term lexicographical projects which have successfully made the transition to a digitized environment. For instance, the Dictionary of Medieval Latin from British Sources ([www.dmlbs.ox.ac.uk](http://www.dmlbs.ox.ac.uk)) has been able in this way to speed up its rate of publication and to move towards an online searchable version. The Institute should set a similar goal for the *Rječnik*, using the project outlined in its strategic plan (see 4 below) as a laboratory to develop ways of sharing resources and research materials in digitized, Unicode-compliant form. The panel urges the Institute to engage with the advantages of sharing in terms of both internationalization and representation of a unique cultural heritage.

The Institute is the foremost contributor internationally to research in its specialist field. For this reason its researchers often publish in the Institute's journal *Slovo* (particularly in two recent homage issues for emeritus members of the Institute). This journal has been given A1 status in line with its international importance in the field; its C rating in ERIH is based on a misconception and needs to be corrected. However, researchers at the Institute also publish in foreign journals which are internationally recognized and registered in SCOPUS, and a number of their interdisciplinary publications are recorded in WoS. They regularly give papers, including keynote and plenary presentations, at national and international conferences. At present they do not lead any international research projects, but the project central to the Institute's strategic plans for the coming years has been conceived on an international basis.

## 2 PRODUCTIVITY OF SCIENTIFIC RESEARCH

The Institute's rate and trend of productivity are impressive, especially given its relatively small size and the range of research activities in which the staff are engaged. As mentioned above, the rate of submission and award of doctorates is satisfactory and is an



indication of effective supervision. In addition to scholarly publications, researchers at the Institute organize national and international exhibitions and provide expert advice to archives and libraries. On the national level the Institute participates in a HAZU project *Hrvatski medicinski identitet i njegov europski kontekst*; it is not formally a member of any international projects, but its researchers cooperate informally and on an individual basis with a large number (more than 20) of foreign research institutes, universities, libraries and international commissions across Europe and beyond. The Institute has recently made some progress in making its source material (texts, scans of manuscripts, illuminations, sound recordings) and publications available in digitized and to some extent searchable form on its website, thus opening the way to new uses of its scholarly resources both in Croatia and abroad. However, since the manuscripts are only scanned and not OCRed based on electronic dictionaries, their use is limited to consultation of the text as a whole. Information retrieval based on string or word search is impossible and there are no links between the text and the dictionary which would allow users immediate access to relevant lexicographical information about the words or meanings used in a text

### **3 IMPACT AND IMPORTANCE OF SCIENTIFIC RESEARCH**

#### **3.1 Transfer of research results to society**

The Institute sees its contribution to Croatian society mainly in terms of knowledge transfer through teaching and communication or information to the general public. On a national level it collaborates with HAZU and with more than 20 university study programmes, archives and other institutions. As indicated under 2 above, it provides expert advice and collaboration to a wide range of organizations, including the national media, museums, publishers, schools, religious houses and voluntary organizations. It also communicates the results of its work to society at large through exhibitions, public lectures and appearances on radio and television. Its researchers are involved in a range of societies, primarily but not exclusively learned; it is not clear how much active involvement they have in policy-making bodies.



### 3.2 International impact

As indicated under 1 above, the Institute holds a leading position and enjoys high visibility in its subject area internationally. Consequently, it has links with a wide range of institutions abroad (see 2 above). It organizes international conferences and attracts foreign researchers on a regular basis, and also, though in smaller numbers, foreign research students. Because its source material for research is located primarily in Croatia, and probably because of financial constraints, its staff tend to pay relatively short visits to institutions abroad for research or teaching. The research assistants commented positively on the usefulness of such visits for networking as well as for study. Several researchers at the Institute are members of foreign academies of science or learned societies; it was not clear to the panel how much active involvement they have in policy-making bodies or in international reviewing.

The expert panel would encourage the Institute to broaden their international impact by contacting formally EU institutions concerned with their unique participation in the wide field of European heritage. The Institute should promote and make visible their resources, methodologies and processes to a larger international community as part of a larger European heritage, thus ensuring that the Croatian heritage is included in projects funded by the European Union.

(The self-evaluation form needs to be made more explicit: institutions are asked to comment on membership of 'scientific, professional or civil society association/organization' and 'honorary positions, awards and recognitions of the institution or its members in national and international bodies and networks', but are not directly asked about participation in policy-making or peer-review.)

### 3.3 Impact on economy

The Institute's subject area does not give obvious openings for commercial or industrial collaboration, but opportunities may well emerge to work with firms developing OCR and ICR applications. The recent EU IMPACT tools (Improving access to (historical) texts, 2007 – 2012, [www.impact-project.eu](http://www.impact-project.eu)) and e.g. the lexicographical 'cookbook', the language modelling, the OCR fine reader 10 by Abbyy, the tools produced by IBM Haifa, have not been introduced to the



Institute as yet. The expert panel learnt during their site visit that the first formal steps would be taken shortly. The Institute should also contact the partners of the EU tranScriptorium project (2013 – 2015, Digitizing hand-written historical texts, [www.transcriptorium.eu](http://www.transcriptorium.eu)) and the EU Succeed project (Support Action Centre of Competence in Digitisation (2013 – 2014, [www.succeed-project.eu](http://www.succeed-project.eu)),

For strategy see 4 below.

### **3.4 Transfer of research results to higher education**

The research staff of the Institute engages in specialist teaching activities for undergraduate, graduate, postgraduate and doctoral programmes at 10 Croatian higher education institutions, in several cases for more than one faculty. The quantity and subject range of the teaching are appropriate, and the quality is reflected in the wide demand for this service. It is a matter for concern, however, that the Institute has not been able to secure more than one contract with the universities for this teaching, which is currently done on a private basis outside working hours.

## **4 EFFICACY AND EFFICIENCY OF THE SCIENTIFIC ORGANISATION**

### **4.1 Strategic plan**

The Institute has elaborated an ambitious and detailed strategic programme for the coming 5-10 years. Basically it plans to carry work on each of its four projects forward to a new stage: it envisages more extensive examination of the European sources and parallels for Croatian medieval literature; more in-depth study of linguistic usage; contrastive lexical and semantic investigation of Croatian Church Slavonic, Old Church Slavonic and the Croatian medieval vernaculars; detailed palaeographical analysis of manuscripts from the 14th century on with the assistance of digitized imaging and the compilation of an online palaeographical inventory, which would be a major new development in Slavonic medieval studies.

The planned focus of the strategic programme is an interdisciplinary investigation of Glagolitic manuscripts from Beram, in collaboration with specialist researchers at the Universities of Zagreb, Rijeka and Zadar, the State Archive of Pazin, and international



participation from the Universities of Vienna and Sofia and the Academy of Sciences of the Czech Republic. This project has been carefully planned in phases which can be integrated with the other research activities of the Institute. It represents an original initiative and an important step forward, not merely in the study of the Croatian Glagolitic tradition but in Slavistics as a whole, and offers new scope for investigating Western European influences and parallel developments. It also offers the Institute the opportunity to develop an integrated electronic working environment, based on linked, searchable research material in Unicode-compliant form. Such a development would put the Institute at the forefront of IT applications to Slavonic studies and would make the Institute's work accessible to wider use internationally.

The panel hopes that the Institute's application for recognition as a Centre of Excellence will be successful, thus facilitating the realization of the Beram scriptorium project.

#### **4.2 Management of the scientific organisation**

On the basis of the self-evaluation form and interviews with the staff of the Institute, the panel formed the view that management of the Institute is not formalized. Although the organization currently seems to work satisfactorily in practice, there are no formal strategies or policies for organizational, structural and project management, performance and quality management, change management (including IT) and benchmarking; tools for planning, monitoring and evaluating/adjusting are also missing as is a critical path analysis. These tools are needed in order to complete the long term dictionary project (by 2035) and to respond in an effective way to the challenges of cooperation and sharing. The organization of work in small research teams where experience is readily shared and results are immediately monitored was generally regarded as effective, improvements had been made in transfer of skills and knowledge within the teams, and a sense of common purpose and shared motivation was clearly perceptible across all groups of staff. Senior researchers at the Institute are members either of the Governing Council or of the Research Council, as well as leading projects; a high degree of personal consultation is thus possible.

As said, at present the Institute does not have formalized internal policies and systems for monitoring the effectiveness of decision-making, employee satisfaction, or productivity and quality of research, and relies on external mechanisms for regulating the professional development of its research staff. However, the Institute's strategic plan for an interdisciplinary and inter-institutional research project on Glagolitic manuscripts from Beram (2014 – 2020) is



explicitly based on coordinated management of research activities, detailed timetabling and quality control of output. These management strategies need to be implemented as an immediate priority in the Institute's longer-term projects, especially the publication of the *Rječnik crkvenoslavenskoga jezika hrvatske redakcije*, which is currently progressing at a relatively slow rate because of competing calls on the time of the researchers involved and because of the small number of researchers contributing to it.

The main reason for this is apparently that lexicographical work is not accorded external recognition as research activity which counts towards professional promotion. This is a misconception which needs to be corrected: much of the linguistic material and information contained in the *Rječnik* is not available in other dictionaries; its analysis calls for knowledge of several old languages (Church Slavonic, Greek, Latin) as well as modern ones, for the identification of medieval sources in those languages, the skills to read and interpret them and research into their liturgical and textual history, in addition to lexicographical competence in semantics and etymology. Work on the *Rječnik* is thus pre-eminently a scholarly undertaking and deserves to be recognized as such. The completion of this project needs to be prioritized and accelerated, because it is a prerequisite for further research both at the Institute and elsewhere.

The Institute's scope for mobility and exchange of research staff is limited by its subject area, in which opportunities for training or employment elsewhere are rare. Increased involvement in international research projects of the kind envisaged in the strategic plan is likely to generate more activity in this area.

### 4.3 Infrastructure

The Institute's premises are basically adequate to its purposes but have several drawbacks: as buildings of historic and architectural interest they require special upkeep; because a part of the main building is occupied by life tenants, there are difficulties in achieving the Institute's plan to utilize the cellar as a public exhibition space; and the Institute's library holdings are currently located in the rooms where the research teams work. This arrangement is inefficient in terms of time, since researchers have to go from room to room to consult books, potentially disruptive to work, and makes it difficult to track the location of books. It appears



that there is space in the attic of the main building to house the library holdings, subject to availability of funds; the Institute plans to apply for European funding to improve its premises.

In other respects the Institute's use of its facilities appears to be effective, and its IT resources are of good quality. It does not share its infrastructure with other stakeholders or let it out for commercial purposes, but limits on space and the specialist nature of its operation offer little scope for this. Digitized research materials are either accessible on the Institute's website or are made available to scholars from other national and international institutions on request.

There is a need for up-to-date IT software, for specialized gold standard language technology and for specialists and tools in computational lexicography. These can be achieved through international formalized contracts and European research consortia. The expert panel is convinced that, since other Croatian institutions lack the same or similar human resources, equipment and linguistic software, a shared centre to support Language Technology Production and Computational Linguistic Research needs to be set up.

#### **4.4 Funds**

The Institute's overall budget shows a small increase over the past five years, thanks to funding from successful competitive applications (z-projects). Its main income, which has slightly decreased during that time, derived from national institutional sources. The allocation of funds to the Institute's research purposes appears to be careful and effective. However, the panel considers that the Institute's dependence on governmental funding is a potential weakness in its financial strategy, and that some diversification of income streams is desirable. The Institute is not in receipt of funding from international sources, and has apparently been discouraged from making applications for such funding; the panel considered that the advice which the Director had received about the likelihood of securing international funding was misguided, and that the Institute should renew its efforts in this area as an immediate priority. It could also investigate the possibility of private commercial funding through an OCR project for its unique collection of Glagolitic texts (see economic impact above).



## **RECOMMENDATIONS OF THE EXPERT PANEL TO THE ACCREDITATION COUNCIL OF THE AGENCY FOR SCIENCE AND HIGHER EDUCATION**

### ***ADVANTAGES (STRONG POINTS)***

The Staroslavenski institut is internationally the foremost research institute for its subject area. As one of the researchers remarked, this subject area forms a bridge between Central/Eastern and Western European cultural history and is a uniquely distinctive component in the history of Croatia. The research done at the Institute addresses all three of these dimensions and thus makes an important contribution to the standing of Croatia in the larger European setting, as well as promoting awareness and understanding of the country's cultural heritage.

The Institute has a longstanding tradition of high-quality scholarship, fostered by small-group teamwork and specialist in-house training. In spite of its modest size, it manages to produce an internationally recognized journal as well as an impressive output of paper and publications by individual researchers. It is in process of publishing comprehensive lexicographical and grammatical accounts of Croatian Church Slavonic, well ahead of other Slavonic countries with similar traditions. These are likely to cast new light on Slavonic studies and on the cultural history of Central and South-Eastern Europe, as well as that of Croatia. It is about to embark on a large-scale interdisciplinary project with international participation which represents a new methodological initiative in Slavonic medieval studies. This has the potential to move the study of the Croatian Glagolitic heritage forward to the more prominent position in European scholarship which it deserves.

The panel saw clear evidence of a collaborative professional work ethos communicated to younger researchers, of openness to innovative and interdisciplinary approaches, possibilities of networking with foreign colleagues and institutions, and use of new technology, as well as commitment to the Institute's long-term projects.



## ***DISADVANTAGES (WEAK POINTS)***

The research staff of the Institute is under pressure to sustain existing projects while at the same time developing new ones; to some extent they depend on input from retired project leaders. A modest increase in the number of researchers would help, but proper recognition is also needed for work on the *Rječnik crkvenoslavenskoga jezika hrvatske redakcije* as research activity, so that researchers can concentrate on completing it without detriment to their scholarly careers.

The Institute's support staff is good, and adequate in number for everyday purposes, but not for large-scale IT projects or for making big funding applications. The most obvious modern ways of dealing with digitized (online) material or resources to be digitized, namely uniformity, linking and integration, are not at present exploited. This lack of internal integration could prevent the Institute from becoming a partner and competitor on the national and especially on the international level. Managerial responsibility is excessively dependent on the Director, who in addition has to act as IT manager and to draw up applications and other documentation herself; these tasks limit and potentially conflict with her contribution to the research activities of the Institute, particularly her role as leader of the project on Glagolitic Palaeography.

The Institute's buildings are adequate, but limited funding prevents their optimal use: the library holdings need to be unified and reorganized in order to be utilized efficiently; the main building has potential for an exhibition area which would increase contact with the public.

The subject area of the Institute has sometimes been perceived, both externally and to some extent internally, as primarily regional in focus and importance. Because of this mistaken view, the international status of the Institute's journal *Slovo* is not universally recognized and the Institute has not been as active as it could be in seeking international partnerships and sources of funding.



## RECOMMENDATIONS FOR QUALITY IMPROVEMENT

The following recommendations each consist of two parts: an internal one, addressed to the Institute, and an external one, addressed to the Ministry of Science, Education and Sport and other relevant governmental bodies:

1. **internal:** The Institute needs to maintain and increase the momentum of its long-term project, *Rječnik crkvenoslavenskoga jezika hrvatske redakcije*. Completion and publication of this dictionary will enhance the Institute's international reputation and facilitate future research projects. In order to do this the Institute needs to organize the work of its researchers in such a way that they can give adequate time to the project. This will be particularly important as plans for new projects, in partnership with researchers at other institutions, start to be implemented. Coordinated planning by a management team consisting of the four heads of departments is likely to be crucial to the success of these projects. The Institute should also aim to develop more formal procedures for monitoring the effectiveness of decision making, employee satisfaction and the quality and productivity of research, as outlined in its strategic plan.

**external:** Highly specialist lexicographical work needs to be accorded recognition as scholarly research.

2. **internal:** In order to meet recommendation 1, to achieve its strategy goals, and to meet the requirement for reaccreditation, the Institute needs to increase the number of researchers on the lines indicated in its self-evaluation document.

**external:** If the Institute's current application for recognition as a Centre of Excellence is successful it will have short-term funding for this purpose, but in the longer term it will probably need some financial support from the Ministry.

3. **internal:** The Institute needs to optimize its use of physical space and library resources by creating a library separate from the offices where researchers work.

**external:** Some financial support is needed for this purpose, either locally or from European funding sources.

4. **internal:** the Institute needs to get teaching contracts with the numerous Universities which benefit from the expertise of its researchers, so that it can receive income from teaching.

**external:** The Ministry should support it in this.



5. **internal:** The Institute needs to continue developing IT applications, such as scanned images and ICR of manuscripts, searchable digitized versions of research materials, e-book publications, which will support the planned interdisciplinary project and facilitate completion of the *Rječnik* and may generate extra income.

**external:** Since other Croatian institutes in the Humanities face similar challenges in the area of IT, a special IT unit, not incorporated into one particular institution, should be created to serve the Humanities. This unit would provide the necessary know-how and could support the participating institutions in solving IT problems. Such a solution would be more effective than giving the institutions separate IT specialists and it could lead to further cooperation between the institutions.

6. **internal:** The Institute needs to pursue more actively applications to funding bodies outside Croatia and opportunities for participation in international projects.

**external:** A special unit should be created to support Croatian institutions in the Humanities in acquiring external funding for projects, especially on EU level. This unit should be independent of the institutions participating, and could be part of the Ministry. Its tasks would be to inform the participating institutions of possible sources for project funding, to support them in writing and submitting proposals and to help them in managing projects that have been approved.

7. **internal:** The Institute needs to get proper recognition of its journal on ERIH and other bibliometric databases.

**external:** The Ministry should help by emphasizing that *Slovo* has been given A1 status.