

DEVELOPMENT STRATEGY OF THE UNIVERSITY OF ZADAR

FROM 2017 TO 2022



UNIVERSITY OF ZADAR
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University of Zadar

DEVELOPMENT STRATEGY OF THE UNIVERSITY OF ZADAR FROM 2017 TO 2022 GODINE

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INTRODUCTION BY THE UNIVERSITY OF ZADAR RECTOR

Strategic vision and articulation of objectives of the Development strategy of the University of Zadar 2017 – 2022 means the continuation of a common future, as well as our decisive choices on what road we shall take and how we are going to achieve the defined objectives. The agreement regarding vision and mission indicates an inspiring and stimulating spirit of the employees in all components and organizational units, which will certainly contribute to a successful realization of strategic measures and activities.

The idea of development of the University in the following five-year-period is based on an internal analysis, self-assessment, identification of advantages and disadvantages in the previous five years, material, human and financial resources and directions of educational policies and other policies at national and international level. In compliance with the Strategy, we expect the realization of articulated objectives, primarily those intended for students, university professors and other employees, as well as regarding the work of all employees. Also, a special stress is given to the innovative and creative undertakings in all work processes of the University (research, teaching and learning), scientific and teaching internationalization and strengthening of HR capacities.

The *Strategy* is a visionary concept transformed in a systematic and realistic perspective of the University, but also a basis for checking the consistency of all the holders of scientific and teaching activities, all bodies and commissions, all offices and administrations implementing activities and guides in order to enlighten us all to know what is effective for the development of higher education and science in local, regional, national and international context. Developmental objectives are pervaded with the idea of diversity of scientific and teaching areas, and at the same being optimally integrated in the scientific, research and teaching activities.

The realization of the strategic objectives depends on a harmonious and consistent governance of the University. However, the implementation and the success of all the components can be ensured by practicing culture of personal, team and collective strategies, culture of linear hierarchy, active participation and mutual respect. The university imperative is still the academic integrity which is an expected symbol of all our relationships and activities.

I would like to thank the members of the working group for the creation of the Strategy who have been committed, constructive and managed to show as a team the art in finding a middle point between the realistic and unrealistic wishes of the various components, between realistic trends and possibilities, between measurable indicators of advantages and disadvantages of current activities, between the changes brought by the educational policy and what is vitally important for keeping the achieved stability of the university - the offer of study programmes at all levels of higher education, stimulation of the younger generation of scientists and teachers in obtaining scientific and research projects, and promotion of the University of Zadar through a wide variety of other activities relevant for the development of the socio-economic community to which we belong.

SUMMARY

The Development strategy of the University of Zadar 2017 – 2022 is the basic strategic document defining the development direction of the University of Zadar in the forthcoming five-year period. This strategy is part of the strategic planning and governance process started in 2006 by adoption of the Strategic Guidelines of the University of Zadar for the period 2006 – 2010, and the Strategy of the University of Zadar 2011 – 2017. Taking into account all the experiences deriving from the planning and implementation of the previous strategic plans and considering the methodological framework of strategic documents creation, the Development strategy of the University of Zadar 2017 – 2022 is thematically organized in seven units divided into 17 sub-chapters.

At the ground of this document, and by that its introductory part, is the summary of the current status analysis implemented simultaneously with the evaluation process of the execution of objectives and tasks from the previous Strategy. For the current status analysis creation, the databases available to the university offices have been used, an *online* survey has been made and the preparatory discussions in focus groups with different stakeholders from the University system, as well as from different subjects from the local and regional community have been held. The gathered data have been analysed by descriptive statistic procedures, they have been interpreted, and based on that, the conclusions have been drafted and divided into 11 sub-chapters. The following has been taken into account: founding and organizational structure, study programmes and students, scientific-research, artistic and professional activities, mobility and international cooperation, academic staff, administrative and professional offices, infrastructural capacities and technical equipment, IT and communication infrastructure and financing of the University of Zadar. At the end of this unit, a benchmark analysis of the University of Zadar compared to other national and international higher education and scientific institution has been given.

The analysis results of the previous University of Zadar strategic document implementation, i.e. Strategy of the University of Zadar 2011 – 2017, are reported in the second chapter of the document. By analysing the objectives defined in the Strategy, it has been established that their accomplishment was partial, and some of the goals have not been achieved. The causes of the partial accomplishment of the objectives are partly external (changes of the national laws and the modality and scope of financing of regular activities), and partly internal (lacks in the work organization and implementation of certain activities). Given that in the previous strategic document measurable indicators have not been foreseen in defining the objectives, the accomplished results shown in this chapter have been elaborated in a descriptive manner.

The analysis results of quantitative and qualitative data shown in previous chapters were the ground for recognition of development needs and potential of the University of Zadar. The third chapter of the Strategy therefore contains a review of internal strengths and weaknesses of the University of Zadar, as well as an overview of the development potentials and obstacles in the development of the University taken from its narrow and wider environment, as concisely presented in the SWOT analysis. The strategic framework of the University of Zadar is the fourth and the most important chapter of this document. It contains the description of the mission, vision, objectives, priorities and measures for development of the University in the forthcoming five-year period. The University of Zadar expresses its main task through a defined mission, while the additional elements of the development framework are given through the developmental vision and four main strategic objectives. The mission of the University of Zadar is that it is a scientific and higher education institution, an area of creativity and transfer of new knowledge and technologies. The University of Zadar sees itself as a modern international university, a generator of knowledge and the engine of innovative changes based on the needs of the society and on the principle of equal possibilities, socially responsible behaviour and high ethical standards. Given all of the above, the four main strategic objectives are the following:

1. Improvement of the working conditions of the students and employees of the University

2. Strengthening of the University staff structure
3. Implementation of innovative processes at the University
4. Internationalization of the University.

Strategic objectives have been further elaborated in 16 development priorities and 58 measures. Each development measure has been closely defined in relation to the measure objective, foreseen activities, coordinators, holders and beneficiaries, indicators, indicator monitoring and execution/implementation time frame. Two horizontal objectives, marked as particularly important, have been defined, thus applying to all development priorities and measures, and they refer to:

1. Improvement of the University's position in the local, regional, national and international context
2. Ensuring quality culture, social responsibility and ethics.

The strategic development framework of the University of Zadar has been defined in compliance with the national legal framework and with the relevant strategic documents at local, regional, national and EU level. The Strategy therefore relies on main strategic objectives aimed at the area of higher education and scientific research, such as excellence, competitiveness and innovation, as well as smart, sustainable and inclusive growth.

The fifth chapter of the Development strategy of the University contains an overview of harmonization of this strategic document with the Strategy *Europe 2020*, *National Reform Programme of the Republic of Croatia for 2017*, *Education, Science and Technology Strategy of the Republic of Croatia (2014)*, *Smart Specialization Strategy of the Republic of Croatia for the period from 2016 to 2020 (S3)*, *Zadar County Development Strategy 2016 – 2020*, and *City of Zadar Development Strategy 2013 – 2020*.

In the final two chapters, the entire Strategy drafting process has been described in details, including the applied methodological framework and the planned implementation mechanisms aiming to ensure an efficient implementation of the defined development priorities and measures. The most important Strategy implementation mechanism is represented by the components of the University of Zadar, their employees and students as key stakeholders and development bearers at the University of Zadar.

1. CURRENT STATUS ANALYSIS AND ASSESSMENT

FOUNDING AND ORGANIZATIONAL STRUCTURE OF THE UNIVERSITY OF ZADAR

The University of Zadar is a higher education and scientific institution established by the Decision of the Croatian Parliament on the proclamation of the *Establishment Act of the University of Zadar* of the 4th of July 2002. With this Decision, the Croatian Parliament renewed the many century long university tradition of *Studium generale* (later *Universitas Jadertina*), founded in Zadar in 1396, as the first university on the territory of what today is Croatia. The modern development of the higher education in Zadar started with the establishment of the Faculty of Humanities in Zadar in 1955, at the time part of the University of Zagreb, and from 1975, part of the University in Split. The Faculty of Humanities in Zadar, with its 16 divisions, and the Teacher Training College, established in 1998 were the basis in order to re-establish the University of Zadar. Today the University of Zadar is the largest, completely integrated university in the Republic of Croatia with a total of 25 departments, four scientific-research centres and two centres for teaching activities, University library, Student Standard Centre, Student Counselling centre, university laboratory, Business centre, Student Standard Agency and offices and administrations managed thus to perform financial, administrative and technical tasks.

The organizational structures of the University of Zadar respond perfectly, with their composition and functionality, to the requests of a legally and functionally integrated higher education institution. Its basis are the university departments as organizational units of the University created in order to execute university and professional studies, as well as scientific, teaching and professional work in a certain scientific field or several scientific fields. Due to its grounds at the Faculty of Humanities in Zadar, where the humanities and social sciences studies were performed, most of the university departments also today implements studies appertaining to these fields. With the creation of the Geography study (at the time within natural sciences), and the Culture and Tourism study (trans-disciplinary study), the first step outside the area of humanities and social sciences was made, and the further development of the University included also the establishment of other departments performing studies from the areas of social, interdisciplinary, technical, biotechnological and biomedical and medical sciences.

Table1 Overview of the components of the University by the number of employees, students and study programmes on April 19, 2017

University component	Year of foundation	Number of employees		Number of students
		Total	FTE*	(ord. + extraord.)
Department of English	1956	18	18	409
Department of Archaeology	1962	19	19	212
Department of Ecology, Agronomy and Aquaculture	2006	20	19.5	311
Department of Economics	2005	11	10	482
Department of Ethnology and Anthropology	2003	8	7.5	115
Department of Philosophy	1964	9	8.3	205
Department of Geography	1994	21	20.25	267
Department of German studies	1956	15	15	277
Department of Information Sciences	2004	16	15	194
Department of Teachers and Preschool Teachers Education	1963	23	23	629
Department of Classical Philology	1956	11	11	107

University component	Year of foundation	Number of employees		Number of students
		Total	FTE*	(ord. + extraord.)
Department of Linguistics	2008	4	4	7
Department of Teacher Education Studies in Gospić	2011	16	16	152
Department of pedagogy	1956	13	13	284
Department of History	1956	15	15	184
Department of History of Art	1958	14	14	141
Department of Psychology	1978	22	22	204
Department of Sociology	1976	15	15	207
Department of Italian Studies	1956	16	16	352
Department of Tourism and Communication Studies	1994	21	21	476
Department of Health Studies	2007	19	5.7	214
Department of French and Iberoromance Studies	1956	24	24	443
<i>Division of French Language and Literature</i>	1956	15	15	
<i>Division of Iberoromance studies</i>	2007	9	9	
Department of Croatian and Slavic studies	1956	35	35	451
<i>Division of Croatian Language and Literature</i>	1956	24	24	
<i>Division of Russian Language and Literature</i>	1956	11	11	
Maritime Department	2004	15	14.5	524
Theology and Catechesis Department	2011	3	3	64
Adriatic Onomastic Research Centre	2003	4	4	
Foreign Languages Centre	2006	7	7	(1400)
Body workout and student sports centre	2005	3	3	
<i>Scientific projects</i>	/	4	4	

* FTE – full-time equivalent

Source: Office for staff and administrative affairs

The largest components of the University of Zadar, according to the number of employees and the number of students, are the Department of Croatian and Slavic studies and the Department of French and Ibero-Romance studies, as well as the Department of Teachers and Preschool Teachers Education. Among the largest components of the University of Zadar, according to the number of students, peak the newly established departments, such as the Maritime Department, Department of Economics and the Department of Tourism and Communication Studies.

The University of Zadar created four scientific-research centres as separate organizational units with the aim to organize and promote scientific research activities (Adriatic Onomastic Research Centre, Stjepan Matičević Centre, Centre for Karst and Coastal Research, and the Centre for Interdisciplinary Marine and Maritime Research) as well as two centres for teaching activities (Body Workout and Student Sports Centre and Foreign Languages Centre).

Administrative, technical and financial affairs for all of the above mentioned organizational units, in compliance with the conditions for a legally and functionally integrated higher education institute, are performed by the central university administration and offices.

STUDY PROGRAMMES

In the academic year 2016/2017, the scientific-teaching components of the University of Zadar implement a total of 85 university studies, out of which 32 are undergraduate studies, 30 graduate studies, two integrated undergraduate and graduate studies and eight postgraduate studies (seven doctoral studies and one specialist study) The study dynamic is based on the cycle 3 + 2 + 3, implying a three-year undergraduate study (six semesters), a two year graduate study (four semesters) and a three-year doctoral study (six semesters). According to the type of study, the undergraduate and graduate study programmes are structured as single major or double major studies. All double major study programmes can be combined, thus allowing the development of specific profiles and higher education qualifications. Exceptions to this principle are the two integrated undergraduate and graduate university studies, of the duration of five years (10 semesters).

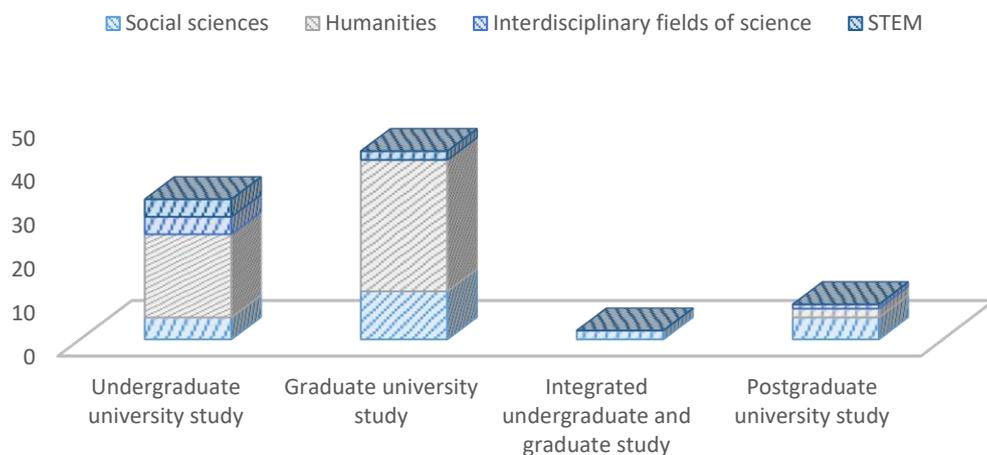


Image 1 *University of Zadar study programmes structure according to the type of programme and scientific field*
Source: data generated by the Mozvag module Overview 9 June, 2017 <http://mozvag.srce.hr/preglednik/>

Out of 34 undergraduate study programmes (including the first three years of integrated studies), the number of single major and double major studies is equal (17). All undergraduate study programmes are executed as full-time studies, and eight of the total number of the above mentioned undergraduate study programmes are performed additionally also as part-time studies. In the academic year 2016/2017, the components of the University of Zadar execute a total of 41 graduate university studies (including the last two years of integrated studies), out of which 23 are double major and 18 single major study programmes. The student can enrol in 39 graduate study programmes as full-time students, five study programmes are executed both as full-time and part-time studies, and two studies are available only as part-time studies. There is one international joint degree graduate course (Cultural sociology) implemented by the Department of Sociology in cooperation with the University of Trento (Italy), University of Graz (Austria), and the Masaryk University in Brno (Czech Republic).

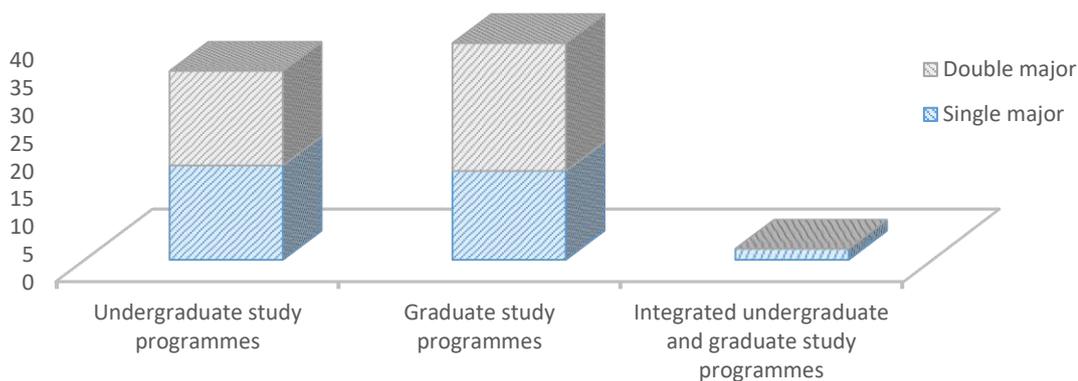


Image 2 Overview of undergraduate, graduate and integrated university studies according to the type of the study programme

Source: Office for ECTS application and academic acknowledgement of foreign higher education qualifications

Most of the study programmes are performed in the fields of humanities and social sciences, and in the last years, in conformity with the established needs of the social and economic community, a step forward has been made in the fields of nature, biotechnology, technology, biomedicine and in the interdisciplinary scientific field.

The University of Zadar is the holder of a total of seven postgraduate university doctoral studies and one postgraduate specialist study, performed independently by the components of the University or in cooperation with the partner higher education institutions. The international joint university doctoral study is also being implemented by the Department of Sociology in cooperation with the University of Teramo (Italy) and one joint university doctoral study (International relations) performed in cooperation with Libertas International University.

The University of Zadar is highly active in the development of new university studies, in quality improvement along with the application of the Croatian qualification framework, and it encourages the cooperation with the social and economic community through European structural funds and other financial instruments. With the financial instruments provided by the European Union, the University of Zadar has financed the development of three new university studies: international joint graduate study in Cultural Sociology, the graduate university study in *Sustainable Management of Aquatic Resources* and the postgraduate specialist study in *Leading and Management of educational institutions*.

All studies are carried out in Croatian language, and certain courses are held also in English language. Study programmes at joint studies are carried out in English language.

Although mandatory student internship is foreseen in the study programmes, students and external stakeholders' focus groups research results have shown the need to increase its importance, by stressing out business competences and cooperation of the economic and social community during the entire educational process. All focus groups, as well as research results obtained in the survey show the need of additional activities in order to better prepare the students for employment, recognizing the needs of the community and of the labour market.

STUDENTS

The total number of students enrolled in the study programmes of the University of Zadar ranges from 5000 to 6000 students. In the academic year 2016/2017 5404 students have enrolled in undergraduate, graduate and integrated undergraduate and graduate study programmes, out of which 3557 were full-time students and 1847 part-time students. 65.82% of the total number of students at the University of Zadar are full-time students, and 34.18% are part-time students.

In the academic year 2015/2016 the number of graduated students was 961, out of which 474 at undergraduate level, and 487 at graduate level.

314 students have been enrolled in postgraduate doctoral studies in the academic year 2016/2017, out of which 133 students were at the first and second year of study, and 181 at the final years of study. In the previous academic year 15 doctoral dissertations were discussed, and in the current academic year 10 doctoral dissertations have been discussed.

Most of the students (99%) are from the Republic of Croatia. In the academic year 2016/2017, 61 foreign students have been enrolled (originally from Bosnia and Hercegovina, China, Slovenia, Russia, Slovakia and Poland). About 2/3 of the students from the University of Zadar originate from outside of the Zadar county (57.81%)

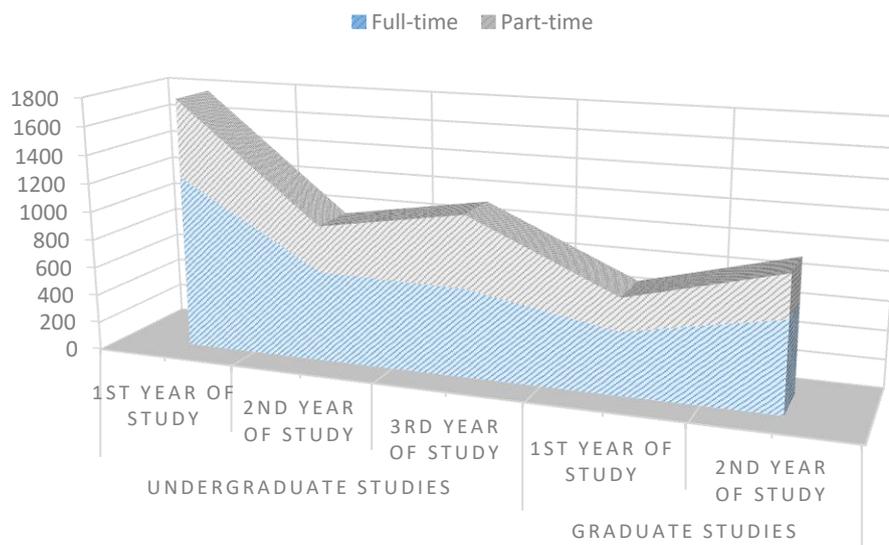


Image 3 Overview of the number of full-time and part-time students at the University of Zadar in the academic year 2016/2017, according to the year of enrolment

Source: Office for undergraduate and graduate studies of the University of Zadar

Table 2 Data on the undergraduate students pass rate during academic years 2014/2015 and 2015/2016

2014/2015 - undergraduate studies

	First enrolment in the 1 st year in 2014/2015	First enrolment in the 2 nd year in 2015/2016	Share (%) of the regular enrolment in the second year	1 st year repeated in 2015/2016	Share (%) of the repetition of the first year of study	Drop out in 2014/2015	Share (%) of drop-out students
Full-time students with Ministry of Education subvention	649	320	49.31	148	22.80	118	18.18
Full time paying students	211	74	35.07	90	42.65	28	13.27
Part-time students	437	168	38.44	133	30.43	50	11.44
TOTAL	1297	562	43.33	371	28.60	196	15.11

2015/2016 - undergraduate studies

	First enrolment in the 1 st year in 2015/2016	First enrolment in the 2 nd year in 2016/2017	Share (%) of the regular enrolment in the second year	1 st year repeated in 2016/2017	Share (%) of the repetition of the first year of study	Drop out in 2015/2016	Share (%) of drop-out students
Full-time students with Ministry of Education subvention	706	320	45.33	194	27.48	106	15.01
Full time paying students	167	77	46.11	46	27.54	20	11.98
Part-time students	389	147	37.79	113	29.05	31	7.97
TOTAL	1262	544	43.11	353	27.97	157	12.44

Source: Office for undergraduate and graduate studies

According to the available data from the last two academic years, the number of drop-out students at undergraduate level is relatively low. Moreover, it must be stressed out that the number of students enrolling in the second year regularly is generally above 40%. Although the fact that there is a problem with weak pass rate from the first to the second year at the undergraduate study level was listed as one of the problems in acquiring the objectives from the previous Strategy, it seems that the problem overcoming measures were mainly efficient and a slight decrease of the drop-out rate after the first year of the undergraduate study year has been registered.

SCIENTIFIC RESEARCH, ARTISTIC AND PROFESSIONAL ACTIVITIES

The scientific research strategic programme of the components of the University of Zadar has been defined in two documents, i.e. in the *Scientific Research Strategic Programme in the fields of*

biomedicine and medicine, biotechnological, interdisciplinary, natural and technical sciences for the period from 2014 to 2018, as well as in the Scientific Research Strategic Programme in social sciences and humanities and in the artistic area for the period from 2015 to 2019. In the above mentioned documents, an overview of the central topics of the scientific-research activities and an assessment of the research potential has been given, in order to ensure and improve continuously the quality of scientific and artistic activities. *The Strategy of the University of Zadar* from 2011 to 2017 defines a comprehensive development plan of the University of Zadar with special regards on the improvement of the scientific research, artistic and professional activities of all its components.

In accordance with the aforementioned strategic documents and with the objectives and contents of the call for financing of the scientific research and professional projects published from 2012 to 2016, the University of Zadar has notified a total of 260 scientific and professional projects, either as a beneficiary or as a partner. Most of the project proposals have been submitted for calls for financing from the national financing sources (51.54%), and a smaller number of project proposals have been submitted for financing from the EU programmes and structural funds (40.38%). The least project proposals have been submitted for other international financing sources, like foundations, foreign ministries and other similar financing sources (8.08%).

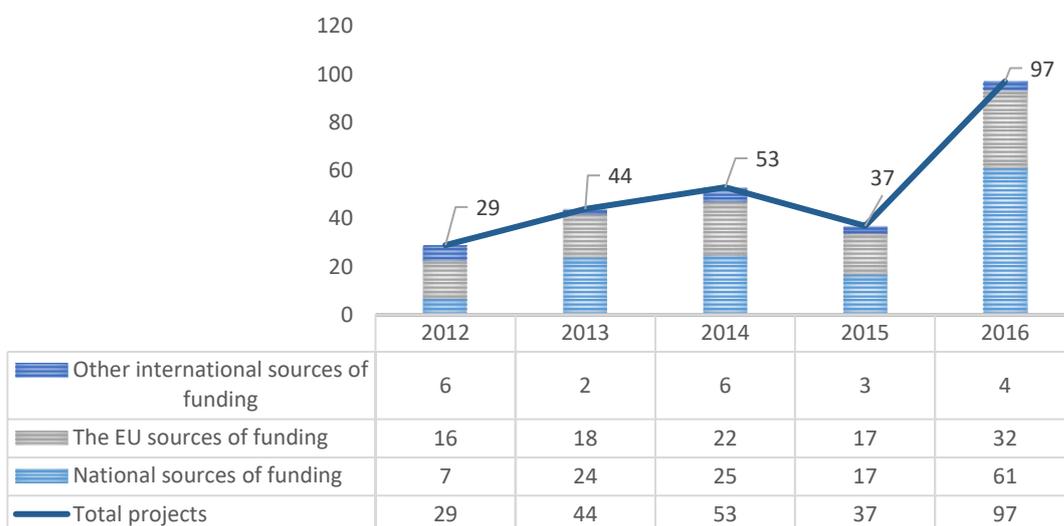


Image 4 Overview of the number of projects submitted at the University of Zadar in the period from 2012 to 2016, according to financing sources
Source: Office for science and projects of the University of Zadar

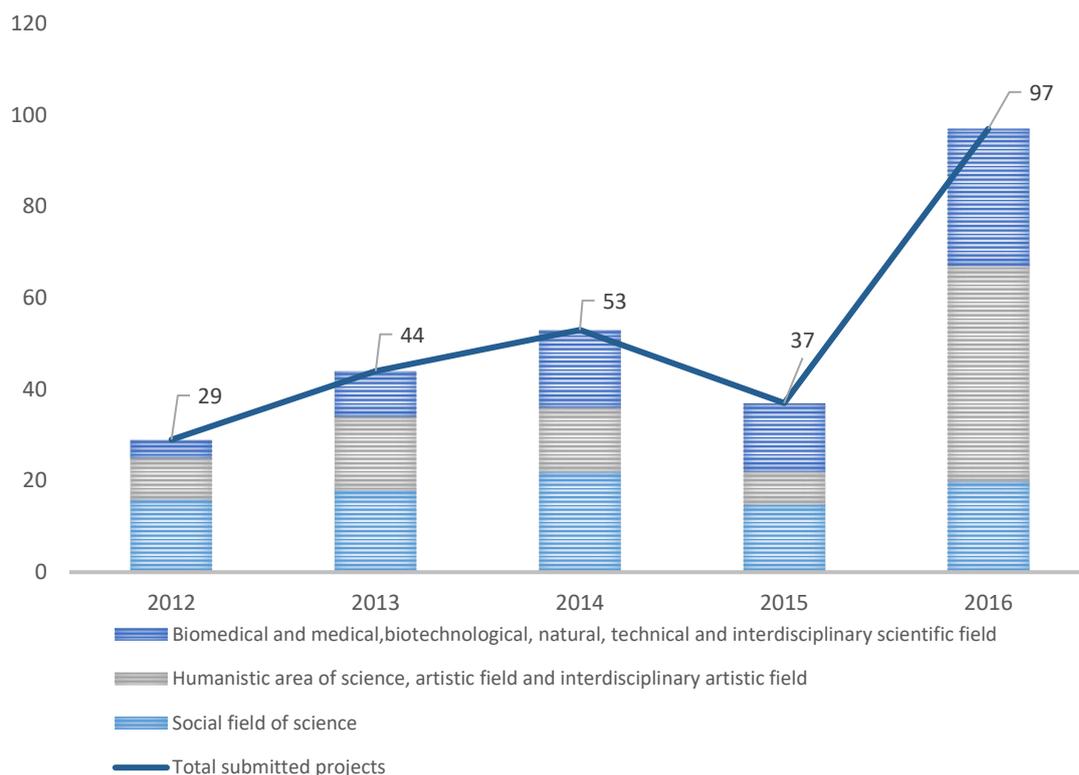


Image 5 Overview of the number of projects submitted at the University of Zadar in the period from 2012 to 2016, according to scientific areas

Source: Office for science and projects of the University of Zadar

In the total number of submitted projects, most projects were related to the humanities, followed by STEM and interdisciplinary areas, as well as social sciences. As these are competitive projects, mainly financed by the EU funds, the pass rate in the given period is about 35%. Among the approved project proposals, all the scientific areas were equally represented. In the calculation of the ratio between the submitted and approved project proposals, STEM and interdisciplinary scientific areas have better results with an average project proposal pass rate of 41.30%, followed by the humanities with 32.61%, and the projects of the components dealing with social sciences have a slightly lower pass rate, 30.99%. The components of the University of Zadar related to social sciences have better results in preparing and submitting project proposals for financing from the EU programmes and structural funds (51.43% project proposals of the total number of applications in this scientific area), while the components related to humanities are more oriented to national financing sources (46.27%).

In the analysed period (from 2012 to 2016) a large number of scientists from the University of Zadar have been involved. At the same time, a good potential for the creation of high quality project proposals and application for project financing in the new project cycles has been created. Besides that, many scientists from the University of Zadar are collaborators on scientific projects led by the researchers from other Croatian and foreign universities and institutes. Focus group research results, involving heads of university components and external stakeholders, used for the creation of the Strategy of the University of Zadar 2017 – 2022, have shown the need to increase the cooperation with both the local and the international community in the implementation of specific research activities, as well as in scientific and professional projects.

The scientists of the University of Zadar have organized dozens of scientific conferences, round tables, as well as public scientific and popular-scientific lectures. In the academic year 2015/2016, 38 scientific and professional conferences have been organized by the University of Zadar, and for 19 of them the University was the co-organizer. Most of the scientific and professional conferences were international (56.90%), gathering scientists from certain scientific disciplines from the entire Europe and some other world countries (USA, Canada, Australia, etc.). During the calendar year 2016, the scientists from the University of Zadar participated to many activities aiming at popularizing science, and with more than 509 different activities, they contributed to the promotion of science and scientific activities in general, as well as specifically to public education and popularization of their areas of expertise.

Table 3 *Scientific productivity during the academic year 2015/2016*

Area	WOS	Scopus	A1	A2	Other	Books	Popularization	WOS	Scopus	A1	A2	Other	Books	Popularization	WOS	Scopus	A1	A2	Other	Books	Popularization
	Associate positions (N=26)							Teaching positions (N=17)							Scientific-teaching positions (N=59)						
Social	13	2	21	11	8	6	17	0	2	4	0	0	0	0	31	15	51	38	29	25	93
	Associate positions (N=62)							Teaching positions (N=46)							Scientific-teaching positions (N=122)						
Humanities	3	1	21	17	9	3	63	0	0	2	1	0	0	0	14	15	77	65	42	41	160
	Associate positions (N=5)							Teaching positions (N=1)							Scientific-teaching positions (N=18)						
Interdisciplinary	2	1	1	0	2	0	3	0	0	0	0	0	0	0	7	6	6	18	5	2	7
	Associate positions (N=1)							Teaching positions (N=1)							Scientific-teaching positions (N=16)						
Biomedicine and health	0	-	-	-	-	-	0	0	-	-	-	-	-	1	26	-	-	-	-	-	49
	Associate positions (N=5)							Teaching positions (N=0)							Scientific-teaching positions (N=8)						
Biotechnological sciences	1	-	-	-	-	-	28	-	-	-	-	-	-	-	8	-	-	-	-	-	21
	Associate positions (N=6)							Teaching positions (N=2)							Scientific-teaching positions (N=9)						
Natural sciences	0	-	-	-	-	-	12	0	-	-	-	-	-	0	7	-	-	-	-	-	19
	Associate positions (N=7)							Teaching positions (N=3)							Scientific-teaching positions (N=7)						
Technical sciences	1	-	-	-	-	-	1	0	-	-	-	-	-	0	3	-	-	-	-	-	16

Source: Office for science and projects

The results of scientists active during academic year 2015/2016 are shown. Most scientific activities and achievements (science popularization) have been registered in the social and human area. Most scientific achievements have been reached by the employees at scientific-teaching positions.

Due to the specificity of achievement assessment in the natural, biotechnological, biomedical, health and technical area, the data generally cannot be completely compared to other areas. However, it is clear that the employees at scientific-teaching positions also have the highest achievements in the area of scientific papers publishing.

In the publishing activity of the University of Zadar, during academic year 2015/2016, 38 scientific and professional papers have been published. Among the published items, monographs are the most numerous (44.74%), proceedings (18.42%) and manuals (18.52%), while there are less teaching materials (10.53%) and textbooks (7.89%). Scientific professional periodicals edited by the University Departments have a special meaning in the publishing activity of the University of Zadar. The periodicals of the University of Zadar are:

- ACTA IADERTINA – periodical of the Department of philosophy and Department of pedagogy
- ARCHAEOLOGIA ADRIATICA – periodical of the Department of Archaeology
- ARS ADRIATICA - periodical of the Department of History of Art
- CROATICA ET SLAVICA IADERTINA – periodical of the Department of Croatian and Slavic studies
- GEOADRIA - periodical of the Department of Geography and of the Croatian Geographical Society - Zadar
- LIBELLARIUM - periodical for the research of the written word, book and heritage institutions - Department of Information Sciences
- MAGISTRA IADERTINA - periodical of the Department of Teachers and Preschool Teachers Education
- MISCELLANEA HADRIATICA ET MEDITERRANEA – periodical of the Department of History
- OECONOMICA IADERTINA - periodical of the Department of Economics
- [sic] – periodical for literature, culture and literary translation - Department of English in cooperation with other institutions from Croatia and abroad.

Among the university periodical, some are indexed in the world's leading citation databases for certain scientific fields (e.g. *Geoadria* in Scopus and Erih Plus, *Ars Adriatica* and *[sic]* in Erih Plus, ESCI etc.), while the major part of them is listed in the A1 and A2 periodicals, relevant for assessing activities of the scientists in the procedures of election for scientific positions.

Since 2011, significant steps forward have been made in the standardization and computerization of university periodicals editing. In 2016, the university publishing platform Morepress has been introduced.

MOBILITY AND INTERNATIONAL COOPERATION

International cooperation of the University of Zadar is achieved in different categories including: project participation, mobility of teachers and students based on bilateral agreements with foreign higher education institutions, individual cooperation in research, international scholarships for teachers and students, organization and participation to international conferences and other types of cooperation. The objective of the international cooperation of the University and all of its components is to improve the quality of education and research through internationalization of their activities and programmes.

Since its establishment in 2002 to date, the University of Zadar has signed 426 cooperation agreements with 302 institutions from different countries of the European Union, but also other countries around the world. The largest part of cooperation has been achieved through Erasmus+ programme activities, and within it 339 cooperation agreements have been signed.

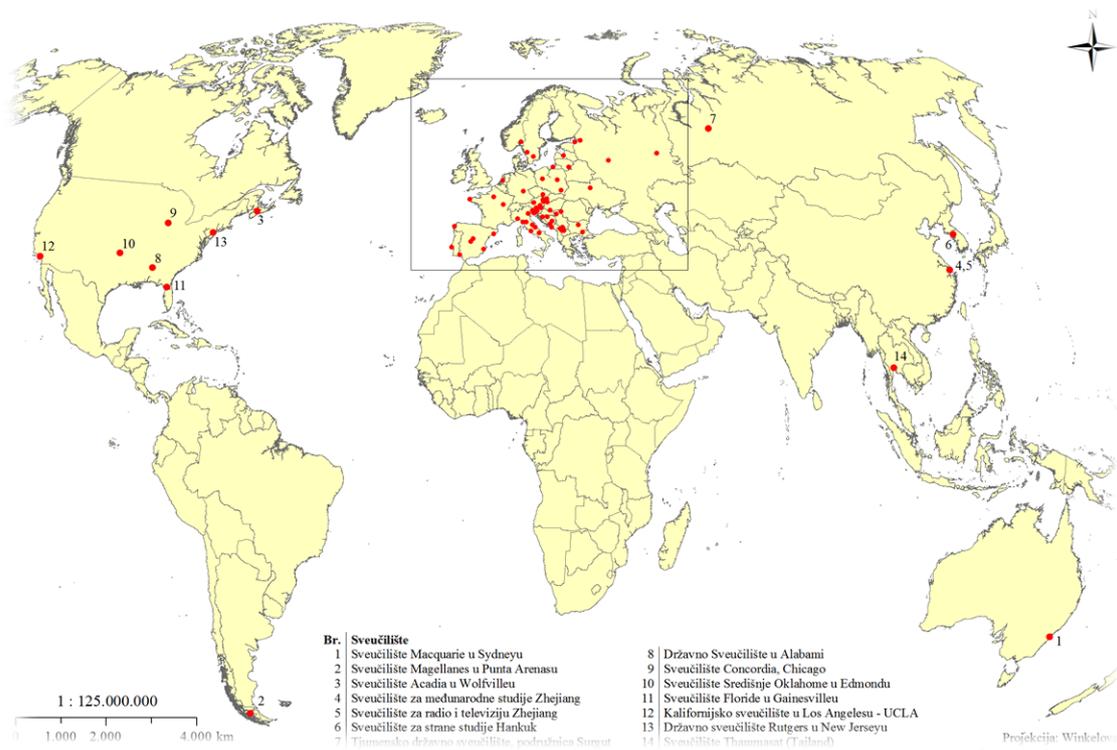


Image 6 Overview of international bilateral cooperation between the University of Zadar and foreign higher education institutions in 2016.

Source: Office for international cooperation of the University of Zadar, map created by Ante Šiljeg

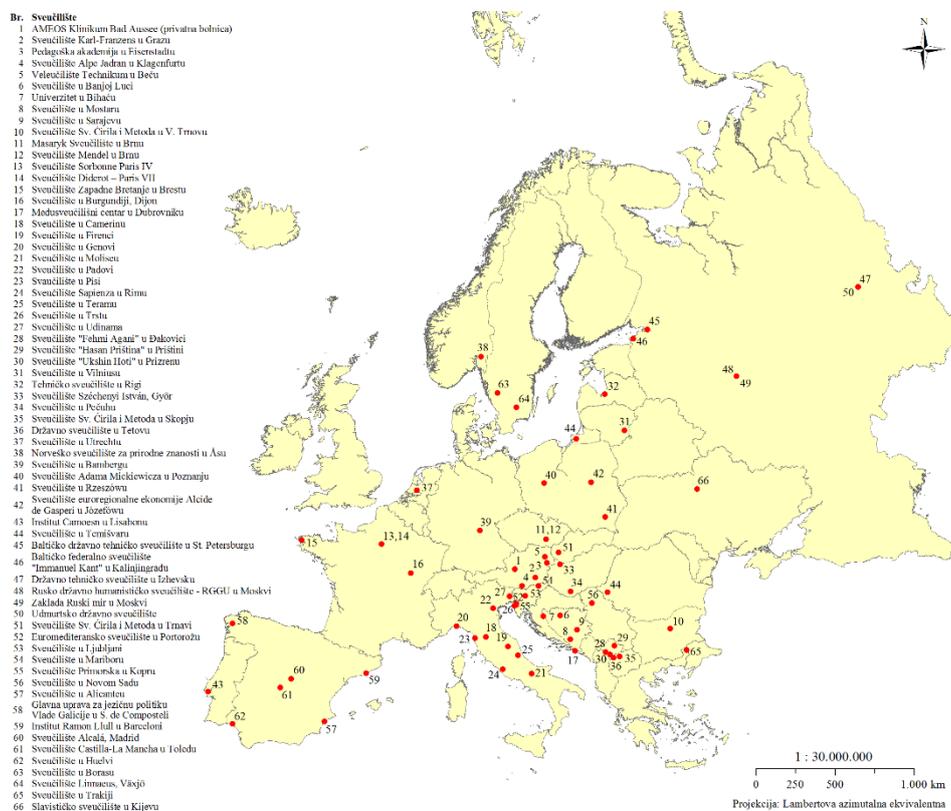


Image 7 Overview of international bilateral cooperation between the University of Zadar and European higher education institutions in 2016.

Source: Office for international cooperation of the University of Zadar, map created by Ante Šiljeg

Given the interest shown by the students and academic staff, the incoming and outgoing mobility of the students and of the staff of the University of Zadar would be noticeably higher, but it is limited by financial means available.

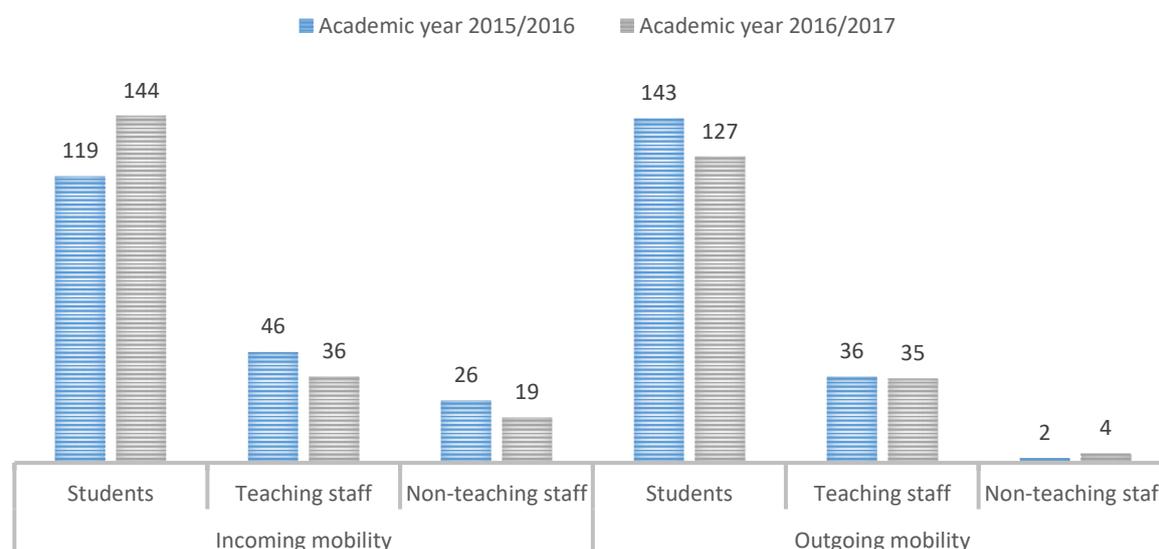


Image 8 Overview of incoming and outgoing mobility of the academic staff during academic years 2015/2016 and 2016/2017

Source: Office for international cooperation of the University of Zadar

The establishment of joint degrees is seen as a particular type of international cooperation. During the academic year 2016/2017, the University of Zadar participated to two joint degrees: graduate degree in Cultural Sociology in cooperation with the University of Trento, University of Graz and University Masaryk in Brno, as well as the postgraduate doctoral study in *Sociology of regional and local development* in cooperation with the University of Teramo.

Research results and conclusions obtained from the focus groups organized with the representatives of the university components and external stakeholders during the process, have shown the need to connect more intensively with international institutions, especially with the universities from the Mediterranean and other countries.

ACADEMIC STAFF

The teaching, scientific, artistic and professional activities of the University of Zadar are performed by employees on scientific-teaching, artistic-teaching, teaching and associate positions, as well as employees elected for professional positions. On April 19, 2017, at the University of Zadar, a total of 422 employees were employed at the abovementioned positions, i.e. 403.25 employees in FTE (*full-time equivalent*). The largest part of the academic staff belongs to the human scientific area (53.08%), and to the social scientific area (24.41%), followed by STEM (14.93%) and interdisciplinary scientific areas (5.45%). The lowest number of employees belongs to the artistic area (2.13%).

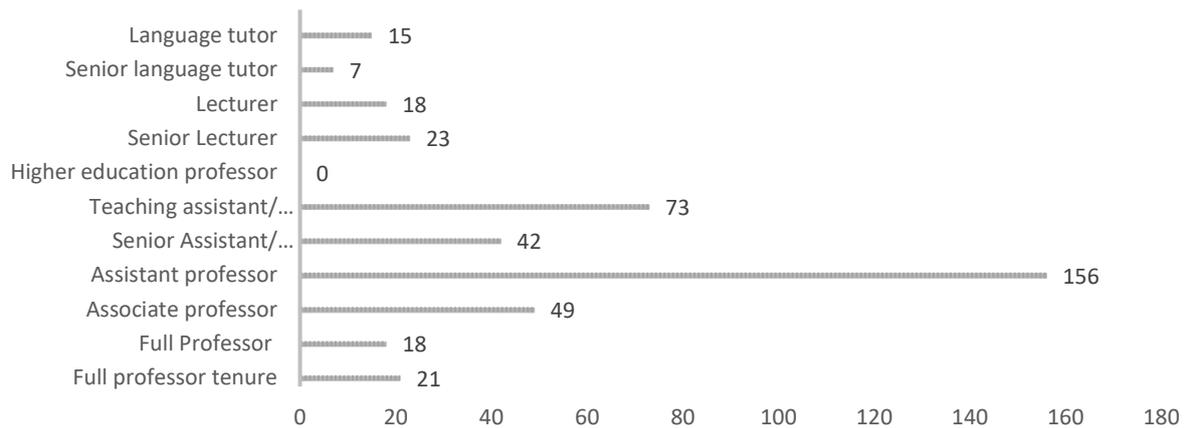


Image 9 Overview of the number of employees on scientific-teaching and associate positions
Source: Office for staff, administrative affairs and archive affairs of the University of Zadar

244 employees cover the scientific-teaching and artistic-teaching positions, 63 the teaching positions, 115 associate positions. The largest part of the employees works at the scientific-teaching position as assistant professors (37%), and at associate positions (around 27%). Most of the teachers work full-time, thus satisfying most of the needs for lectures at university study programmes. The ratio between the scientific-teaching staff (in FTE) and students is 1:11 (where the number of full-time students has been multiplied by the coefficient 1 and the number of part-time students by the coefficient 0.5). The impossibility to recruit new employees and the limitations to the promotion of the current employees with the available job complexity coefficient is one of the main issues in the current, as well as in the future execution of teaching and scientific-teaching activities.

ADMINISTRATIVE AND PROFESSIONAL OFFICES

Administrative, technical and professional activities at the University of Zadar are performed by the central university offices and university offices for the needs of all university components and university bodies, in compliance with the requirements of a legally and functionally integrated higher education institution, and with the regulations and university acts. Their composition, job description and the number of employees are defined by the *Rule book on the structure and systematization of the work places at the University of Zadar* and by the *Rule book on the amendments and integrations to the Rulebook on the structure and systematization of the work places at the University of Zadar* (of September 27, 2016 and October 19, 2016).

The University offices and administrations are as follows: Rector's Cabinet, Secretary office, Office for general, staff, administrative and other affairs and students, Office for accounting, bookkeeping and finances, Business office, Office for technical maintenance and insurance, IT office, Student Counselling centre, University library, Austrian library "Dr. Alois Mock", Bookstore „Citadela“ and the Copy shop.

The total number of employees at the University library and of administrative, technical and assisting staff is 168. The ratio between the number of employees at the University library, of the administrative, technical and assisting staff and of the scientific-teaching staff (in FTE) is 1:3. The ratio between the scientific-teaching staff (in FTE) and students is 1:11 (where the number of full-time students has been multiplied by the coefficient 1 and the number of part-time students by the

coefficient 0.5). Departments, as components of an integrated higher education institution, generally have one administrative employee, i.e. secretary of the department.

INFRASTRUCTURAL CAPACITIES AND TECHNICAL EQUIPMENT

Lecturing conditions, functionality and equipment of teaching cabinets, conditions for scientific research activities, student accommodation and canteen, library capacity, sports capacities and the capacities of the university for the activities supporting basic activities are the key infrastructural capacities and indicators of technical equipment of the University of Zadar.

The University of Zadar uses a total of 21,800 m² of defined space at different locations in the Zadar County and in Lika-Senj County for the purpose of teaching and scientific-research activities. The components of the University of Zadar execute the lectures at the addresses Mihovila Pavlinovića 1, Obala kralja Petra Krešimira IV. 2, Ruđera Boškovića 5, Kneza Višeslava 9, Franje Tuđmana 24 i, Splitska 1 and Jurja Bijankinija bb in Zadar, as well as at the address Ante Starčevića 12 in Gospić. For the lectures needs, the University of Zadar uses a total of 65 lecture halls equipped with a basic and needed IT equipment and six IT cabinets.

The surface and the equipment of the majority of the lecture halls satisfies the minimal recommended technical conditions for execution of higher education activities, in compliance with the *Ordinance on the Content of Licence and Conditions for Issuing Licence for Performing Higher Education Activity, carrying out a Study Programme and Re-accreditation of Higher Education Institutions (OG 24/10)*, but with consistent differences in set-up and functionality, given the location of lectures. In the part of the Old campus, redone in 2005, as well as on the other locations where the lectures are held, the employees and the students evaluated the set-up and the functionality of the lectures with a high average grade of 4.75, therefore the infrastructural and technical conditions of those lecture halls can be considered as excellent. However, the departments using most of the spaces within the Old campus, at the location Obala kralja Petra Krešimira IV. 2, show problems related to lack of space, insufficient equipment, outdated and aesthetically and energetically completely inappropriate carpentry, as well as difficulties in matching the schedules of the common spaces usage.

The surface and technical equipment of most of the teaching cabinets have obtained a satisfying assessment (average grade at University level is 4.55) and they satisfy all the safety at work regulations. However, significant differences are again visible in terms of functionality and equipment of teaching cabinets, relatively to their location. Cabinets at the New campus, and within the “newer” locations of the university are well equipped from a technical and infrastructural point of view, while at the same time, in most of the spaces located in the building of the Old campus, there is the problem of an insufficient number of cabinets, and many of the existing ones are not equipped appropriately. A great problem is the lack of air conditioning in the venues (especially for the execution of the main activities during the summer semester) and the lack of Wi-Fi in the library, in the lecture halls and in the offices at different university locations.

Most of the social and humanities departments do not have at their disposal spaces used only for scientific research or artistic activities, therefore it is a defect not only in the performance of scientific research, artistic, but also in teaching activities of certain departments. The scientific activity is partly executed in teaching cabinets, using personal and university literature.

Certain departments carry out a part of the scientific research in cooperation with the partners from scientific research institutions and national and foreign business entities, therefore the standards of the scientific research activities and the needs of the social and business community are satisfied.

For the purpose of executing teaching and scientific research activities, and performing student internships, the University of Zadar established and equipped a University laboratory and leased 16 ha of agricultural land at the location of Baltic, area between Samovar and Islam Gorki. At the location of Baltic, production-experimental plants have been created for the needs of the study of Applied Ecology in Agriculture.

The university library uses a space of a total surface of 840 m² at three locations: Obala kralja Petra Krešimira IV. 2 and Franje Tuđmana 24i in Zadar and Ante Starčevića 12 in Gospić. Within the Library, the following branches carry out their activities: Central library, Library of the Department of Archaeology, Library of the New campus, Slavonic library, Library of the Department of Italian Studies, Library of the Department of French language and literature, Iberoromance library, Library of classic philology and Library of the Department of Teacher Education Studies in Gospić. The library has a total of 180 seating places, and at each location there are computers available to the users. The computers are not sufficient and they are not equipped with all the programmes needed. A detached space for silent activities can be found at three locations, i.e. at the location of the Central library at the address Obala kralja Petra Krešimira IV.2 in Zadar, in the spaces of the New campus at the address Franje Tuđmana 24i in Zadar as well as at the address Ante Starčevića 12 in Gospić. The University library has an extreme lack of space for storage of books and other library items.

In terms of student sports, the University relies on the organization of activities coordinated by the Body workout and student sports centre. For the execution of the mandatory and elective classes of the course Kinesiology and Sports and health, the University of Zadar ensures sports structures: sports halls (200m²), gyms (200m²), swimming pool (825 m²), sports hall for ball sports (880 m²). A part of the sports structures is owned by the University, and part of it is in the ownership of the City of Zadar. The Department of Teacher Education Studies in Gospić for the execution of the Kinesiology class and extra-curricular sports activities has at its disposal a multi-purpose sports hall with a total surface of about 300 m².

Student accommodation is organized within the Student halls. The right to student accommodation is given to full-time students of the University according to the results of the Call for accommodation in the student hall. Students who have not received accommodation at the student hall can apply for accommodation at the High-school hall. The accommodation capacity of the Student hall is 206 students, with 94 rooms, out of which 18 are triple bedrooms and 76 double bedrooms. The hall is equipped with three kitchenettes, two TV halls, a large multi-purpose hall, a study room, IT cabinet, laundry room, recreation hall (student fitness centre) and a large internal courtyard. During the summer months the Student hall can be used for organizing seminars and summer schools. The capacity of the Student hall is not sufficient, given that almost 2/3 of students come from outside Zadar County (in the academic year 2016/2017, 3124 students residing outside Zadar County followed study programmes of the University of Zadar).

Poslovni centar d.o.o. (Business centre) of the University of Zadar, whose activities have been taken over by the Student Standard Agency, according to the new tax law, is responsible for organized meals for students. Full-time students obtain their cards (Xs) at the Office for undergraduate and graduate studies, thus having the right to support by the Ministry of science and education, i.e. a partial coverage of costs of student meals. The student meals are organized at the self-service restaurant "Barbakan" and at the fast food restaurant "Citadela" located at the address Ul. Ruđera Boškovića 5, within the

Old campus of the University of Zadar. The student satisfaction survey at the University of Zadar, i.e. student evaluations regarding different student standard elements revealed a relative satisfaction by the students (especially by the food quality), but not in means of distance of the food facilities from the building of the New campus and other locations where many university components are located. It takes one hour of time to get to and from the food facilities; therefore the organization of the lectures should be adapted to those conditions.

The headquarters of the professional offices of the University are located in the Rectorate building in Ulica Mihovila Pavlinovića 1 in Zadar. The office spaces of the professional offices and their departments and offices are made of 45 administrative employees' offices and business offices with an average surface of 16.9 m². All offices are equipped with IT equipment (personal computers, printer, scanner, etc.), office furniture, infrastructure and energy connections and suitable lighting and heating system.

The offices for administrative activities of certain components (secretary offices) are located in the buildings where the teachers' cabinets are located. The organization and functionality of the space capacities of most of the secretary offices are suitable for the needs of the departments and for administrative activities, as well as for receiving students and teachers, according to their needs. However, secretary offices of certain departments are located in functionally unacceptable spaces.

By analysing space capacities, greater needs for additional capacities have been detected, especially for the development of new university components, but also for the satisfaction of the needs of the existing ones, requiring better equipped lecture halls, teachers' offices and cabinets, new building of the university Library, greater increase of student accommodation capacities and capacities of structures intended for student meals, student sports and other needs (student ambulatory, space for student associations, etc.). For that purpose, the preparation of documentation for the application to calls for financial instruments of the European Union and other financial mechanisms is under way for the adaptation of new spaces within the New university campus and the university Library with the culture centre, the refurbishment of the "Technical school" building, and the realization of the project "Ahipelagos".

INFORMATION AND COMMUNICATION INFRASTRUCTURE AND EQUIPMENT

The analysis and assessment includes the hardware and software components of the information and communication infrastructure of the University of Zadar. First of all, the issues regarding computer and other IT equipment have been examined, as well as the internet and intranet networks and programming tools.

Almost every lecture hall, teaching cabinet and office is equipped with computers and other necessary equipment. The lecture halls are equipped with a computer, overhead projector and screen. The age of the equipment varies (from one to seven years), and it is used as long as it ensures necessary usability and functionality. The equipment exchange cycle for the lecture halls is from five to seven years. The computers in the lecture halls are primarily intended for presentations, photo and video material viewing.

IT classes are equipped with personal computers and some of them also with scanners and printers. The operation system, office package and computer programmes foreseen by certain classes (e.g. GIS, Statistica, etc.) have been installed on the personal computers. Other licensed additional programs

foreseen by a class can be installed on the computers. The equipment exchange cycle for IT classes is generally five years.

Teachers' cabinets, department Secretary offices and professional offices are equipped with IT devices (computer, printer, scanner). All computers are connected to the local network, with access to Internet.

The basic information and communication infrastructure is developed and maintained by the University of Zadar with the support of the national research and education network of Croatia - CARNet and of the University computer centre - Srce, used by the education and research system of the Ministry of science and education of the Republic of Croatia. The mentioned systems have been upgraded with a digital repository of students' final papers and administrative repository of material needed for internal activities of the University.

The wireless network covers only a minor part of university spaces, and in order to access the Internet, registration through Eduroam system is needed. Generally there is no open Internet access, especially for those who cannot use the Eduroam system.

FINANCING OF THE UNIVERSITY OF ZADAR

The Institute for the development of education, within the program "ACCESS: Towards Equitable Access to Higher Education in Croatia", financed through the Tempus programme by the European Commission within the report "The Croatian Higher Education Funding System in a European Context: comparative study", reports that the public financing of higher education in the Republic of Croatia is at a relatively low level if compared to the other analysed countries (only 0.95% of the GDP). It reports also that the objective foreseen by the Development plan for education 2005 – 2010 of the Republic of Croatia, of investing 4.9% of the GDP has not been reached. The situation is not any better even today.

Besides low investment rates, there is also the problem of strong connection of the University of Zadar to the financing from the national budget. This is not a peculiarity of the University of Zadar, it is common also for other universities in Croatia, as well as in the EU (according to the above source).

The total financial plan for 2017 foresees the revenue of 141,115,230.00 kn, out of which 19.98% are own revenues, including also the income obtained from student works through the Student job service. The basic source of own revenue is obtained from the tuition fees. The tuition fees are not defined according to the real study expenses, but according to the market value, and they vary from 5,500.00 to 17,000.00 kn/year, depending on the study programme and the study level.

The EU funds are seen as a great potential for obtaining means outside the national budget, and today they amount to only 2.6% of the total university revenue. At the same time, the need to ensure financial means for co-financing future EU projects, currently not foreseen by the financial plan of the University, arises.

COMPARATIVE ANALYSIS OF THE UNIVERSITY OF ZADAR (BENCHMARK ANALYSIS)

A comparative analysis between the University of Zadar and selected universities from the Republic of Croatia, European Union, Australia and Canada has been performed in order to examine the

possibilities of further development. The reasons for selecting determined universities arise from the similarities of programs which are executed at the University of Zadar, tradition and excellence of those universities, and finally excellence in strategic planning. American universities have been excluded from this analysis due to great differences in the structure of the educational systems.

Table 4 List of universities selected for comparison and their basic data

UNIVERSITY	year of foundation	number of students	number of teachers (N)/ number of employees (Z)	ratio* between the number of teachers/employees and students
Charles university in Prague	1348	51,000	4,500 (N)/ 7,900 (Z)	1:11 (N)/ 1:6 (Z)
Leiden University	1575	25,800	1,500 (N)/ 5,500 (Z)	1:17 (N)/ 1:5 (Z)
Lund University	1666	41,000	4,200 (N)/ 6,700 (Z)	1:10 (N)/ 1:6 (Z)
Manchester Metropolitan University	1970	36,000	4,500 (Z)	1:8 (Z)
Nottingham Trent University	1992	27,000	900 (N)/ 2,820 (Z)	1:30 (N)/ 1:10 (Z)
The University of Edinburgh	1583	37,510	6,545 (N)/ 13,372 (Z)	1:6 (N)/ 1:2 (Z)
Università degli studi di Urbino Carlo Bo	1506	13,306	318 (N)	1:42 (N)
University of Auckland	1883	33,468	2,154 (N)/ 4,943 (Z)	1:16 (N)/ 1:6 (Z)
University of Helsinki	1640	25,000	4,488 (N)/ 8,162 (Z)	1:6 (N)/ 1:3 (Z)
University of Waterloo	1956	35,900	1,139 (N)/ 3,645 (Z)	1:32 (N)/ 1:10 (Z)
Univerza na Primorskem Koper	2003	5,345	724 (Z)	1:7 (Z)
University of Zadar	1396/2002	5,404	422 (N) /590 (Z)	1:13 (N)/ 1:9 (Z)

*ratio between the number of teachers/employees and students is calculated according to the number of employed persons, and not in FTE (full-time equivalent), as the mentioned data are not available for the selected universities.

Source: Websites of the selected universities

Almost all of the selected universities are public universities, only the University in Leiden is in public-private partnership. Most of the selected universities are larger than the University of Zadar by the number of students and the number of employees. The ratio between the number of students and teachers at each university is correspondingly different and ranges from five to six students per teacher (Edinburgh, Helsinki), up to 42 students per teacher at the University of Urbino.

The universities selected for comparison execute programmes related to human, social and education sciences therefore can be compared to the University of Zadar. Most of them execute also programmes from the biomedical area (medicine and health studies), and natural sciences (mathematics, chemistry, biology, ecology). Half of the chosen universities execute programmes from the technical sciences area.

The examined universities have missions stated on their websites. Some of the missions are very concise, giving at the same time a clear image on the existence of the university, e.g. "High-quality research and education as well as active social interaction for a better world." (University in Helsinki) and "Integrity, capital, diversity and work / harmonization of the lives of our students, teachers and staff are the fundamental values at the Waterloo university and our components meet our missions as the leading higher education institution." (Waterloo) or "We tend to be a truly global university." (Nottingham Trent University). Other universities describe in a wider way their mission, pointing out

their teaching, scientific and social responsibility, e.g. “The University in Lund is a meeting point and a place where new ideas are born. We are a full-scale university, strengthening the education, research and innovation environment with our diversity and dealing with intellectual difficulties and global challenges. We work together in order to understand, explain and improve our world. At Lund university new generations of students learn how to research and understand themselves and the world around them. They develop their capacities to work with others in order to solve challenging problems. Their objective is a life-long learning based on knowledge, creativity and democratic values. Lund university will educate the future producers of knowledge, finders of solutions and leaders.”

Compared universities state their visions in a relatively concise and clear manner. Thus Charles University in Prague is seen as a third millennium university, describing further in the text of the vision what it means for them. A similar vision is given also by the University of Edinburgh which will “become a truly global university, achieving benefits for the society as a whole, by employing the most distinguished staff and by attracting the most perspective students in the world”. A vision showing extremely high goals is also given by a Croatian university, the one in Pula, and it says the following: “To become a globally recognizable university, committed to achieving excellence in research activities, artistic expression and education experience, thus becoming an important partner in activating social changes and improvement of the quality of life.” “The vision of Nottingham Trent University is to create a university of the future, with five key strategic topics: creating opportunities, evaluating ideas, enriching society, connecting globally and strengthening human resources.” Similar visions are stated also by other universities.

As a common factor to all the missions of the selected universities, the following elements can be found: research, innovation, education, social responsibility, cooperation, global orientation. The most commonly used phrase in defining the vision is University of the future, defined by attracting the best staff and students, connecting and achieving benefits for the community.

The University of Zadar functions as one of the eight public universities. Besides those, in Croatia there are also private universities. The integration of the University of Zadar represents one of its strengths enabling transdisciplinarity of both teaching and scientific activities. Along with this one, there are three more acting as integrated universities.



	Share of full-time students	Share of scientific-teaching employees	Share of academic employees	Share of non-teaching employees	Number of students to one employee in scientific-teaching position	number of students to one academic employee	Ratio of academic and non-academic employees	VIF means in 2014
University of Dubrovnik	1.08%	1.31%	1.72%	2.12%	15.56	7.09	1.82	1.58%
University of Osijek	10.87%	11.13%	12.21%	14.19%	18.52	10.08	1.92	9.94%
University of Pula	2.38%	1.90%	1.97%	1.36%	23.83	13.69	3.23	1.15%
University of Rijeka	11.85%	11.29%	11.48%	10.35%	19.89	11.68	2.48	15.40%
University North	0.66%	0.68%	0.97%	0.37%	18.65	7.75	5.93	0.67%
University of Split	14.61%	11.42%	11.53%	11.68%	24.24	14.33	2.21	15.09%

University of Zadar	4.62%	4.00%	4.41%	3.48%	21.93	11.86	2.83	2.56%
University of Zagreb	53.93%	58.27%	55.71%	56.45%	17.55	10.95	2.21	53.60%
TOTAL/ AVERAGE	100.00%	100.00%	100.00%	100.00%	18.96	11.32	2.24	100.00%

Table 5 Selected parallel indicators of the Croatian universities in the academic year 2015/2016

Source: Adapted according to data submitted by the Croatian universities, elaborated by prof. Rudolf Scitovski, PhD.

From the data above it is clear that the University of Zadar educates 4.62% of the students in Croatia and is therefore a small university. It can be noted that the ratio of teachers and students, although being satisfying in average (according to the criteria of the Agency for Science and Higher Education - AZVO), is above the Croatian average. At the same time, it must be stressed out that the University of Zadar has relatively less expenses for external collaboration, compared to other smaller universities in the Republic of Croatia.

By analysing the missions and visions of the universities in Croatia, a similarity can be seen, as all of them stress out as ground of their existence: contribution to the society, improvement of the community, connectivity, scientific-research activities and education, representing also the base of a higher education system in the Republic of Croatia.

2. PRIOR STRATEGIES IMPLEMENTATION RESULTS

By analysing the objectives defined in the Strategy of the University of Zadar for the period 2011 – 2017, it has been established that their accomplishment was partial, and some of the goals have not been achieved. The causes of the partial accomplishment of the objectives are partly external (changes of the national laws and the modality and scope of financing of regular activities), and partly internal (lacks in the work organization and implementation of certain activities). In the previous strategic document, measurable indicators have not been foreseen within the objectives, therefore the achieved results have been elaborated in a descriptive manner.

Strategic objectives

„2.1. To become a university implementing a high-quality education at all three levels (undergraduate, graduate and postgraduate), based on clearly defined learning outcomes, flexible and open creation of academic profiles, adapted to the European space of higher education and the needs of the economy and society as a whole.”

- Partially accomplished: The departments continuously tend to restructure teaching programmes and adapt the outcomes through department commission systems for quality improvement. Most of the departments have analysed the competences of the enrolled students through the result systems of the nationwide leaving exams. A low pass rate from the first to the second undergraduate year has been noticed, and measures for overcoming this problem have been defined. STEM and the interdisciplinary area of the University of Zadar are not sufficiently developed, most of all due to the restrictions deriving from the cancellation of the informal, but functional program of working places development, which have been assigned to the universities up to 2009. However, major steps forward have been made within the available resources. STEM and interdisciplinary programmes have been adapted to the European higher education area and to the needs of the economy and of the society as a whole. Moreover, the graduate study in nursing and the underwater technology undergraduate study have been initialized, two graduate studies in biotechnological sciences and a professional IT study in the combined area of technical and information sciences are well into preparation; the interdisciplinary study of geography, with special attention to geographic IT systems has been updated, and the maritime study has been improved by procurement of a high quality simulator with own means. The only strong connection between departments and reduction of the teaching load was accomplished through the Program for obtaining teaching competences, which has been improved in the previous strategic period, the regulation for its implementation at university level has been defined, and it has been recognized as a strategic advantage at all departments.
- Not accomplished: There is no systematic policy of enrolment of students at a national level, neither as the establishment of same or similar study programs, which leads to the overproduction of the number of students graduated in human studies. The University of Zadar is not able to solve this problem independently. Bearing in mind the problems in launching new programs that are caused by the human, infrastructure and financial deficit, the possibility of distributing the entry quota within the university by reducing at least the number of places at studies which are not sufficiently connected with the real needs of the society and economy, or where there is a pronounced surplus compared to the needs of the labour market in the entire country, by increasing at the same time the entry quota at STEM and interdisciplinary studies, has not been used.

„2.2. A research university having as a priority its Adriatic environment, research excellence, cooperative projects connected with the economy and the civil sector, and the increase of scientific

production and material basis, taking into account the scientific moment and scientific needs of the time we live in.”

- Partially accomplished: Most of the components try to fit in their scientific research activities in the Adriatic and Mediterranean concept. This is clear from the PhD studies, as well as from the titles of published articles and monographs. The scientific production of the teaching staff is continuously monitored and encouraged, but it is only slightly stimulated by the funds from the Institutional financing of scientific activity. As part of that, the measure connecting financing and regular reporting on scientific activities has proved stimulating. Certain departments publish scientific periodicals. The STEM and interdisciplinary areas components have focused the majority of their scientific research activities on the Adriatic and Mediterranean concept. Steps forward have been made in collaborative projects connected with economy and civil sector, especially in the biotechnological scientific area. This is reflected in scientific projects (submitted and approved), project tasks, participation in the creation of strategic documents at local administration units and county level, participation in the activity of local action groups (e.g. the one related to fishery), etc. The scientific productivity in STEM and interdisciplinary area is relatively good. It could be better if there was no such large teaching load (especially in the maritime and marine engineering studies) and an extreme lack of human resources (maritime area, nursing).
- Not accomplished: In the segment of human non-philology sciences, the “cooperation projects connected with economy and civil sector” have had an extremely low accomplishment rate. There are rare examples such as the printing of the monograph about the maraska cherry. A significant step forward in the technical sciences has not been achieved because the few, but existing potentials for robotics and mechatronics study development have not been used, hence some of the prerequisites for a planned business incubator and a clearer connection with the production and creative industries within smart specialisations have not been achieved. Due to bureaucratic obstacles placed by the competent national bodies, the development of the Arhipelagos program has not been achieved, even though a major step forward was expected in the field of research, education and technological development, which would physically connect the Zadar archipelago, in the spaces of the former barracks on the islands of Molat and Ist. Recently an initiative for the resuscitation of this programme has been launched, and a partnership process with the city of Zadar has been created in order to prepare the documentation having as an objective the assurance of infrastructural prerequisites for the launching of project activities within that programme.

„2.3. To continue developing and improving all types of international cooperation, first of all within the framework of incoming and outgoing student, teacher and staff mobility, followed by study programmes at all levels, common international scientific and other projects and inclusion in European programmes and projects.”

- Partially accomplished: Although there are courses which are really or virtually executed in English, there are no complete units nor impulses for the continuation of the lectures held in foreign language in a competent and purposeful way. At the moment, *ad personam* has been organized for the participants to the student mobility programmes, without coherent and meaningful results, in terms of clear learning outcomes. The mobility of teachers is good, within the framework of the available quota, in fact, there are many more applications than the available places for mobility within the Erasmus, CEEPUS and other programmes. The inclusion in the European programmes and projects had low intensity.
- Not accomplished: This objective has not been accomplished sufficiently, as only two joint study programmes have been developed, and there is still a small number of international scientific and other projects.

„2.4. To make the University a distinctive part of the identity of the city and region, a desirable partner for cooperation with the local and entire society, integral factor in the development of the city and economy, and the engine of all types of projects needed by the civil society, science, local development and integration to the European area.”

- Partially accomplished: University departments have contributed to the preservation and construction of the regional identity by researching natural and cultural heritage and by clearly making Zadar one of the centres of scientific excellence and a generator of development in certain social and economic activities. This has been achieved, among other things, through scientific research papers, especially in editions processing the villages of the Zadar county. In addition, the teachers take part in the public life of the city and of the region through public appearances. The employees participate in a variety of commissions of the City and of the County, such as Commission for local authority reform, and as part of European projects, e.g. European Network of Places of Peace. A reversible communication with different stakeholders from the social and economic life has been established in STEM and interdisciplinary areas, but with huge differences between the components: in the biotechnological this cooperation with different institutions and companies has been used almost maximally, but in the technical sciences there were not enough connections of this kind. Significant steps forward have been made in the interdisciplinary area, however in certain studies the theoretical aspect has been stressed out, and in others the applied one (GIS, scientific research of certain spatial units used as a basis for the creation of strategic and spatial-planning documents, etc.) The existing potentials in natural sciences are not oriented in a greater extent towards the needs of local and regional communities because they were more focused on particular (and among them also those with a big echo) realizations of theoretical importance. It should be emphasized that the University of Zadar has actively participated in devising the strategic development of local and regional communities (Zadar County development strategy, Strategy of development of the tourism in Zadar County, Strategy of development of the tourism of the city of Zadar, Development strategy of the urban area of Zadar).
- Not accomplished: The following objectives have not been accomplished: Publication of the paper regarding the cooperation of the University with the local community (working title) by the end of 2011; Publication of the tender for the best solution for the creation of standards and manuals regarding visual identity of the University (first contacts with the experts have been already done); Launching of own radio and TV station; Establishment of a contemporary art university gallery and creation of exhibition practices; Creation of a study on material and financial contribution of the University to the City and County (employees' wages, student expenses, dedicated visits to the University, "science tourism", current and capital investments, investments, etc.).

„2.5. To establish a functional, transparent and efficient management system with human, material and financial resources, which shall allow competitiveness of the University and of individuals in the European educational and research area.”

- Partially accomplished: Besides the difficulties caused by the economic crisis, and the aggravated financing of the scientific system, the University of Zadar has renewed its own areas, it has procured IT equipment and supported publishing activities with own means.
- Not accomplished: In the part of the system dealing with effective human resources management, there was a worsening of the situation. In fact, from the end of 2013 is effective the Regulation of the Government of the Republic of Croatia, binding the available quantity of complexity coefficients to the wages with the situation at the end of 2013, which has

completely disabled the possibility of new employment, and it has substantially delimited the promotion of the existing employees. This measure makes it extremely difficult to implement any staff development policies. The previous practice of employing scientific novices through projects approved by the Ministry of science has been abolished, and the new system for approval of projects through the Croatian Science Foundation has been established. The success rate of financing projects through the Croatian Science Foundation is lower than in the previous system, having as a result a very limited employment of new young researchers through projects, as well as an extreme uncertainty in means of their promotion.

3. IDENTIFYING DEVELOPMENTAL NEEDS AND POTENTIALS

A status analysis has been made as a basis for strategic reflection on the future development of the University, determining the strengths and weaknesses of the University in Zadar, as well as the threats and opportunities in its environment.

SWOT ANALYSIS

STRENGTHS	WEAKNESSES
<p>GOVERNANCE AND VISIBILITY</p> <ol style="list-style-type: none"> 1. Zadar university tradition (the first university founded on Croatian soil) 2. Integrated university 3. Polyvalent orientation 4. Autonomy and flexibility of work within the University. 5. Gravitational influence of the university crosses the administrative-territorial borders of the Zadar and Lika-Senj Counties. <p>SURROUNDINGS, INFRASTRUCTURE AND EQUIPMENT</p> <ol style="list-style-type: none"> 6. Specific physical location (geographic location of Zadar and Gospić) 7. Good transportation connection 8. Good cooperation with many stakeholder from the regional social and business system <p>STUDY PROGRAMMES</p> <ol style="list-style-type: none"> 9. Large selection of study programmes at undergraduate and graduate level 10. Possibility of double major 11. Small study groups 12. Student Counselling centre <p>HUMAN POTENTIALS</p> <ol style="list-style-type: none"> 13. Ratio between the number of teachers and students is compliant with Bologna and EU standards (1:11) 14. Programme of institutional support to young scientist <p>SCIENTIFIC ACTIVITIES AND PROJECTS</p>	<p>GOVERNANCE AND VISIBILITY</p> <ol style="list-style-type: none"> 1. Overdependence on national budget and insufficient use of other financing sources 2. Lack of harmonization of certain documents of the university with EU documents, standards and recommendations 3. Insufficient and inadequate informing of the public on the activities of the University and its role in the life of the City, region and the Republic of Croatia as a whole 4. Lack of all relevant information on the University in English language <p>SURROUNDINGS, INFRASTRUCTURE AND EQUIPMENT</p> <ol style="list-style-type: none"> 5. Lack of adequate spaces given the development plans of the University 6. Lack of a canteen and other facilities for improvement of the working conditions 7. Inadequate ICT support 8. Lack of accommodation capacities for visiting scientists <p>STUDY PROGRAMMES</p> <ol style="list-style-type: none"> 9. Double major - difference in the level of accomplished learning outcomes by the students compared to single major studies delivered by the same department 10. Fragmentation, weak connection and Insufficient cooperation between the departments <p>HUMAN POTENTIALS</p> <ol style="list-style-type: none"> 11. Impossibility to create a competitive working environment 12. Uneven workload of employees 13. Load of the teaching staff with administrative duties <p>SCIENTIFIC ACTIVITIES AND PROJECTS</p>

<ul style="list-style-type: none"> 15. A suitable surrounding for scientific activities (National archive, Scientific library, Archdiocesan archive and a large number of monastery libraries, historical heritage confirmed in archive funds) 16. Recognizable publishing activity 17. Motivation of employees for inclusion in scientific activities 	<ul style="list-style-type: none"> 14. Insufficient motivation of the employees for submitting projects 15. Inadequate scientific work and publishing activity stimulation system for teachers 16. Lack of connection between the University of Zadar and the economic and social life of the region and of the city 17. Lack of competitive scientific projects with differently profiled scientists and institutions
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OPPORTUNITIES	THREATS
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<p>GOVERNANCE AND VISIBILITY</p> <ul style="list-style-type: none"> 1. Possibility of financing and cooperating through projects 2. Participation in proposing and monitoring new regulations related to the university, higher education and scientific activity <p>SURROUNDINGS, INFRASTRUCTURE AND EQUIPMENT</p> <ul style="list-style-type: none"> 3. Attractiveness of the University for foreign researchers and students due to geographic position of Zadar and the location of the University 4. A large number of great locations of facilities, today abandoned, suitable for the spatial development of the University (barracks, old schools, community homes, factories and other types of plants) <p>STUDY PROGRAMMES</p> <ul style="list-style-type: none"> 5. Infrastructure and human potentials suitable for the development of new study courses and the improvement of the quality of the existing ones 6. Quality increase through harmonization of unique criteria in operationalization and measurement of the learning outcomes, both on department or division level, and on university level <p>HUMAN POTENTIALS</p> <ul style="list-style-type: none"> 7. Strengthening of entrepreneurship competences of teachers and students <p>SCIENTIFIC ACTIVITIES AND PROJECTS</p> <ul style="list-style-type: none"> 8. Increase of cooperation with the economy 9. Increase of the targeted models of international cooperation 10. Establishment of centres of excellence 	<p>GOVERNANCE AND VISIBILITY</p> <ul style="list-style-type: none"> 1. Unclear, unstable and quite arbitrary defined financing of the University 2. Constant changes of laws and regulations 3. Policy inequality towards the different universities in the Republic of Croatia 4. Insufficient interest of the local community for the activities of the university <p>SURROUNDINGS, INFRASTRUCTURE AND EQUIPMENT</p> <ul style="list-style-type: none"> 5. Reduction of infrastructure investments and project calls for investment in science 6. Unsolved property-legal matters <p>STUDY PROGRAMMES</p> <ul style="list-style-type: none"> 7. Bad student healthcare system 8. Depopulation - reduction of the number of students <p>HUMAN POTENTIALS</p> <ul style="list-style-type: none"> 9. Employment ban in the public sector 10. Limited possibilities of promotion <p>SCIENTIFIC ACTIVITIES AND PROJECTS</p> <ul style="list-style-type: none"> 11. Insufficiently transparent project evaluation system in certain scientific areas 12. Reduction of research financing in human and social sciences
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4. STRATEGIC FRAMEWORK

MISSION

Mission or purpose indicates the basic function or task of the institution according to which it differentiates from the other institutions. The University of Zadar expresses its basic task through the defined mission:

The University of Zadar is a space of creativity and transfer of new knowledge and technologies.

VISION

Relying on international orientation, Mediterranean roots and high ethic standards, the image of the future of the University of Zadar has been defined; it is an important stakeholder in the creation of new knowledge and the engine of innovative processes in the surroundings. It has been defined based on the results of the status analysis, SWOT analysis, trend analysis, benchmark analysis and stakeholders surveys through focus groups and questionnaires. The vision of the University of Zadar for the period from 2017 to 2022 has been defined as follows:

The University of Zadar sees itself as a modern international university, a generator of knowledge and the engine of innovative changes based on the needs of the society and on the principle of equal possibilities, socially responsible behaviour and high ethical standards.

OBJECTIVES

Strategic objectives of the University of Zadar are the following:

STRATEGIC OBJECTIVE 1 Improvement of the working conditions of the students and employees of the University

The University of Zadar intends to improve the working conditions of the students and employees with a larger number of measures and activities, among other, by ensuring a suitable working space and equipment, as well as accommodation and meals. With this aim, the construction of the student canteen with student pavilions is planned, followed by the preparation of the documentation for the construction of the building for the departments implementing scientific research and study programmes from the STEM area and with service facilities for students (student club, multimedia space, student ambulatory, etc.) within the New campus, the restoration of the old Technical school and the renewal and refurbishment of one of the military facilities on the Molat island, intended for the implementation of the activities within the Arhipelagos programme. The above mentioned new university spaces, as well as the existing ones must be maintained and equipped with appropriate equipment (furniture, IT equipment, teaching aids, etc.) and new software solutions must be procured, and the existing ones must be upgraded in order to modernize the students' and employees' work. All of the above will be carried out in accordance with the principle of sustainable, smart and inclusive development, which, among other things implies, at infrastructural level, functionality and energy efficiency, and at user level, responsible management, optimal usage of material resources, environmentally-conscious activities and, in particular, complementation based on the principle of

universitas between the students, as well as between the academic and the administrative-technical staff.

STRATEGIC OBJECTIVE 2 Strengthening of the University staff structure

In meeting all of the objectives of the University of Zadar, the academic and administrative staff has a key role. Qualifications and promotion of employees in higher education are defined by the legal framework in the Republic of Croatia. However, taking into account the autonomy of the universities and their constituent units, they are allowed to define additional conditions of promotion for employees. It is therefore possible to analyse the job requirements from two perspectives: research and teaching. The evaluation of research activities is implemented by the committees of the constituent units of the authorized universities and it is confirmed by the registered committees of the scientific field, pursuant to the Ordinance on the requirements for appointment to the scientific positions from 2017. The teaching activities are assessed by the committees of the constituent units of the authorized universities pursuant to the Decision on the necessary requirements for the evaluation of the teaching and professional activities in the process of appointment to the scientific-teaching positions from 2005, and according to the conditions proposed by the Rectors' conference, approved by the National council for science, higher education and technological development. Regardless of the legal regulations, the main responsibilities, roles and tasks are still not quite clearly defined. Therefore, the processes related to the selection, employment, training, development, and evaluation of the employees are the top priorities along with the assurance of conditions for career advancement and improvement of the working conditions of the employees. Training and development can be defined as systematic activities implemented by the higher educational institution in order to improve the professional qualifications of its academic and administrative staff in relation to the objectives of the University.

The practice of human capacity development affects directly and indirectly the competence, motivation, possibility of contribution and the commitment of the employees of the University. Monitoring the employees work in achieving the set standards, in means of obtaining results and the development of competences, is the basic purpose of the effectiveness assessments. Well functioning career advancement models take into account the needs of the University, as well as of the employees. The objective of strengthening human resources of the University of Zadar is achieved through a continuous professional training and development of the process of effective implementation, not only legally needed, but also of the targeted education of the employees. Strengthening of human resources is based on the requirements arising from the results of the continuous evaluation, personal employee development plan and strategic intentions. The training system is primarily designed for the adoption of necessary professional knowledge and development skills for a more efficient functioning of the employees. The strategy includes mechanisms for evaluation of acquired knowledge and skills in everyday practice. Through the development of new systems, the selection and monitoring of perspective students shall be implemented, in order to include them as future employees, to develop the mentoring system, etc. Employment and selection shall be based on organizational criteria taking into account the job requirements, strategy of individual units, as well as personal qualifications of the individuals.

STRATEGIC OBJECTIVE 3 Implementation of innovative processes at the University

The design and successful implementation of the strategy of the University certainly implies the implementation of innovative processes at the University, which will facilitate the work and further improvement of all the important segments of the listed institution. The introduction of innovative processes shall therefore focus on the segment of scientific, artistic and professional activities, by

inclusion in the processes of smart specialization, and by inclusion of the University in the regional and national centres of competence and scientific-technological parks. Additional activities foresee the launch of a doctoral school having as objective a better organization and rationalization of postgraduate studies, and a better coordination between the departments in planning and implementing competitive scientific and professional projects. The last segment, devoted to the implementation of innovative processes within the scientific, artistic and professional activities, is directed towards the improvement of ICT technology usage, as well as education and implementation of innovative concepts of financing science.

The next step in this objective is based on the introduction of innovations in teaching activities, implying an analysis of current study programmes, improvement of study programmes by introduction of innovative teaching concepts based on defined learning outcomes, development of an integrated student success monitoring system, and the introduction of external evaluation of lectures. Along with all of the above, this objective foresees also the improvement of the governance process, i.e. the development and implementation of the education system for persons involved in managing university components and bodies, improvement of the financial management and the improvement of information and resources exchange within the system. The proposed goal also foresees one of the key factors of the future successful doing business of the University based on the improvement of cooperation between the University and the business sector and the social activities. The above mentioned cooperation shall be implemented by improving the transfer of knowledge and technology, by developing the existing and the new study programmes based on social and economic needs, implementing the professional practice in the study programmes and establishing a career centre. The last segment of the stated goal foresees the improvement of the communication processes with the stakeholders, which will initially be articulated in designing and implementing a unified visual identity of the University and its implementation in the internal and external surroundings in all the elements of the University's activities. The above mentioned shall be accompanied by the development of an integrated communication system having as objective the improvement of the interaction between the University and the different groups of stakeholders. The last phase of improvement of the communication processes with the stakeholders foresees the development and implementation of a communication protocol for crisis situations in order to reduce to a minimum level any crisis effect that the University may encounter, either directly or indirectly.

STRATEGIC OBJECTIVE 4 Internationalization of the University

By improving the international cooperation, the University of Zadar wants to become a recognisable and propulsive subject of scientific-teaching, student and other exchange of ideas and technologies. A special focus will be put on the development of international scientific projects which would lead to a larger and better scientific production at the University. By creating joint studies with foreign universities, as well as by creating study programmes in foreign languages, primarily in English, a substantially greater exchange of employees and students will take place, hence enabling the flow of fresh intellectual and developmental ideas. In order to achieve that, the University of Zadar shall develop a system for encouraging mobility, including an adequate preparation of employees and students, removal of administrative barriers, and financial support of mobility. The above mentioned measures shall improve the incoming and outgoing mobility, thus increasing the share of foreign students and teachers at the University. This will prepare the employees and students of the University of Zadar for a competitive international environment.

HORIZONTAL OBJECTIVES

Besides the above mentioned strategic objectives, two horizontal objectives must be considered:

HORIZONTAL OBJECTIVE 1 Improvement of the University's position in the local, regional, national and international context

The University is the initiator of development, as the force of knowledge which is being generated there stimulates the general development of the society, which is particularly pronounced in the local and regional surrounding, being the narrowest surrounding of the University's everyday activities. After that, the University develops in the context of the overall national knowledge, which spreads also to the international environment through its internationalization. The University of Zadar aims to improve its position at all environmental levels, through the development of material and human capacities foreseen by the vertical objectives of this strategic document. This will be achieved through a process of cooperation improvement with the business sector and the social activities, which includes the transfer of knowledge and technology and the development of new study programs based on the social and economic needs. For the achievement of this objective the inclusion in processes of smart specialisation is particularly important, hence the potentials of the University shall be directed towards the chosen key thematic priority areas. This will contribute to the areas where the strength of the University is maximal, as foreseen by the Strategy of smart specialisation of the Republic of Croatia for the period from 2016 to 2020, within the framework of the programme Horizon 2020 and of the programme FP9, as well as by orienting towards its Mediterranean origin. This will contribute to a more efficient usage of available resources of the University. The position of the University of Zadar will certainly be improved in the social and economic environment by the transparency of its activities, development of communication channels and an effective interaction with all the stakeholders, increasing scientific efficiency, mobility and international visibility.

HORIZONTAL OBJECTIVE 2 *Ensuring the culture of quality, social responsibility and ethics*

A special horizontal objective that will be accomplished within the realization of the vertical objectives is the creation of the culture of quality, ethics and social responsibility at the University of Zadar. At present time it is extremely important to raise the level of quality and ethics within the academic community. In order to improve these categories, the University shall implement a systematic improvement of the teachers' and students' ethical behaviour level, increase of the overall scientific excellence and strengthen teaching competences. The procurement of the equipment for evaluating authenticity of the papers and by implementing it and promoting it systematically, therefore raising the level of knowledge on the students' and teachers' academic values, shall have as an objective the creation of a University based on highly valuable ethical principles. Constant improvement of knowledge and efficiency of all the employees aims to develop the culture of quality, which shall represent also the backbone in the development of a unique identity of the University of Zadar. The selection of employees based on excellence and ethics shall improve the staff potential of the University, thus improving its capacity for development of high quality scientific and teaching achievements. The University shall strive for responsible behaviour through constant cooperation with other stakeholders in the surroundings, by meeting the needs of the social and economic sector. This will be particularly outlined in the work with socially sensitive groups, which will be granted equal rights and possibilities at the University by achieving this horizontal objective (students, employees, external stakeholders). The unique identity of the University of Zadar that will be created during the implementation of this strategic document shall make the internal and external stakeholders perceive this institution as a socially responsible with high ethical standards.

Performance indicators

Name	Description/definition	Unit	Starting value (2017)	Target value (2022)
OBJECTIVE 1 IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY				
Number of newly built facilities	Number of newly built facilities	Number	0.00	1
Number of renewed/restructured facilities	Number of existing facilities of the University of Zadar which have been through the renewal/restructuring process	Number	0.00	2
Average assessment of equipment and functionality of the spaces at the University of Zadar	Average assessment of equipment, setting and functionality of the spaces at the University of Zadar used for the activities of the University of Zadar	Number	0.00	4.0
OBJECTIVE 2 STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE				
Number of scientific-teaching staff in different types of training for improvement of pedagogic-psychological-didactic-methodological and other competences	Number of employees of the University of Zadar that have attended different trainings (for improvement of pedagogic-psychological-didactic-methodological and other competences)	Number	0.00	100
Number of scientific - teaching staff attending different trainings for improvement of scientific activities	Number of scientific - teaching staff attending different trainings for improvement of their scientific areas	Number	0.00	100
Number of administrative and technical staff attending different trainings	Number of administrative and technical staff at the University of Zadar that has attended different trainings	Number	0.00	40

OBJECTIVE 3		IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY		
Number of introduced innovative processes / implemented projects in management, as well as scientific, artistic, professional and teaching activities	Number of introduced innovative processes or implemented projects for improvement of management, scientific, artistic, professional and teaching activities	Number	0.00	10
Number of new/upgraded study programmes	Number of new and/or upgraded study programmes at the University of Zadar at undergraduate, graduate and postgraduate level	Number	0.00	10
Number of scientific research projects	Number of realized/applied scientific research projects	Number	0.00	15
Number of projects regarding knowledge and technologies transfer	Number of realized/applied projects regarding knowledge and technologies transfer	Number	0.00	5
OBJECTIVE 4		INTERNATIONALIZATION OF THE UNIVERSITY		
Number of scientific research projects and projects regarding knowledge and technologies transfer with international institutions	Number of realized/applied scientific research projects and projects regarding knowledge and technologies transfer in cooperation with international institutions	Number	0.00	5
Number of outgoing and incoming mobility of scientific-teaching, as well as administrative and technical staff	Number of outgoing and incoming mobility of scientific-teaching, as well as administrative and technical staff in one-year time	Number	94	120
Number of outgoing and incoming student mobility	Number of outgoing and incoming student mobility at undergraduate, graduate and postgraduate level in one-year time	Number	271	300
Number of new/upgraded study programmes in foreign language	Number of new/upgraded study programmes in foreign language at undergraduate, graduate and postgraduate level	Number	2	3

PRIORITIES AND MEASURES

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.1	Construction of new infrastructural capacities
Measure 1.1.1	Preparation of documentation and construction of the New campus
Measure objective	This measure aims at preparing all the documentation needed for the University of Zadar to apply to the Call for project proposals in the limited process of assigning grants <i>Modernization, upgrade and enlargement of the infrastructure of student accommodation for disadvantaged students</i> KK.09.1.2.01, within the framework of the Operative programme competitiveness and cohesion 2014 – 2020
Activities	<p>1.1.1.1. Creation of the Master project of the building Student canteen with student pavilions</p> <p>1.1.1.2. Creation of the Implementation project of the building Student canteen with student pavilions</p> <p>1.1.1.3. Submission of the project proposal in the limited process of assigning grants <i>Modernization, upgrade and enlargement of the infrastructure of student accommodation for disadvantaged students</i></p> <p>1.1.1.4. Preparation of documentation for the issuance of construction permit and obtaining the construction permit for the building Student canteen with student pavilions</p> <p>1.1.1.5. Implementation of the tender and the selection of the contractor for construction works for the construction of the building Student canteen with student pavilions</p> <p>1.1.1.6. Implementation of the tender and the selection of the contractor for equipping the building Student canteen with student pavilions</p> <p>1.1.1.7. Construction and equipping of the building Student canteen with student pavilions</p>
Coordinator	Head of the Office for European structural and investment funds (ESI) and for development, the competent vice-rector(s)
Holders	Office for European structural and investment funds (ESI) and for development
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> • A completed Master project of the building Student canteen with student pavilions • A completed Implementation project of the building Student canteen with student pavilions • Submitted project proposal in the limited process of assigning grants <i>Modernization, upgrade and enlargement of the infrastructure of student accommodation for disadvantaged students</i> • Preparation of documentation for the issuance of construction permit and obtaining the construction permit for the construction of the building Student canteen with student pavilions • Implemented tender and selected contractor for construction works for the construction of the building Student canteen with student pavilions • Implemented tender and selected contractor for equipping the building Student canteen with student pavilions • Constructed and equipped building Student canteen with student pavilions

Indicators monitoring	Head of the Office for European structural and investment funds (ESI) and for development, and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.1.1.1 – 1.1.1.4 September 2017 1.1.1.5 – 1.1.1.6 December 2017 1.1.1.7 September 2019

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.1	Construction of new infrastructural capacities
Measure 1.1.2	Preparation of documentation and the reconstruction of the “old Technical school”
Measure objective	This measure aims at preparing all the documentation needed for the reconstruction of the building of the “old Technical school” by the University of Zadar in cooperation with the City of Zadar for the needs of various university departments within the framework of the Integral territorial investments programme, i.e. financial means allocated to the City of Zadar.
Activities	1.1.2.1. Creation of the Implementation project for the reconstruction of the building of “old Technical school” 1.1.2.2. Preparation of the documentation for the issuance of construction permit for the construction of the building of “old Technical school” 1.1.2.3. Preparation of the tender for construction works for the reconstruction of the building “old Technical school” 1.1.2.4. Preparation of the tender for equipping the building of the “old Technical school” for the needs of the humanities departments 1.1.2.5. Implementation of the tender and selection of the contractors for construction works for the reconstruction of the building “old Technical school” 1.1.2.6. Implementation of the tender and selection of the contractors for equipping the building “old Technical school” 1.1.2.7. Reconstruction and equipping of the building of the “old Technical school”
Coordinator	Head of the Office for European structural and investment funds (ESI) and for development, the competent vice-rector(s)
Holders	Office for European structural and investment funds (ESI) and for development
Beneficiaries	Students and employees of various university departments
Indicators	<ul style="list-style-type: none"> • Created Implementation project for the reconstruction of the building of “old Technical school” • Prepared documentation for the issuance of construction permit for the construction of the building of “old Technical school” • Prepared tender for construction works for the reconstruction of the building “old Technical school” • Prepared tender for equipping of the building “old Technical school” for the needs of various university departments • Implemented tender and selected contractors for construction works for the reconstruction of the building “old Technical school” • Implemented tender and selected contractors for equipping the building “old Technical school” • Reconstructed and equipped building of the “old Technical school”
Indicators monitoring	Head of the Office for European structural and investment funds (ESI) and for development, and the competent vice-rector(s) submit the report to the

	Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.1.2.1 – 1.1.2.2 October 2017 1.1.2.3 - 1.1.2.4 December 2017 1.1.2.5 – 1.1.2.6 February 2018 1.1.2.7 October 2019

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.1	Construction of new infrastructural capacities
Measure 1.1.3	Preparation of documentation and the construction of infrastructure within the framework of the project "Arhipelagos"
Measure objective	The University of Zadar wants to relocate a part of its activities to the islands by implementing various project activities within the scientific, higher education and technological programme "Arhipelagos", in order to revitalize the islands and diversify the activities which contribute to the direct transfer of knowledge and technology from the academic towards the social and economic community. This measure aims at preparing all the documentation needed to implement the first phase of the reconstruction project of the former barracks on the islands Molat, Ist and Premuda, implemented by the University of Zadar in cooperation with the City of Zadar.
Activities	<p>1.1.3.1. Participation in the drafting of the optimization study of the former barracks on the islands of Molat, Ist and Premuda, in cooperation with the city of Zadar</p> <p>1.1.3.2. Submission of the request to the Ministry of State Property of the Republic of Croatia (in cooperation with the City of Zadar) for the use of the barracks</p> <p>1.1.3.3. Preparation and implementation of the tender for the preliminary design for the barrack on the island of Molat (location Lučina on the coast)</p> <p>1.1.3.4. Preparation of documentation for the creation of the building permit and the issuance of building permit for the reconstruction of the barracks on the site Lučina on the island of Molat</p> <p>1.1.3.5. Creation of the master plan and the submission of the project proposal to the EU structural funds</p> <p>1.1.3.6. Creation of the executive project and obtaining of the construction permit</p> <p>1.1.3.7. Implementation of the tender and selection of the contractors for construction works for the reconstruction of the barracks at the location Lučina on the island of Molat</p> <p>1.1.3.8. Implementation of the tender and selection of the contractors for equipping the barracks at the location Lučina on the island of Molat</p> <p>1.1.3.9. Reconstruction and equipping the barracks at the location Lučina on the island of Molat</p>
Coordinator	Head of the Office for European structural and investment funds (ESI) and for development, the competent vice-rector(s)
Holders	Office for European structural and investment funds (ESI) and for development
Beneficiaries	Students and employees of the University of Zadar, and of the partner Croatian and foreign universities and scientific institutes
Indicators	<ul style="list-style-type: none"> • Created optimization study of the former barracks on the islands of Molat, Ist and Premuda • Requested use of the barracks for the University of Zadar • Prepared and implemented tender for the preliminary design for the barrack on the island of Molat (location Lučina on the coast)

	<ul style="list-style-type: none"> • Prepared documentation for the creation of the building permit and issued building permit for the reconstruction of the barracks on the site Lučina on the island of Molat • Created master plan and the submission of the project proposal to the EU structural funds • Completed executive project and obtained construction permit • Implemented tender and selected contractors for construction works for the reconstruction of the barracks at the location Lučina on the island of Molat • Implemented tender and selected contractors for equipping the barracks at the location Lučina on the island of Molat • Reconstructed and equipped barracks at the location Lučina on the island of Molat
Indicators monitoring	Head of the Office for European structural and investment funds (ESI) and for development, and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.1.3.1 May 2017 1.1.3.2 June 2017 1.1.3.3 – 1.1.3.4 October 2017 1.1.3.5 December 2017 1.1.3.6 March 2018 1.1.3.7 - 1.1.3.8 December 2018 1.1.3.9 December 2020

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.1	Construction of new infrastructural capacities
Measure 1.1.4	The construction of other scientific-research infrastructure and educational capacities
Measure objective	This measure aims to prepare all documentation required for the University of Zadar to apply for the Call for project proposals in the limited process of assigning grants with the aim of building a scientific-research infrastructure and teaching capacities for the departments from the STEM area and supporting student activities
Activities	1.1.4.1. Preparation of documentation and obtaining of location permits for the building of the STEM area Department and structures for students 1.1.4.2. Creation of the master plan for STEM area building and structures for students 1.1.4.3. Creation of the executive plan for STEM area building and structures for students 1.1.4.4. Submission of the project proposal in the limited process of assigning grants from the EU structural funds within the framework of the new operational programme 1.1.4.5. Preparation of documentation for the issuance of construction permit and obtaining the construction permit for the construction of the building of the STEM area department and structures for students 1.1.4.6. Implementation of the tender and selection of contractors for the construction of the building of the STEM area and structures for students 1.1.4.7. Implementation of the tender and selection of contractors for equipping the building of the STEM area and structures for students

	1.1.4.8. Construction and equipping of the STEM area building and structures for students
Coordinator	Head of the Office for European structural and investment funds (ESI) and for development, the competent vice-rector(s)
Holders	Office for European structural and investment funds (ESI) and for development
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> • Obtained location permits for the building of the STEM area Department and structures for students • Created master plan for STEM area building and structures for students • Created executive plan for STEM area building and structures for students • Submitted project proposal in the limited process of assigning grants from the EU structural funds within the framework of the new operational programme • Prepared documentation for the issuance of construction permit and obtained construction permit for the construction of the building of the STEM area department and structures for students • Implemented tender and selected contractors for the construction of the building of the STEM area and structures for students • Implemented tender and selected contractors for the equipping of the building of the STEM area and structures for students • Constructed and equipped STEM area building and structures for students
Indicators monitoring	Head of the Office for European structural and investment funds (ESI) and for development, and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.1.4.1 January 2018 1.1.4.2 May 2018 1.1.4.3 July 2018 1.1.4.4 - 1.1.4.5 January 2019 1.1.4.6. – 1.1.4.7. November 2019 1.1.4.8 September 2022

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.1	Construction of new infrastructural capacities
Measure 1.1.5	Maintenance of the scientific-research infrastructure, educational capacities and spaces supporting the basic activities
Measure objective	The aim of this measure is to maintain and continuously improve the existing space of the scientific and research infrastructure, educational capacities and spaces supporting the basic activities. The purpose of the measure is to ensure adequate working conditions for students and employees of the University, by refurbishing and modernizing the existing spaces, in accordance with the modern and safety standards, as well as with the business requirements.
Activities	1.1.5.1. Determination of the current status of the existing spatial capacities and the need for modernization and refurbishment 1.1.5.2. Implementation of refurbishment/reconstruction of the scientific-research infrastructure, educational capacities and spaces supporting the basic activities, in compliance with the identified needs

Coordinator	Head of the Office for technical maintenance and insurance, competent vice-rector(s)
Holders	Office for technical maintenance and insurance
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> Created current status analysis of the existing spatial capacities and the need for modernization and refurbishment Surface of the reconstructed/refurbished spaces of the scientific-research infrastructure, educational capacities and spaces supporting the basic activities in m2
Indicators monitoring	Head of the Office for technical maintenance and insurance, and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.1.5.1 January 2019 1.1.5.2. continuously

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.2	Improvement of the information-communication infrastructure
Measure 1.2.1	Upgrade, expansion and management of the information-communication infrastructure
Measure objective	This measure aims at insuring technical prerequisites for upgrade and improvement of the existing information-communication infrastructure, in compliance with the modern business requirements of the University. The purpose of this measure is to ensure the access to the Internet to all students and employees, as well as to the associates and visitors of the University, with special emphasis on the introduction of the wireless access to the Internet.
Activities	1.2.1.1. Drafting of the development plan for the information-communication infrastructure 1.2.1.2. Ensuring continuous development of information-communication infrastructure in accordance with business requirements of the University 1.2.1.3. Ensuring wireless access to the Internet at several main locations of the University
Coordinator	Head of the IT office, competent vice-rector(s)
Holders	IT office, external collaborators
Beneficiaries	Students and employees of the University of Zadar, visitors and associates of the University
Indicators	<ul style="list-style-type: none"> Created information-communication infrastructure development plan Created report on the information-communication infrastructure status Broadband network coverage level
Indicators monitoring	Head of the IT Office and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.2.1.1 March 2018 1.2.1.2 – 1.2.1.3 continuously

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.2	Improvement of the information-communication infrastructure

Measure 1.2.2	Improvement of Internet and Intranet
Measure objective	This measure aims at improving the existing information-communication infrastructure and its further development with the purpose of further development of the students' and teachers' work at the University in Zadar, enabling an easier access to information related to the activities of the University, a more adequate promotion of the completed and/or planned activities, and the creation of a suitable information-electronic identity of the University. Relatively to the Internet, a clear definition of online visual identity of the University is stressed out, establishing necessary information available to the public and ensuring a simple availability thereof. Relatively to the intranet, the development of a separate platform which will be used as a communication medium for all the employees and students at the University is stressed out, this being the source of current and general information related to the activities of the University and activities taking place at the University.
Activities	<p>1.2.2.1. Formation of a working group for the creation of the University of Zadar website and other communication channels.</p> <p>1.2.2.2. Design and creation of the new website of the University of Zadar</p> <p>1.2.2.3. Creation of the English version of the website of the University of Zadar</p> <p>1.2.2.4. Definition of a new online visual identity of the University</p> <p>1.2.2.5. Definition and harmonization of all the necessary information available to the public</p> <p>1.2.2.6. Ensuring easy access to all the information</p> <p>1.2.2.7. Adapting, proofreading and uploading all the documentation and necessary information in the English language on the website.</p> <p>1.2.2.8. Design and development of an intranet platform</p> <p>1.2.2.9. Definition and harmonization of all the necessary information available via the intranet</p>
Coordinator	Head of the IT office, competent vice-rector(s)
Holders	IT office, external collaborators
Beneficiaries	Students and employees of the University of Zadar, wider public
Indicators	<ul style="list-style-type: none"> • Formed working group • Created and uploaded new Internet and intranet websites • Created and uploaded English version of the website • Defined the new online visual identity of the University • Developed intranet platform • Number of users of the intranet platform
Indicators monitoring	Head of the IT Office and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.2.2.1 - 1.2.2.9 January 2019

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.2	Improvement of the information-communication infrastructure

Measure 1.1.3	Improvement of the existing and development of new management software tools packages
Measure objective	The aim of this measure is to improve the existing and develop new management software tools packages The emphasis is on the development of those software tools which will provide with their functionality a faster and more efficient collection and flow of information necessary for high-quality execution of administrative, scientific, technical, artistic and other activities at the University.
Activities	<p>1.2.3.1. Implementation of further development, training and implementation of the software tools used for electronic publishing activity</p> <p>1.2.3.2. Development and implementation of software tools for an easier collection of information connected to scientific, professional, artistic and other activities of the University</p> <p>1.2.3.3. Development and implementation of software tools for an easier management of administrative affairs</p> <p>1.2.3.4. Purchase of new and improvement of existing software solutions necessary for the modernization of the work of students and employees of the University</p>
Coordinator	Head of the IT office, competent vice-rector(s)
Holders	IT office, external collaborators
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> • The number of created and implemented software tools for electronic publishing activity • The number of created and implemented software tools for scientific, professional, artistic and other activities at the University • The number of created and implemented software tools for an easier management of administrative affairs • The number of implemented modern software solutions
Indicators monitoring	Head of the IT Office and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.2.3.1 - 1.2.3.3 January 2019

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.3	Ensure adequate spatial standards
Measure 1.3.1	Implementation of a detailed analysis of existing spatial capacities
Measure objective	The aim of this measure is to determine the current status of the structures, the corresponding property-legal status and the degree of usage of spatial capacities for the purpose of establishing a system of efficient management and usage of spatial capacities by all components, institutions and companies owned by the University. The aim of the measure is to create stimulating spatial conditions for the development of scientific-research, artistic and teaching activities of the University in Zadar, by implementing efficient management of spatial capacities.
Activities	<p>1.3.1.1. Formation of a working team for the creation of a detailed analysis of existing spatial capacities</p> <p>1.3.1.2. Creation of a detailed analysis of the existing spatial capacities</p> <p>1.3.1.3. Establishment of a registry of spatial capacities including a detailed overview of spatial capacities owned, co-owned or leased by the</p>

	<p>University, as well as spatial capacities of the institutions and companies founded by the University</p> <p>1.3.1.4. Creation of the assets management and administration action plan which will determine objectives, guidelines regarding assets management and administration, and the plan execution time frame.</p> <p>1.3.1.5. Continuous monitoring of the action plan implementation process</p>
Coordinator	Head of the Office for technical maintenance and insurance, competent vice-rector(s)
Holders	Office for technical maintenance and insurance, Head secretary
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> • Decision on the appointment of a working team for the creation of a detailed analysis of existing spatial capacities • Created detailed analysis of the existing spatial capacities • Established registry of spatial capacities • Created and adopted assets management and administration action plan • Submitted annual report on the implementation of the action plan to the competent vice-rector
Indicators monitoring	Head of the Office for technical maintenance and insurance, and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	<p>1.3.1.1 September 2017</p> <p>1.3.1.2 - 1.3.1.4 December 2018</p> <p>1.3.1.5 continuously</p>

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.3	Ensure adequate spatial standards
Measure 1.3.2	Optimization of the space usage
Measure objective	The aim of this measure is to optimize of the usage of existing spatial capacities of all the components, institutions and companies owned by the University. The aim of the measure is to ensure improvement and unification of conditions for the implementation of scientific research, artistic and teaching activities at the University of Zadar, by implementing a more efficient management of spatial capacities.
Activities	<p>1.3.2.1. Formation of a working team for the optimization of the space usage based on the previously conducted analysis through measure 1.3.1.</p> <p>1.3.2.2. Conception of a system for the improvement of the spatial capacities degree of usage</p> <p>1.3.2.3. Creation and adoption of the space usage optimization plan</p> <p>1.3.2.4. Implementation of the adopted space usage optimization plan</p> <p>1.3.2.5. Monitoring of the implementation of the adopted space usage optimization plan</p>
Coordinator	Head of the Office for technical maintenance and insurance, competent vice-rector(s)
Holders	Office for technical maintenance and insurance
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> • Decision on the appointment of the team for the implementation of the space usage optimization plan • Created system for the improvement of the degree of usage of spatial capacities • Established registry of spatial capacities • Completed and adopted space usage optimization plan

	<ul style="list-style-type: none"> Submitted annual report on the implementation of the plan to the administration of the University
Indicators monitoring	Head of the Office for technical maintenance and insurance, and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.3.2.1 September 2017 1.3.2.2 - 1.3.2.3 April 2018 1.3.2.4 September 2018 1.3.2.5 continuously

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.3	Ensure adequate spatial standards
Measure 1.3.3	Space furnishing with office, IT and other equipment
Measure objective	This measure aims at insuring an adequate level of equipment with office and high-quality IT and other specialized equipment (laboratories, modern technologies, tools and machinery relevant for the sectors, specialized didactic and pedagogical equipment, etc.), all in compliance with the modern standards and business requirements. The measure aims at ensuring excellence in teaching and scientific research activities, as well as an equal position of the University in the European higher education area, by modernising and improving the equipment degree.
Activities	1.3.3.1. Determining the current state of furnishing with office, IT and other specialized equipment 1.3.3.2. Creation and adoption of the equipment procurement plan in compliance with the foreseen development of the components of the university, with the defined means and the realization time frame. 1.3.3.3. Implementation of the adopted plan 1.3.3.4. Continuous monitoring of the adopted plan implementation process
Coordinator	Head of the Office for procurement and sales, competent vice-rector(s)
Holders	Office for procurement and sales, IT office, Office for technical maintenance and insurance
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> Created analysis of the current state of furnishing with office, IT and other specialized equipment Created and adopted equipment procurement plan Submitted annual report on the implementation of the plan to the competent vice-rector
Indicators monitoring	Head of the Office for procurement and sales and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.3.3.1 December 2017 1.3.3.2 January 2018 1.3.3.3 - 1.3.3.4 continuously

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.3	Ensure adequate spatial standards
Measure 1.3.4	Improvement of energy efficiency and sustainable development

Measure objective	This measure aims at increasing energy efficiency and usage of renewable energy sources, as well as implementation of other innovative business processes based on the efficient use of resources. The measure aims at contributing to the protection and preservation of the environment and at ensuring the improvement of the working conditions of the students and employees as well as at developing a University based on sustainable development principles by implementing energy efficiency renovation of the structures and by implementing other innovative business processes based on efficient resource usage.
Activities	<p>1.3.4.1. Implementation of energetic surveys and identification of problems of excessive consumption of structures owned by the University</p> <p>1.3.4.2. Ensuring continuous implementation of the Energy Management Information System</p> <p>1.3.4.3. Creation of the project documentation for energy efficiency building renovation and implementation of the system for usage of renewable energy sources</p> <p>1.3.4.4. Implementation of energy efficiency renovation of the facilities owned by the University</p> <p>1.3.4.5. Implementation of the system for the exploitation of renewable energy sources</p> <p>1.3.4.6. Implementation of user education on energy-responsible behaviour</p> <p>1.3.4.7. Establishment of the separate collection system, recycling and reuse of waste in collaboration with Čistoća d.o.o.</p> <p>1.3.4.8. Raising awareness of employees and students about the importance of separate collection of waste, protection and preservation of the environment</p> <p>1.3.4.9. The establishment of a bike-sharing system between the remote components and sites of the University</p> <p>1.3.4.10. Implementation of a green library</p>
Coordinator	Head of the Office for technical maintenance and insurance, competent vice-rector(s)
Holders	Office for technical maintenance and insurance, Office for European structural and investment funds (ESI) and development , Office for science and projects
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> • Number of created energy surveys • Number of buildings entered into the Energy Management Information System • Obtained project documentation for energy efficiency building renovation and implementation of the system for usage of renewable energy sources • Reduced energy consumption in renovated buildings • Number of users educated on energy-responsible behaviour • Developed and introduced system of separate collection of waste • Number of users informed about the importance of separate collection of waste, protection and preservation of the environment • Developed and introduced bike sharing system • Implemented green library project
Indicators monitoring	Head of the Office for technical maintenance and insurance, and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	<p>1.3.4.1 - 1.3.4.5 continuously</p> <p>1.3.4.6 December 2019</p> <p>1.3.4.7 - 1.3.4.10 December 2022</p>

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.4	Improvement of student standards
Measure 1.4.1	Development of a system supporting students in finding suitable accommodation
Measure objective	To improve and organize a system for finding a suitable and long-term private accommodation for undergraduate and graduate students.
Activities	<p>1.4.1.1. Carrying out the situation analysis on the needs of students for accommodation</p> <p>1.4.1.2. Establishment of a system for assisting students in finding private accommodation</p> <p>1.4.1.3. Harmonisation between the increase of accommodation capacities and the admission quotas</p> <p>1.4.1.4. Improvement of the financial aid system</p> <p>1.4.1.5. Elaboration of the new subsidies model for accommodation</p>
Coordinator	Head of the Student standard centre, competent vice-rector(s)
Holders	Student standard centre, student services
Beneficiaries	undergraduate and graduate students
Indicators	<ul style="list-style-type: none"> • Decision on the establishment of a system for assisting students in finding private accommodation • Established system for assistance in finding private accommodation • Situation analysis on the needs of students for accommodation carried out • Conducted detailed analysis of the offer of the existing spatial capacities and established a register of accommodation capacities • Number of contracts signed with private lessors • Elaborated new model of subsidies for accommodation based on self-sustainability principle
Indicators monitoring	Head of the Student standard centre and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	<p>1.4.1.1 September 2018</p> <p>1.4.1.2 - 1.4.1.4 continuously</p> <p>1.4.1.5 September 2019</p>

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.4	Improvement of student standards
Measure 1.4.2	Improvement of the accommodation possibilities with the construction of new and reconstruction of existing accommodation facilities
Measure objective	To increase and improve accommodation capacities thus all the students coming to study at the university from other counties, and needing accommodation, can be placed in student dormitory(ies) (in a future prospective, this right should be given also to the local students, i.e. students residing in the location of the University, interested for accommodation in student dormitories).
Activities	<p>1.4.2.1. Carrying out the situation analysis on the needs of students for accommodation capacities</p> <p>1.4.2.2. Increase of accommodation capacities by building new and investing in the reconstruction of the existing ones (new capacities at the site of the New campus)</p>

	<p>1.4.2.3. Harmonisation between the increase of accommodation capacities and the admission quotas</p> <p>1.4.2.4. Inclusion of the University of Zadar in the projections of the Ministry of science and education for assigning funds ensuring accommodation capacities</p> <p>1.4.2.5. Increase of the share of EU funds for the increase of accommodation capacities</p>
Coordinator	Head of the Student standard centre, competent vice-rector(s)
Holders	Student standard centre, student services
Beneficiaries	undergraduate and graduate students
Indicators	<ul style="list-style-type: none"> • Situation analysis on the needs of students for accommodation in student dormitories carried out • Conducted survey on the needs of accommodation in student dormitories at enrolment • Built new accommodation capacities in student dormitories and reconstructed the existing ones • Elaborated new model of subsidies for accommodation based on self-sustainability principle
Indicators monitoring	Head of the Student standard centre and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.4.2.1 - 1.4.2.5 continuously

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.4	Improvement of student standards
Measure 1.4.3	Improvement of the student meal system
Measure objective	Provide various and good-quality meals to all students at the University of Zadar (Zadar and Gospić), according to the suggestions of the users and of the professionals, taking into account students with special dietary needs, as well as vegetarians.
Activities	<p>1.4.3.1. Analysis of the needs of the students for food services and adequate types of meals</p> <p>1.4.3.2. Reconstruction of existing student restaurants and adaptation of access for students with disabilities</p> <p>1.4.3.3. Increase of the capacities of student food services, thus the restaurant network provides minimal distraction from the student tasks.</p> <p>1.4.3.4. introduction of specific menus in the student nutrition (e.g. Mediterranean, Lika menu, gluten-free, etc.)</p>
Coordinator	Head of the Student standard centre, competent vice-rector(s)
Holders	Student standard centre, Students' conference
Beneficiaries	undergraduate and graduate students
Indicators	<ul style="list-style-type: none"> • Situation analysis on the needs of students for food services carried out • Introduction of the list of used ingredients in order to allow students to choose an appropriate meal • Reduced waiting time for food services and increased spatial availability of the restaurants. • Number of specific menus introduced in student meals
Indicators monitoring	Head of the Student standard centre and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June

	30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.4.3.1 September 2018 1.4.3.2. 1.4.3.3 September 2019 1.4.3.4 September 2018

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.4	Improvement of student standards
Measure 1.4.4	Improvement of the activities related to students' cultural, sporting and social life
Measure objective	Implementation of a systematic evaluation of the needs of students for cultural, sporting, artistic and research contents All the activities and contents listed are an important part of the daily functioning of the students, but there is no elaborated system for enabling it. Although all of these activities (sporting, cultural, social) are available at the University of Zadar, this measure aims at systematically elaborating and enabling their performance.
Activities	<p>1.4.4.1. Preparation of a comprehensive study on the status of the sporting events system and physical exercise at the University of Zadar</p> <p>1.4.4.2. Promotion of health through a systematic development of student sports</p> <p>1.4.4.3. Development of a systematic support to student sports</p> <p>1.4.4.4. Enabling disabled people to participate to competitions and other sports events</p> <p>1.4.4.5. Implementation of competitions in all sports for which the students and/or employees show interest</p> <p>1.4.4.6. Establishing of a system of additional sports and recreational activities for students and university staff</p> <p>1.4.4.7. Harmonization and stipulation of a contract on the usage of the sports infrastructure owned by other institutions</p> <p>1.4.4.8. Development of a systematic cultural production at the University</p> <p>1.4.4.9. Stimulation and monitoring of the cultural-artistic activities of the scientific-teaching staff and students</p> <p>1.4.4.10. Improvement of the stimulation and awarding system for cultural-artistic work at University and components level</p> <p>1.4.4.11. Strengthening of the cooperation with cultural and other civil society associations</p> <p>1.4.4.12. Encouraging interactive cooperation of extracurricular cultural artistic programmes with the contents and results of the scientific-teaching programmes</p> <p>1.4.4.13. Stimulation of cultural projects by increased inclusion in the international cultural scene (exchange, mobility, projects)</p>
Coordinator	Heads of university departments, heads of scientific and teaching centres, head of the Body workout and student sports centre, competent vice-rector(s)
Holders	University departments, scientific and teaching centres, Body workout and student sports centre, Students' conference, external collaborators
Beneficiaries	Students and employees of the University of Zadar, wider community
Indicators	<ul style="list-style-type: none"> • Conducted analysis on the system of sports competitions and sports • Number of signed contracts on the usage of sports infrastructure with partner institutions • Modernization of existing and construction planning of own sports infrastructure • Number of students and University employees included in sporting and recreational activities at the University

	<ul style="list-style-type: none"> • Number of disabled students included in competitions and other sports events • Number of organized sporting activities • Increase of the amount of funds for the development of university sports • Increase of the amount of funds intended for the organization of cultural events • Number of organized exhibitions, shows and other cultural activities • Number of organized exhibitions, shows and other cultural activities in collaboration with partner institutions from the cultural area.
Indicators monitoring	Head of the Body workout and student sports centre and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.4.4.1 September 2018 1.4.4.2 - 1.4.4.4 continuously 1.4.4.5 - 1.4.4.7 September 2018 1.4.4.8 September 2019 1.4.4.9 - 1.4.4.12 continuously 1.4.4.13 September 2018

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.5	Ensure maximal accessibility of higher education institutions to people with disabilities
Measure 1.5.1	Ensure infrastructural and technological conditions for the improvement of accessibility to students and employees with disabilities
Measure objective	Improvement of infrastructural possibilities for facilitating the study for students who, due to illnesses, damages or disorders, regardless of the percentage of bodily dysfunction, have constant, occasional or temporary difficulties in implementing daily academic activities (students with visual or hearing impairments, movement disorders, chronic diseases, mental illnesses and disturbances, specific learning difficulties, such as dyslexia, dysgraphia and ADHD, as well as other medical conditions and difficulties that may affect the course of the study) and assistance to teachers with disabilities.
Activities	1.5.1.1. Improvement of spatial accessibility of the components and other institutions at the University of Zadar 1.5.1.2. Ensuring adequate spatial accessibility of rooms in the dormitory 1.5.1.3. Further implementation of systematic education of University staff 1.5.1.4. Providing custom transportation for students and employees with disabilities 1.5.1.5. Further implementation of the University's course "Peer support"
Coordinator	Head of the Student Counselling, competent vice-rector(s)
Holders	Student Counselling centre, Student services, Committee for students with disabilities
Beneficiaries	Students and employees of the University of Zadar, as well as visitors of the University of Zadar having certain type of disability
Indicators	<ul style="list-style-type: none"> • Ensured accessibility to people with disabilities at all components of the University • Number of removed architectural barriers • Number of education courses held for university staff • Number of users of the custom transportation • Continuation of the implementation of the course "Peer support"

Indicators monitoring	Head of the Student counselling centre and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.5.1.1 continuously 1.5.1.2 September 2018 1.5.1.3 September 2017 1.5.1.4 September 2018 1.5.1.5 continuously

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.5	Ensure minimum accessibility standards of higher education institutions to people with disabilities
Measure 1.5.2	Provide assistive technology and teachers' aides for students with disabilities
Measure objective	Improvement of technological possibilities and teaching assistants for facilitating the study for students who, due to illnesses, damages or disorders, regardless of the percentage of bodily dysfunction, have constant, occasional or temporary difficulties in implementing daily academic activities (students with visual or hearing impairments, movement disorders, chronic diseases, mental illnesses and disturbances, specific learning difficulties, such as dyslexia, dysgraphia and ADHD, as well as other medical conditions and difficulties that may affect the course of the study).
Activities	1.5.2.1. The introduction and implementation of the program for education of teachers' aides 1.5.2.2. Maintenance of the existing assistive technology and procurement of new one 1.5.2.3. Digitization of the compulsory reading lists at the University 1.5.2.4. Development of IT systems for archiving teaching materials for students with disabilities 1.5.2.5. Increase of the EU funds for the implementation of education and procurement of assistive technology
Coordinator	Head of the Student Counselling, competent vice-rector(s)
Holders	Student Counselling centre, Student services, Centre Stjepan Matičević, Committee for students with disabilities
Beneficiaries	Students and employees of the University of Zadar, as well as visitors of the University of Zadar having certain type of disability
Indicators	<ul style="list-style-type: none"> • Number of teachers' aides involved • Value of procured assistive devices • 20% of the total compulsory reading lists at the University digitized • Completed database of online teaching materials • Number of reported projects
Indicators monitoring	Head of the Student counselling centre and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.5.2.1 September 2018 1.5.2.2 - 1.5.2.3 continuously 1.5.2.4 September 2019 1.5.2.5 continuously

OBJECTIVE 1	IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY
Priority 1.5	Ensure minimum accessibility standards of higher education institutions to people with disabilities
Measure 1.5.3	Ensure the work of services and professional bodies supporting students with disabilities
Measure objective	Improvement of administrative and professional assistance to students with disabilities
Activities	<p>1.5.3.1. Implementation of education for teaching, professional and administrative staff per semester</p> <p>1.5.3.2. Appointment of teachers - coordinators for students with disabilities at department level</p> <p>1.5.3.3. Appointment of coordinators - student representatives for each component of the University</p>
Coordinator	Head of the Student Counselling, competent vice-rector(s)
Holders	Student Counselling centre, Committee for students with disabilities
Beneficiaries	Students and employees of the University of Zadar having certain type of disability
Indicators	<ul style="list-style-type: none"> • At least one education course per semester held for teachers and one for professional and administrative staff • Appointed student and teacher coordinators at component level
Indicators monitoring	Head of the Student counselling centre and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	1.5.3.1 - 1.5.3.3 March 2018

OBJECTIVE 2	STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE
Priority 2.1	Academic staff scientific and teaching quality increase
Measure 2.1.1	Analysis of the current teaching and scientific success of academic staff
Measure objective	To create a document which would show the current achievements of the academic staff in the scientific, teaching and professional activities areas (first of all in the period covered by the previous Development strategy of the University of Zadar, then continuously two times a year), and to evaluate critically the possible shortcomings, lacks and fails, taking into account the circumstances and available opportunities, as well as objective threats and weaknesses which hindered and impeded the work at the University of Zadar
Activities	<p>2.1.1.1. Collection and processing of data on the scientific productivity of academic staff</p> <p>2.1.1.2. Collection and processing of data on the University scientific publishing activities</p> <p>2.1.1.3. Collection and processing of data on the number of study programmes, number of students, student pass rate, and the number of graduated students</p> <p>2.1.1.4. Collection and processing of data on the number of courses where the e-learning system is used, established as a platform for projects using e-learning, i.e. execution of study courses applying IT technologies (Merlin and others), as well as on the published university textbooks, manuals, notes and teaching materials</p>
Coordinator	Head of the Quality Assurance office, competent vice-rector(s)
Holders	Office for science and projects, Quality Assurance office, Office for publishing activities, Office for undergraduate and graduate studies
Beneficiaries	Academic staff, administrations of the university components, administration of the University of Zadar
Indicators	<ul style="list-style-type: none"> • Collected and processed data on the scientific productivity of academic staff • Collected and processed data on the scientific publishing activities • Collected and processed data on the number of study programmes, number of students, student pass rate, and the number of graduated students • Collected and processed data on the number of courses where the e-learning system is used, established as a platform for projects using e-learning, i.e. execution of study courses applying IT technologies (Merlin and others), as well as on the published university textbooks, manuals, notes and teaching materials
Indicators monitoring	Head of the Quality Assurance office and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	2.1.1.1 - 2.1.1.4 continuously

OBJECTIVE 2	STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE
Priority 2.1	Academic staff scientific and teaching quality increase
Measure 2.1.2	Quality increase of the scientific productivity of employees
Measure objective	The University of Zadar is an institution basing all its activities on scientific excellence. The aim is to increase the number of high-quality research papers, especially those published in scientific journals and other publications that are internationally relevant for individual scientific areas.

Activities	2.1.2.1. Ensuring support funds for translation and other types of preparation for publication of scientific papers 2.1.2.2. Ensuring access to databases 2.1.2.3. Ensuring online access to scientific publications 2.1.2.4. Implementation of education on reference management
Coordinator(s)	Competent vice-rector(s)
Holders	Office for science and projects, Office for publishing activity and the University library
Beneficiaries	Academic staff
Indicators	<ul style="list-style-type: none"> • Amount of support funds for translation and other types of preparation for publication of scientific papers • Number of databases • Number of online scientific publications • Number of participants at education courses on reference management
Indicators monitoring	Competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	2.1.2.1 - 2.1.2.4 Continuously

OBJECTIVE 2	STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE
Priority 2.1	Academic staff scientific and teaching quality increase
Measure 2.1.3	Increase of the level of pedagogic-psychological-didactic-methodical competences of the teachers
Measure objective	To improve the quality of the teaching activities of the academic staff, especially by continuous development of teacher competences and communication skills.
Activities	2.1.3.1. Implementation of courses related to pedagogic-psychological-didactic-methodical competences of the teachers 2.1.3.2. implementation of courses related to rhetoric skills, verbal and non-verbal communication
Coordinator	Competent vice-rector(s)
Holders	Centre Stjepan Matičević, Quality Assurance office, Office for staff, administrative affairs and archive affairs
Beneficiaries	Academic staff
Indicators	<ul style="list-style-type: none"> • Number of implemented courses related to pedagogic-psychological-didactic-methodical competences of the teachers • Number of implemented courses related to rhetoric skills, verbal and non-verbal communication
Indicators monitoring	Competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	2.1.3.1 - 2.1.3.2 continuously

OBJECTIVE 2	STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE
Priority 2.1	Academic staff scientific and teaching quality increase
Measure 2.1.4	Implementation of continuous training of teachers programme
Measure objective	Improve the quality of scientific and teaching quality of the academic staff with the aim of professional development of employees and the development of the entire university

Activities	<p>2.1.4.1. Organization and implementation of foreign languages courses within the framework of the profession</p> <p>2.1.4.2. Organization and implementation of courses in business competencies and financial literacy</p> <p>2.1.4.3. Organization and implementation of courses in project cycle management</p> <p>2.1.4.4. Stimulation of other types of professional training for teachers</p>
Coordinator	Competent vice-rector(s)
Holders	Centre Stjepan Matičević, Foreign languages centre, Quality Assurance office, Office for staff, administrative affairs and archive affairs
Beneficiaries	Academic staff
Indicators	<ul style="list-style-type: none"> • Number of organized and implemented foreign languages courses within the framework of the profession • Number of organized and implemented courses in business competencies and financial literacy • Number of organized and implemented courses in project cycle management • Reports on implementation of other types of professional training of teachers
Indicators monitoring	Competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	2.1.4.1 - 2.1.4.4 continuously

OBJECTIVE 2	STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE
Priority 2.1	Academic staff scientific and teaching quality increase
Measure 2.1.5	Stimulation of university textbooks and manuals publishing
Measure objective	Provide high-quality, methodically appropriately designed and systematic pieces enabling with their content independent studying of a complete unit for as many courses as possible at undergraduate and graduate level.
Activities	<p>2.1.5.1. Ensuring financial support for the preparation of university textbooks and manuals</p> <p>2.1.5.2. Ensuring infrastructural support for the preparation of university textbooks and manuals</p> <p>2.1.5.3. Implementation of a transparent and ethics-based application, editing and review process of university textbooks and manuals</p>
Coordinator	Head of the Office for publishing activity, competent vice-rector(s)
Holders	Office for publishing activity
Beneficiaries	Academic staff
Indicators	<ul style="list-style-type: none"> • Ensured financial support for the preparation of university textbooks and manuals • Ensured infrastructural support for the preparation of university textbooks and manuals • Number of university textbooks and manuals • Logs and reports about applications, editing and reviews of university textbooks and manuals
Indicators monitoring	Head of the Office for publishing activity and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	2.1.5.1 - 2.1.5.3 continuously

OBJECTIVE 2	STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE
Priority 2.2	Non-teaching staff efficiency increase
Measure 2.2.1	Efficiency analysis of the non-teaching staff
Measure objective	To create a document which would show the current achievements of the non-teaching staff (first of all in the period covered by the previous Development strategy of the University of Zadar, then continuously once a year), and to evaluate critically the possible shortcomings, lacks and fails, taking into account the circumstances and available opportunities, as well as objective threats and weaknesses which hindered and impeded the work at the University of Zadar
Activities	2.2.1.1. Collection and processing of data on the achievements of non-teaching staff, with special regard to their effectiveness 2.2.1.2. Implementation of a survey on the satisfaction of the academic staff and students with the non-teaching staff and elaboration of the results of that research 2.2.1.3. Implementation of the assessment of load and satisfaction with working conditions of the non-teaching staff
Coordinator	Head of the Quality Assurance office, competent vice-rector(s)
Holders	Quality Assurance office, Office for staff, administrative affairs and archive affairs
Beneficiaries	Non-teaching staff
Indicators	<ul style="list-style-type: none"> Collected and processed data on the achievements of non-teaching staff, with special regard to their effectiveness Implemented survey on the satisfaction of the academic staff and students with the non-teaching staff and elaboration of the results of that research Report of the external evaluation of the non-teaching staff load
Indicators monitoring	Head of the Quality Assurance office and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	2.2.1.1 - 2.2.1.3 continuously

OBJECTIVE 2	STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE
Priority 2.2	Non-teaching staff efficiency increase
Measure 2.2.2	Implementation of an effective organization of non-teaching staff
Measure objective	To enable optimum efficiency of the university administration and technical and IT support, with the aim of improving the quality of scientific, teaching and other activities at the University of Zadar, especially with regard to the advantages arising from the legal and functional integration of the university.
Activities	2.2.2.1. Change the systematization of the working places and tasks based on the results of non-teaching staff efficiency monitoring 2.2.2.2. Provide replacement and assistance in certain offices and administrations, primarily with an internal distribution and by using collaborators (recruited through the program of professional training without employment) 2.2.2.3. Redistribution of tasks among existing employees with regard to fluctuations in workloads during the academic year
Coordinator	Head of the Quality Assurance office, competent vice-rector(s)

Holders	Quality Assurance office, Office for staff, administrative affairs and archive affairs
Beneficiaries	Non-teaching staff
Indicators	<ul style="list-style-type: none"> • Modified systematization of working places and tasks • Provided replacement and assistance in certain offices and administrations, primarily with an internal distribution and by using collaborators (recruited through the program of professional training without employment) • Redistributed tasks among existing employees with regard to fluctuations in workloads during the academic year
Indicators monitoring	Head of the Quality Assurance office and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	2.2.2.1 - 2.2.2.3 continuously

OBJECTIVE 2	STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE
Priority 2.2	Non-teaching staff efficiency increase
Measure 2.2.3	Development of the lifelong professional training system for non-teaching staff
Measure objective	Professional training for non-teaching staff and being in line with modern requirements deriving from a more intense internationalization of the university and inclusion in the knowledge and technology transfer, i.e. a more dynamic inclusion of the university in the social and economic community, following academic standards, legal and other regulations, etc.
Activities	<p>2.2.3.1. Organization of courses related to rhetoric skills, verbal and non-verbal communication</p> <p>2.2.3.2. Encouraging of other types of professional training of the non-teaching staff (foreign languages, safety at work, public procurement, etc.)</p>
Coordinator	Head of the Quality Assurance office, competent vice-rector(s)
Holders	Quality Assurance office, Office for staff, administrative affairs and archive affairs, Centre Stjepan Matičević
Beneficiaries	Non-teaching staff
Indicators	<ul style="list-style-type: none"> • Number of organized courses related to rhetoric skills, verbal and non-verbal communication • Number of organized or other types of stimulated and provided professional trainings of the non-teaching staff (foreign languages courses, safety at work, public procurement, etc.)
Indicators monitoring	Head of the Quality Assurance office and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	2.2.3.1 - 2.2.3.2 continuously

OBJECTIVE 2	STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE
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Priority 2.3	Development of material and non-material work motivators
Measure 2.3.1	Development and implementation of a material and non-material work motivators system
Measure objective	Current motivation system concepts - motivation techniques and strategies are becoming obsolete and insufficiently flexible, therefore new ones must be developed and introduced, in order to increase motivation and satisfaction, and at the same time to achieve successful activities
Activities	<p>2.3.1.1. Providing material and non-material stimulating working conditions to the heads of the scientific research projects and to the other staff extremely engaged in science (through teaching and administrative relief of load within the framework of current possibilities)</p> <p>2.3.1.2. Elaboration of mechanisms of teachers' work variable evaluation and introduction of a corresponding variable part of the salary</p> <p>2.3.1.3. Financial support to the development of science focused on the post-doctoral students and younger scientists</p> <p>2.3.1.4. Encouraging the staff to apply scientifically competitive projects (through a further implementation of the awarding system for scientific excellence)</p> <p>2.3.1.5. Ensuring education courses and workshops for the staff on the applications to competitive national and especially international projects (EU structural funds)</p> <p>2.3.1.6. Stimulation for attendance of education courses, workshops and summer schools from the scientific-research area and modern research methods and analyses (through financial stimulation and support in reorganization of teaching and other obligations of the staff during the course)</p> <p>2.3.1.7. Procurement of contemporary scientific reading material and computer equipment (e.g. software) (by providing additional financial resources in compliance with the current possibilities)</p> <p>2.3.1.8. Elaboration of additional requirements and criteria for regular and rapid advancement of university teachers in compliance with the Strategy</p> <p>2.3.1.9. Standardization of scientific achievements on which the working place of the scientist, available venues, equipment, etc. should depend</p> <p>2.3.1.10. Establishment of motivation and awarding system for cooperation related to economy, local and regional administration and self-administration</p>
Coordinator	Rector, competent vice-rector(s)
Holders	Quality Assurance office, Office for staff, administrative affairs and archive affairs, heads of departments
Beneficiaries	Academic staff
Indicators	<ul style="list-style-type: none"> • Adopted financial support policies for different activities • Adopted awarding policies at components level • Number of employees who attended workshops, courses and summer schools with the support of the University or an individual component • Number and type of workshops, courses and summer schools attended by the employees with the support of the University or an individual component • Number and type of scientific reading material and equipment procured for scientific purposes with the support of the University or of a component • Number of financed scientific projects being carried out at the university • Number of active participants at national and international meetings with the support of the University or an individual component

Indicators monitoring	Competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	2.3.1.1 - 2.3.1.3 September 2018 2.3.1.4 September 2019 2.3.1.5 continuously 2.3.1.6 September 2018 2.3.1.7 continuously 2.3.1.8 September 2018 2.3.1.9 continuously 2.3.1.10 September 2019

OBJECTIVE 2	STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE
Priority 2.3	Development of material and non-material work motivators
Measure 2.3.2	Improvement of institutional networking for the purpose of more efficient use of staff and material resources
Measure objective	To ensure a more powerful and direct national financing for science through the University, and not only through national foundations. National funds from the programme contracts and funds from own revenues must be used as financial instruments for the development of scientific research at the University
Activities	2.3.2.1. Forming new research groups that would relate to a great number of doctoral students and ensure independent financing through scientific projects in collaboration with other institutions 2.3.2.2. Introduction of the duty for the scientists to participate to the competition for national and international scientific projects in order to preserve and widen scientific research in different scientific areas 2.3.2.3. Strengthening of cooperation with the institutions of neighbouring countries 2.3.2.4. Strengthening of international cooperation through an active temporary exchange of researchers (Erasmus, CEEPUS, Fulbright) 2.3.2.5. Development of the rewarding system of the components and organizational units that are the most successful in the implementation of strategic objectives
Coordinator	Competent vice-rector(s)
 Holders	Quality Assurance office, Office for science and projects, International cooperation office, heads of departments
Beneficiaries	Academic staff
Indicators	<ul style="list-style-type: none"> • Number of interdisciplinary research groups • Number of applicants and successful applications of scientific projects • Number of incoming and outgoing mobility of teachers
Indicators monitoring	Competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	2.3.2.1 September 2019 2.3.2.2 September 2018 2.3.2.3 - 2.3.2.4 continuously 2.3.2.5 September 2018

OBJECTIVE 2	STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE
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Priority 2.3	Development of material and non-material work motivators
Measure 2.3.3	Establishment of incentive mechanisms for inter-departmental cooperation and networking
Measure objective	Certain organizational units, although without legal independence, have a significant financial and academic independence, lacking connection and cooperation between university departments/divisions. This measure aims at improving cooperation and connection between departments.
Activities	<p>2.3.3.1. Development of the system stimulating connection between scientists from different scientific areas and fields</p> <p>2.3.3.2. Development of the system stimulating application to scientific research projects including at least two university departments</p> <p>2.3.3.3. Development of study programmes executed by more university departments</p> <p>2.3.3.4. Improvement of the capacity usage of the University through the different study programmes teaching integration</p>
Coordinator	Competent vice-rector(s)
Holders	Office for science and projects, Quality Assurance office, Office for undergraduate and graduate studies, Office for postgraduate studies, heads of departments
Beneficiaries	Employees and external collaborators of the University of Zadar
Indicators	<ul style="list-style-type: none"> • Number of established inter-departmental cooperation • Number of jointly applied projects • Number of joint study programmes • Number of integrated courses
Indicators monitoring	Competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	<p>2.3.3.1 - 2.3.3.2 October 2018</p> <p>2.3.3.3 - 2.3.3.4 October 2019</p>

OBJECTIVE 2	STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE
Priority 2.3	Development of material and non-material work motivators
Measure 2.3.4	Design and application of working conditions quality improvement systems
Measure objective	The importance of the qualifications of higher education teachers for teaching activities has been recognized as one of the most important determinants in the framework of Standards and guidelines for quality assurance in the European higher education area, adopted in 2005. That document stated that the "institutions shall provide that the teachers employment procedures ensure that the new teachers have a minimal level of competence for teaching activities. Possibilities of training and widening teaching abilities should be given to teachers, and they should be encouraged to consider those abilities valuable". In Croatia, so far, there was no systematic institutional training of university teachers, therefore one of the strategic objectives within the framework of the proposals for the Strategy of education, science and technology of the Republic of Croatia, was the increase of the teaching quality of teachers, and the elaboration and implementation of the programme for continuous education of teachers has been determined as a measure (3.1.3).
Activities	<p>2.3.4.1. Elaboration of the criteria and implementation of assessment of programs developed by the components</p> <p>2.3.4.2. Harmonization of the recognition of prior learning for working in higher education</p>

	<p>2.3.4.3. Establishment of a systematic training and improvement model of the non-teaching staff.</p> <p>2.3.4.4. Systematic organization of foreign languages courses for University employees</p>
Coordinator	Competent vice-rector(s)
Holders	Quality Assurance office, Office for staff, administrative affairs and archive affairs, heads of departments
Beneficiaries	Employees and external collaborators of the University of Zadar
Indicators	<ul style="list-style-type: none"> Established criteria and conducted the program for evaluation of the components Number of developed training programmes Number of held trainings Investment in the procurement of scientific, research and teaching equipment
Indicators monitoring	Competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	<p>2.3.4.1 October 2018</p> <p>2.3.4.2 October 2019</p> <p>2.3.4.3 October 2018</p> <p>2.3.4.4. continuously, from the academic year 2017/18</p>

OBJECTIVE 2	STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE
Priority 2.4	Improvement of the institutional culture of quality and ethics
Measure 2.4.1	Development of the unique identity of the University
Measure objective	The University of Zadar is positioned as an institution with highest credibility and authority within the scientific and higher education system, achieving it with its quality, high ethical standards and recognizable scientific, artistic, teaching and professional achievements, thus contributing to material and spiritual needs of the areas within which it operates
Activities	<p>2.4.1.1. Enabling academic freedom and decent working conditions, as well as cooperation and exchange between employees and students</p> <p>2.4.1.2. Encouraging the creativity of employees and students</p> <p>2.4.1.3. Design and branding of the University of Zadar and positioning among the higher education and scientific institutions</p> <p>2.4.1.4. Encouragement of volunteering in culture, sports, civil society, etc.</p> <p>2.4.1.5. Informing the public about the different activities of the University of Zadar</p>
Coordinator	Head of the Rector's Cabinet, competent vice-rector(s)
Holders	Rector's Office, Offices of the vice-rectors
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> Enabled academic freedom and decent working conditions, as well as cooperation and exchange between employees and students Number of registered innovations in the field of science, teaching and profession Number of registered volunteering activities in culture, sports, civil society, etc. Elaborated marketing plan of the University of Zadar Report on implementation of the marketing plan of the University Published university bulletin Lanterna on the different activities of the University in Zadar (biannually) Number of media posts (controlled and uncontrolled)

Indicators monitoring	Head of the Rector's Cabinet and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	2.4.1.1 - 2.4.1.5 continuously

OBJECTIVE 2	STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE
Priority 2.4	Improvement of the institutional culture of quality and ethics
Measure 2.4.2	Implementation of high ethical standards
Measure objective	The objective is to enable and develop public policy according to which the University of Zadar is an institution where high ethical standards are a mandatory basis of the scientific, teaching and other activities.
Activities	<p>2.4.2.1. Organization of workshops on academic integrity for academic staff</p> <p>2.4.2.2. Organization of workshop on academic integrity for student at all study levels</p> <p>2.4.2.3. Adoption of Code of Ethics for publishing activity at the University of Zadar</p> <p>2.4.2.4. Actualisation of the Code of Ethics of the University of Zadar</p> <p>2.4.2.5. Ensuring equal rights and opportunities to socially vulnerable groups at the University (students, employees, external stakeholders)</p>
Coordinator	Competent vice-rector(s)
Holders	Quality Assurance office, Office for publishing activity
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> • Number of organized workshops on academic integrity for academic staff • Number of organized workshop on academic integrity for student at all study levels • Adopted Code of Ethics for publishing activity at the University of Zadar • Actualised Code of Ethics of the University of Zadar
Indicators monitoring	Competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	2.4.2.1 – 2.4.2.5 Continuously

OBJECTIVE 2	STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE
Priority 2.4	Improvement of the institutional culture of quality and ethics
Measure 2.4.3	Promotion of excellence policies in the selection of staff
Measure objective	Excellence is the principle and the commitment expected from all the employees at the University of Zadar If it should occasionally lack due to objective reasons (if for certain shortage positions there are no high quality applicants, and due to regular activities, that position must be filled), it needs to be aimed for as much as possible.
Activities	<p>2.4.3.1. Development of tender procedures protocols</p> <p>2.4.3.2. Elaboration of the tender procedures for candidate selection</p> <p>2.4.3.3. Creation of a database of potential human resources</p>
Coordinator	Head of the Office for staff, administrative affairs and archive affairs, competent vice-rector(s)

Holders	Office for staff and administrative affairs and archive affairs
Beneficiaries	Academic and non-teaching staff
Indicators	<ul style="list-style-type: none"> • Developed and applied tender procedure protocol • Standardized tender procedures for candidate selection • Database of potential human resources created
Indicators monitoring	Head of the Office for staff and administrative affairs and archive affairs and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	2.4.3.1 - 2.4.3.2 June 2017 2.4.3.3 continuously

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.1	Promotion of innovative processes in the scientific, artistic and professional activities
Measure 3.1.1	Inclusion in the smart specialisation process
Measure objective	The EU, in its strategic documents, bases its business activities on a targeted support to research and development activities and innovation. The University of Zadar thus wants to devise its stronger contribution to this national objective.
Activities	<p>3.1.1.1. Recognition and selection of key priority areas with relevant technological and production fields which the University of Zadar can be included in the process of smart specialisation</p> <p>3.1.1.2. Creation of a plan for inclusion in the smart specialisation process</p> <p>3.1.1.3. Encouraging the development and use of innovation (including social and service innovation, new business models and innovation based on practice) for the purpose of economic development and competitiveness.</p> <p>3.1.1.4. Inclusion of the University in regional and national competence centres and scientific technological parks</p>
Coordinator	Head of the Office for science and projects, competent vice-rector(s)
Holders	Office for science and projects
Beneficiaries	Scientists of the University of Zadar, the business sector
Indicators	<ul style="list-style-type: none"> • Adopted document with selected key priority areas with relevant technological and production fields • Completed plan for inclusion in smart specialisation processes • Number of envisaged measures for development stimulation and innovation use • Number of project applications for the competences centre or the scientific technological park
Indicators monitoring	Head of the Office for science and projects and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	<p>3.1.1.1 December 2017</p> <p>3.1.1.2 June 2018</p> <p>3.1.1.3 - 3.1.1.4 continuously</p>

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.1	Promotion of innovative processes in the scientific, artistic and professional activities
Measure 3.1.2	Development of the doctoral school and studies based on scientific work
Measure objective	By activating a doctoral school, a better organisation and rationalisation of postgraduate studies would be achieved, by consolidating mandatory courses and by avoiding multiplication of lecture hours for those areas that can be shared among studies. At the same time, the objective of this measure is to develop postgraduate studies based on scientific work.
Activities	<p>3.1.2.1. Preparation of documentation for the launch of the doctoral school</p> <p>3.1.2.2. Launch of the doctoral school</p> <p>3.1.2.3. Continued development of postgraduate studies based on scientific work and their registration</p> <p>3.1.2.4. Number of new activated postgraduate studies based on scientific work</p>
Coordinator	Head of the Office for postgraduate studies, competent vice-rector(s)

Holders	Office for postgraduate studies
Beneficiaries	Postgraduate students
Indicators	<ul style="list-style-type: none"> • Documents for the activation of the doctoral school created and adopted by the Senate • Launched doctoral school • Created one study program based on scientific work • Registered study programme based on scientific work • Call for enrolment of students to the study based on scientific work published
Indicators monitoring	Head of the Office for postgraduate studies and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	3.1.2.1 September 2018 3.1.2.3 September 2019 3.1.2.2 and 3.1.2.4 October 2019

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.1	Promotion of innovative processes in the scientific, artistic and professional activities
Measure 3.1.3	Strengthening of interdepartmental cooperation in planning and implementing competitive scientific and professional projects
Measure objective	This measure aims at increasing the level of competitiveness of scientific and professional projects at the University of Zadar with special emphasis on the interdisciplinary approach to science. A special aim of this measure is to improve interdepartmental cooperation in order to stimulate interdisciplinary ideation of competitive projects
Activities	3.1.3.1. Implementation of interdepartmental workshops and conferences 3.1.3.2. Stimulation of interdepartmental cooperation by special supports (material and non-material) having as their goal the submission of interdisciplinary projects 3.1.3.3. Joining various mono-disciplinary projects into interdisciplinary projects 3.1.3.4. Creation of a researchers database and their proposals for inclusion into selected project topics
Coordinator	Head of the Office for science and projects, competent vice-rector(s)
Holders	Office for science and projects
Beneficiaries	All departments at the University of Zadar
Indicators	<ul style="list-style-type: none"> • Number of interdepartmental workshops • Number of interdepartmental conferences • Envisaged stimulation system for interdepartmental collaboration • Number of submitted interdisciplinary projects • Number of selected interdisciplinary project topics of interest to the University • Created researchers database
Indicators monitoring	Head of the Office for science and projects and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	3.1.3.1 - 3.1.3.3 continuously 3.1.3.4 March 2018

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.1	Promotion of innovative processes in the scientific, artistic and professional activities
Measure 3.1.4	Improvement of ICT technologies use with the aim to innovate scientific and professional achievements of the employees
Measure objective	The aim of this measure is to improve the different possibilities of use of ICT in order to innovate scientific and professional achievements of the employees and in order to allow a high-quality dissemination of the results obtained by using ICT.
Activities	3.1.4.1. Creation of a unified system for employees' scientific activities monitoring 3.1.4.2. Improvement of dissemination of digital scientific, artistic, teaching and professional publications in open access through the platform Morepress 3.1.4.3. Improvement of electronic publications and assurance of support for their publishing 3.1.4.4. Creation of a database of project ideas and project results publicly accessible 3.1.4.5. Purchase of ICT equipment (software and hardware) needed for improvement of scientific and research activities
Coordinator	Head of the Office for publishing activity, competent vice-rector(s)
Holders	Office for publishing activity, Office for science and projects
Beneficiaries	General public
Indicators	<ul style="list-style-type: none"> • Created a unified system for employees' scientific activities monitoring • Morepress presented to the target public • Percentage increase of the number of access to Morepress • Decision on the amount of supports for stimulation of digital periodicals • Created a database of project ideas • Created a database of project results • Number of ICT equipment procured
Indicators monitoring	Head of the Office for publishing activity and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (September 30th, February 28th/June 30th, December 31st)
Time of execution/implementation	3.1.4.1 December 2017 3.1.4.2 continuously 3.1.4.3. January 2018 decision made, improvement continuous 3.1.4.4 March 2018 3.1.4.5 continuously

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.1	Promotion of innovative processes in the scientific, artistic and professional activities
Measure 3.1.5	Implementation of innovative concepts for science financing
Measure objective	Constant reduction of the funds for science leads to problems in the quality of scientific research Therefore this measure aims at introducing to the university employees innovative concepts for scientific and artistic activities, and at providing a complete support for the use of those concepts.
Activities	3.1.5.1. Education of employees on the possibilities of use of innovative concepts for science financing

	3.1.5.2. Provision of technical support for the implementation of innovative financing concepts 3.1.5.3. Monitoring of the implementation success of innovative science financing concepts
Coordinator	Internal auditor, competent vice-rector(s)
Holders	Office for accounting, bookkeeping and finances, Financial secretary, Office for science and projects
Beneficiaries	Employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> • Number of employees trained for the use of innovative concepts for science financing • Number of technical support users in the implementation of innovative financing concepts • Report on the used innovative concepts
Indicators monitoring	Internal auditor and competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	3.1.5.1 - 3.1.5.2 March 2018 3.1.5.3 continuously

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.2	Introduction of innovations in the teaching activities
Measure 3.2.1	Analysis of current study programmes
Measure objective	To maintain the quality of the study programmes along with a continuous work on teaching quality improvement, it is an objective that all the teachers and students should strive for. Undergraduate and graduate study programmes at the University in Zadar must prepare the students as much as possible for further education, i.e. work, in order to make them as much competitive as possible both on the Croatian, and on the foreign labour markets.
Activities	3.2.1.1. Elaboration of a thorough analysis of study programmes in compliance with the Act on quality assurance in science and higher education, and with the strategic goals of the University in the teaching activities and higher education 3.2.1.2. Improvement of the regular periodic internal evaluation system for all study programmes and of benchmarks including also the external evaluation 3.2.1.3. Inclusion of students and external stakeholders in working bodies for the evaluation of study programmes, education process and functioning at the University
Coordinator	Competent vice-rector(s)
Holders	Quality Assurance office, Office for undergraduate and graduate studies, Office for postgraduate studies, heads of departments
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> • Number of upgraded study programmes • Improved system of internal monitoring and assessment of study programmes • Number of external assessments of study programmes
Indicators monitoring	Competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	3.2.1.1 - 3.2.1.2 September 2018 3.2.1.3 October 2017

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.2	Introduction of innovations in the teaching activities
Measure 3.2.2	Improvement of study programmes by introducing innovative concepts of teaching based on defined learning outcomes
Measure objective	Study programmes must enable the students to develop advanced knowledge and skills relevant for their profession, including the results of the most recent research. The differences in approach between the different areas should be taken into account, but the outcomes in each area must be clearly and unambiguously determined. The aim is to ensure a wide range of possibilities for assessment, adoption and application of intellectual skills, and to enhance the need to acquire knowledge and research skills through innovative teaching, thus supporting the research culture of the University.
Activities	<p>3.2.2.1. Ensure that all the programs contain experience-based or work-based teaching, with a mandatory internship in all graduate programmes</p> <p>3.2.2.2. Establishment of an annual “incubator” programme which would allow the students to develop and implement entrepreneurial projects</p> <p>3.2.2.3. Enabling students to participate directly in research, both individually and as part of a wider research collaboration</p> <p>3.2.2.4. Development of teaching methods using technology in order to ensure the access to the best learning environment to students and staff.</p> <p>3.2.2.5. Organization of additional teachers’ training for modernization of the teaching methods and innovative teaching encouraging students to learn individually</p> <p>3.2.2.6. Inclusion of the Alumni in the teaching bases and mentoring system</p>
Coordinator	Competent vice-rector(s)
Holders	Quality Assurance office, Office for undergraduate and graduate studies, Office for postgraduate studies, heads of departments
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> • Number of student internship hours • Number of stakeholders with whom the implementation of student internship has been agreed • Number of accomplished student projects • Number of teachers’ trainings • Number of intra-university mobility • Number of courses including e-learning
Indicators monitoring	Competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University’s Administration also on other dates)
Time of execution/implementation	<p>3.2.2.1 - 3.2.2.2 October 2019</p> <p>3.2.2.3 continuously</p> <p>3.2.2.4 October 2018</p> <p>3.2.2.5 continuously</p> <p>3.2.2.6 October 2018</p>

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.2	Introduction of innovations in the teaching activities
Measure 3.2.3	Development of an integrated student success monitoring system

Measure objective	The student assessment can be seen as one of the most important elements of higher education. The assessment results can noticeably influence the future careers of the students, therefore a student success monitoring system should be developed and it should provide relevant feedback to students and teachers
Activities	<p>3.2.3.1. Further implementation of teaching work self-assessment</p> <p>3.2.3.2. Development of the annual award criteria for outstanding students at each component, taking into account the academic success and all other relevant scientific, professional, sports and other activities.</p> <p>3.2.3.3. Improvement of the number of graduates monitoring systems</p> <p>3.2.3.4. Development of the regular feedback system from employers, labour market representatives and other relevant organizations</p> <p>3.2.3.5. in cooperation with the Croatian employment agency, development of a labour market and graduates employability monitoring system for students educated at the University of Zadar.</p>
Coordinator	Competent vice-rector(s)
Holders	Quality assurance office, heads of departments
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> • Number of implemented self-assessments and assessments of teaching work • Ratio of the number of enrolled and graduated students • Implemented graduated students success analyses • Collected data on employability of the students
Indicators monitoring	Competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	<p>3.2.3.1 continuously</p> <p>3.2.3.2 October 2018</p> <p>3.2.3.3 October 2019</p> <p>3.2.3.4 October 2018</p> <p>3.2.3.5 October 2019</p>

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.2	Introduction of innovations in the teaching activities
Measure 3.2.4	Establishment of external assessment of teaching
Measure objective	Evaluation of the teaching process should be an integral part of the professional practice of each teacher. Teachers need clear feedback based on teaching standards and students' accomplishments. These assessments should be comprehensive and transparent, and based on clearly defined criteria. In the higher education system, the teaching assessments are generally based on student evaluations, therefore they are subject to a series of potential shortcomings. External assessment of teaching is most often implemented during the inaugural lectures of the newly appointed lecturers. Therefore the objective of this measure is to introduce a systematic external assessment of teaching by independent experts.
Activities	<p>3.2.4.1. Adoption of an ordinance regulating external/cooperative assessment of teaching</p> <p>3.2.4.2. Introduction of a systematic periodic external evaluation of teaching by distinguished experts in the field</p> <p>3.2.4.3. Introduction of the teachers' portfolios as one of the mechanisms for external assessment</p> <p>3.2.4.4. Encouraging the development of quality culture by introducing peer assessment.</p>

Coordinator	Competent vice-rector(s)
Holders	Quality assurance office, heads of departments
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> • Adopted ordinance on external assessment of teaching • Defined mechanism of external assessment of teaching • Number of implemented external assessments of teaching • Number of teachers' portfolios created
Indicators monitoring	Competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	3.2.4.1. September 2018 3.2.4.2 - 3.2.4.3 October 2019 3.2.4.4 October 2018

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.3	Improvement of innovative governance systems
Measure 3.3.1	Development and implementation of the education system for persons involved in university components and bodies governance
Measure objective	Improvement of the University governance by improving management knowledge and skills of the heads of offices, heads of departments and their deputies, vice-rectors and rectors, in compliance with their educational needs.
Activities	3.3.1.1. Implementation of survey regarding educational needs of the managing structure of the University 3.3.1.2. Devising of an education system for persons involved in the University and components governance processes, and reference materials needed for learning 3.3.1.3. Ensuring space, human and financial conditions for the introduction of this education system 3.3.1.4. Implementation of educational workshops
Coordinator	Head secretary, competent vice-rector(s)
Holders	Office for staff, administrative affairs and archive affairs, Quality Assurance office
Beneficiaries	Administration, heads of University components, heads of departments
Indicators	<ul style="list-style-type: none"> • Report on evaluated educational needs • Completed training system • Number of devised materials • Number of workshops held • Number of employees involved
Indicators monitoring	Head secretary and competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	3.3.3.1 January 2018 3.3.3.2 - 3.3.3.3 September 2018 3.3.3.4 December 2020

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.3	Improvement of innovative governance systems
Measure 3.3.2	Improvement of the financial management system

Measure objective	This measure aims at improving the level of knowledge on financial management and at ensuring finances at the University, respecting the transparency principles
Activities	3.3.2.1. Creation of a platform for continuous monitoring of joint finances and for strategic decision making based on available reports 3.3.2.2. Systematic employees training on finances management 3.3.2.3. Improvement of procedures and processes in finances management and facilitation of access to necessary information
Coordinator	Financial secretary, competent vice-rector(s)
Holders	Office for accounting, bookkeeping and finances, IT office
Beneficiaries	Employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> Created platform for continuous monitoring of joint finances Number of trained employees Number of upgraded procedures and processes
Indicators monitoring	Financial secretary and competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	3.3.2.1 September 2018 3.3.2.2 - 3.3.2.3 continuously

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.3	Improvement of innovative governance systems
Measure 3.3.3	Improvement of university components and bodies management through an efficient exchange of information and resources
Measure objective	University integration is one of the essential comparative advantages, therefore it is extremely important to harmonize and improve the management of its components with the bodies, in order to achieve a synergistic effect. This measure aims at improving resources and information between the departments in order to optimize its activities.
Activities	3.3.3.1. Design and implementation of the continuous University components and bodies administration meetings system 3.3.3.2. Design and implementation of a model for optimization of resource use at the University by harmonizing the use of resources by the components and bodies
Coordinator	Competent vice-rector(s)
Holders	Rector's Office, vice-rectors' offices, University departments and components
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> Number of held meetings of components' administrations Report on optimization of resource usage
Indicators monitoring	Competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	3.3.3.1 June 2018 3.3.3.2 March 2018

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.4	Improvement of cooperation between the university and the business sector and social activities

Measure 3.4.1	Improvement of cooperation with the business sector and social activities through knowledge and technology transfer
Measure objective	This measure aims at stimulating cooperation both with the business sector, and with the social activities through knowledge and technology transfer, in order to boost both the economic and social progress of the community.
Activities	<p>3.4.1.1. Creation of an action plan for knowledge and technology transfer</p> <p>3.4.1.2. Upgrade of the Office for science and projects, in order to create a contact point for technology transfer issues</p> <p>3.4.1.3. Strengthening of the cooperative network of organizations for knowledge and technology transfer</p> <p>3.4.1.4. Design of project proposal based on stimulation of knowledge and technology transfer</p>
Coordinator	Head of the Office for science and projects, competent vice-rector(s)
Holders	Office for science and projects
Beneficiaries	Scientists, business sector and social activities
Indicators	<ul style="list-style-type: none"> • Created action plan for knowledge and technology transfer • Finalized upgrade of the Office for science and projects • Number of cooperative organizations involved in the network for knowledge and technology transfer • Number of submitted project proposals for knowledge and technology transfer
Indicators monitoring	Head of the Office for science and projects and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	<p>3.4.1.1 - 3.4.1.2 March 2018</p> <p>3.4.1.3 - 3.4.1.4 continuously</p>

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.4	Improvement of cooperation between the university and the business sector and social activities
Measure 3.4.2	Development of existing and new study programmes base on social and economic needs
Measure objective	This measure aims to adapt the existing and to envisage new study programmes in order to satisfy social and economic needs. This measure aims at stimulating the harmonization of study programmes with the needs imposed by the labour market.
Activities	<p>3.4.2.1. Determining social and economic needs for highly educated employees</p> <p>3.4.2.2. Harmonization of the existing study programmes with the social and economic needs as well as with the CROQF</p> <p>3.4.2.3. Preparation of new study programmes based on established social and economic needs</p> <p>3.4.2.4. Continuous analysis of employability and economic trends</p>
Coordinator	Head of the Office for ECTS application and academic acknowledgement of foreign higher education qualifications, competent vice-rector(s)
Holders	Office for postgraduate studies, Office for undergraduate and graduate studies, Office for ECTS application and academic acknowledgement of foreign higher education qualifications
Beneficiaries	Students of undergraduate, graduate and postgraduate studies, the business sector and social activities
Indicators	<ul style="list-style-type: none"> • Implemented analysis of the existing study programmes and their harmonization with CROQF and social needs

	<ul style="list-style-type: none"> Completed document with social and economic needs of staff that the University can respond to Number of old harmonized programmes Number of new harmonized programmes Completed reports with the employability and economic trends analysis
Indicators monitoring	Head of the Office for ECTS application and academic acknowledgement of foreign higher education qualifications and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	3.4.2.1 March 2018 3.4.2.2 continuously

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.4	Improvement of cooperation between the university and the business sector and social activities
Measure 3.4.3	Implementation of professional internships within the study programmes
Measure objective	This measure aims at providing students a smoother entrance to the labour market and at reducing the time for orientation in the working environment
Activities	3.4.3.1. Implementation of an analysis of quantity and quality of the included professional internship and possibilities of inclusion of the professional internship into the study programmes 3.4.3.2. Introduction of the professional internship into the study programmes 3.4.3.3. Creation of a practice-rooms system 3.4.3.4. Encouraging students to participate to professional internships through Erasmus+ 3.4.3.5. Encouraging students to participate to volunteering programmes
Coordinator	Head of the Office for undergraduate and graduate studies, competent vice-rector(s)
Holders	Office for undergraduate and graduate studies, Office for international cooperation
Beneficiaries	Undergraduate, graduate and postgraduate students
Indicators	<ul style="list-style-type: none"> Completed analysis of quantity and quality of the professional internship and possibilities for its inclusion Number of programmes that include professional internships Number of practice-rooms Number of students involved in the professional internship programme Erasmus+ Number of students involved in volunteering programmes
Indicators monitoring	Head of the Office for undergraduate and graduate studies and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	3.4.3.1 March 2018 3.4.3.2. from October 2018 3.4.3.3 - 3.4.3.5 continuously

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
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Priority 3.4	Improvement of cooperation between the university and the business sector and social activities
Measure 3.4.4	Establishment of a career centre
Measure objective	This measure aims at improving the career information, guidance and counselling in order to match the student's field of interest, his needs and possibilities of education with the needs of the potential employers.
Activities	<p>3.4.4.1. Providing space and means for the activities of the career centre</p> <p>3.4.4.2. Appointment of the head of the career centre</p> <p>3.4.4.3. Establishment of connections with the stakeholders</p> <p>3.4.4.4. Development of entrepreneurial competencies of the student population</p> <p>3.4.4.5. Improvement of the activities of the Alumni club by including the alumni into the career centre</p>
Coordinator	Head of the Office for undergraduate and graduate studies/ Head of the career centre, competent vice-rector(s)
Holders	Office for undergraduate and graduate studies, Student Counselling
Beneficiaries	undergraduate and graduate students
Indicators	<ul style="list-style-type: none"> • Decision on the right of usage of space for the career centre • Head of the career centre appointed • Number of stakeholders with whom the centre collaborates • Number of students involved in the workshops for the development of entrepreneurial competencies • Number of alumni involved in the work of the career centre
Indicators monitoring	Head of the Office for undergraduate and graduate studies/ Head of the career centre and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	<p>3.4.4.1 - 3.4.4.2 October 2018</p> <p>3.4.4.3 - 3.4.4.5 continuously</p>

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.5	Improvement of the communication processes with the stakeholders
Measure 3.5.1	Design and implementation of a unique visual identity of the University
Measure objective	This measure aims at creating a unique and recognizable visual identity of the University and to implement it into its everyday work.
Activities	<p>3.5.1.1. Creation of a public tender for the creation of the visual identity of the University</p> <p>3.5.1.2. Formation of a commission for the selection of the visual identity and the selection of the best solution</p> <p>3.5.1.3. Implementation of the new visual identity in the internal and external environment in all elements of the University's activities</p>
Coordinator	Head of the Rector's Cabinet, competent vice-rector(s)
Holders	Rector's office
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> • Tender for the creation of the visual identity of the University published • Commission for the selection of the visual identity appointed • Visual identity selected • Presentation of the new visual identity to employees and students of the University • Presentation of the new visual identity to the stakeholders and public • Report on the use of the new visual identity

Indicators monitoring	Head of the Rector's Cabinet and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	3.5.1.1 January 2018 3.5.1.2 May 2018 3.5.1.3 continuously

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.5	Improvement of the communication processes with the stakeholders
Measure 3.5.2	Development and implementation of the public communication system
Measure objective	This measure aims at developing an integrated communication system which would upgrade the communication between the University and various groups of stakeholders. Also, the system should be implemented at all organizational levels of the University.
Activities	3.5.2.1. Establishment of a Marketing office 3.5.2.2. Creation of a brand "University of Zadar" and its positioning 3.5.2.3. Definition of the target groups 3.5.2.4. Definition of messages and communication channels (selection of the promotional mix) 3.5.2.5. Definition of the communication protocols 3.5.2.6. Integration of marketing activities of the University 3.5.2.7. Implementation of internal marketing measures
Coordinator	Head of the Rector's Cabinet / Head of the Marketing office, competent vice-rector(s)
Holders	Rector's office
Beneficiaries	General public, employees and students
Indicators	<ul style="list-style-type: none"> Established Marketing office Created marketing and action plan of the University Number of implemented communication campaigns with the target groups Report on the quality level of Integrated marketing communications Number of employees trained for internal marketing
Indicators monitoring	Head of the Rector's Cabinet/ Head of the Marketing office and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	3.5.2.1 December 2017 3.5.2.2 continuously 3.5.2.3 – 3.5.2.4 February 2018 3.5.2.5 - 3.5.2.7 continuously

OBJECTIVE 3	IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY
Priority 3.5	Improvement of the communication processes with the stakeholders
Measure 3.5.3	Development of the communication protocol for crisis situations
Measure objective	This measure aims at developing clear protocols and methods which would reduce to a minimum any impact of a crisis situation that the University may face, either directly or indirectly.
Activities	3.5.3.1. Establishment of a crisis situations team 3.5.3.2. Preparation of a protocol of communication and behaviour in crisis situations

	3.5.3.3. Development of communication channels for communication in crisis situations
Coordinator	Head of the Rector's Cabinet / Head of the Marketing office, competent vice-rector(s)
Holders	Team for crisis situations
Beneficiaries	Students and employees of the University of Zadar, general public
Indicators	<ul style="list-style-type: none"> • Formed team for crisis situations • Prepared protocols of communication and behaviour in crisis situations • Developed communication channels for communication in crisis situations
Indicators monitoring	Head of the Rector's Cabinet/ Head of the Marketing office and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	3.5.3.1 - 3.5.3.3 September 2018

OBJECTIVE 4	INTERNATIONALIZATION OF THE UNIVERSITY
Priority 4.1	Improvement of cooperation with foreign higher education scientific institutions
Measure 4.1.1	Development of a stimulating system for improvement of international scientific and professional projects
Measure objective	This measure aims at developing a stimulating system for improvement of international scientific and professional projects. Thereby the emphasis is on further development of the existing system in compliance with the defined type of international cooperation that is to be accomplished, as well as on the profile of universities corresponding to the desired cooperation plan and to the desired scientific area.
Activities	<p>4.1.1.1. Definition of an internationalization plan and profile of the University</p> <p>4.1.1.2. Design and implementation of tools needed for promotion and strengthening of cooperation with the selected universities</p> <p>4.1.1.3. Organization of workshops for promotion, training, planning and submitting joint international scientific and professional projects</p> <p>4.1.1.4. Providing administrative support for submitting and managing scientific projects</p>
Coordinator	Head of the Office for science and projects, competent vice-rector(s)
Holders	Office for science and projects, Office for international cooperation
Beneficiaries	Students and employees of the University of Zadar, students and scientists from the other universities
Indicators	<ul style="list-style-type: none"> • Presented internationalization plan of the University for the following academic year • The number of planned and the number of completed projects after the end of the academic year • Number of workshops held • Quantity of support provided in submitting and managing scientific projects
Indicators monitoring	Head of the Office for science and projects and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	4.1.1.1. 4.1.1.2 continuously, from the beginning of the academic year 2017/2018 4.1.1.3 - 4.1.1.4 continuously

OBJECTIVE 4	INTERNATIONALIZATION OF THE UNIVERSITY
Priority 4.1	Improvement of cooperation with foreign higher education scientific institutions
Measure 4.1.2	Stimulation of introduction of lectures in foreign languages
Measure objective	This measure aims at increasing the number of courses and study programmes offered in English language in order to further improve the internationalization of the University. This measure is necessary due to the increasing interest and the number of incoming students and researchers, i.e. the growing number of cooperation agreements with a whole series of international universities.
Activities	<p>4.1.2.1. Activation of study programmes in foreign language</p> <p>4.1.2.2. Increase of the number of courses delivered in foreign languages</p>

	4.1.2.3. Design and implementation of an awarding system for proposers/implementers of courses in foreign language
Coordinator	Head of the Office for international cooperation, competent vice-rector(s)
Holders	Office for international cooperation, Office for postgraduate studies, Office for undergraduate and graduate studies, Office for ECTS application and academic acknowledgement of foreign higher education qualifications
Beneficiaries	Students and employees of the University of Zadar, students and scientists from the other universities
Indicators	<ul style="list-style-type: none"> • Number of study programmes in foreign language designed and initiated • Number of courses in foreign language offered (in relation to the academic year 2016/2017)
Indicators monitoring	Head of the Office for international cooperation and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	4.1.2.1 October 2018 4.1.2.2 - 4.1.2.3 continuously

OBJECTIVE 4	INTERNATIONALIZATION OF THE UNIVERSITY
Priority 4.1	Improvement of cooperation with foreign higher education scientific institutions
Measure 4.1.3	Stimulation of the creation of joint studies
Measure objective	This measure aims at establishing joint studies at all levels in order to further improve the cooperation with foreign higher education and scientific institutions, to improve and accelerate the exchange of knowledge and experience and to initiate the possible joint national and international scientific, research and artistic projects, to start and introduce new study programmes and to open the possibility of introducing new areas and fields of scientific research.
Activities	4.1.3.1. Defining of university guidelines related to the type of joint studies to which priority is given 4.1.3.2. Organization of workshops in order to promote, develop and further coordinate possible joint studies and to present successful examples of cooperation 4.1.3.3. Ensuring infrastructural support needed for the activation and further coordination of the activated joint studies 4.1.3.4. Ensuring finances for the implementation of joint studies through different models of (co)funding
Coordinator	Head of the Office for ECTS application and academic acknowledgement of foreign higher education qualifications, competent vice-rector(s)
Holders	Office for postgraduate studies, Office for undergraduate and graduate studies, Office for ECTS application and academic acknowledgement of foreign higher education qualifications
Beneficiaries	Students and employees of the University of Zadar, students and scientists from the other universities
Indicators	<ul style="list-style-type: none"> • Number of activated joint studies registered at the end of each academic year
Indicators monitoring	Head of the Office for ECTS application and academic acknowledgement of foreign higher education qualifications and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	4.1.3.1 – 4.1.3.2 October 2017

	4.1.3.3. 4.1.3.4 continuously, from the beginning of the academic year 2017/2018
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OBJECTIVE 4	INTERNATIONALIZATION OF THE UNIVERSITY
Priority 4.2	Raising awareness among employees and students on the need of internationalization
Measure 4.2.1	Encouraging mobility of employees and students
Measure objective	This measure aims at raising awareness among employees and students of the University of Zadar on the need of internationalization. Using the offered mobility, the employees are further improving both their scientific and research experience, and their professional aspect of the work at the University. Acquired experience can be used in their daily work.
Activities	4.2.1.1. Establishment of a plan and profile of needed internationalization of the University, its employees and students 4.2.1.2. Design and implementation of educational workshops for stimulating mobility 4.2.1.3. Design and implementation of a monitoring and promotion system of achieved results of employees and students who participated to mobility programmes
Coordinator	Head of the Office for international cooperation, competent vice-rector(s)
Holders	Office for international cooperation
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> Completed University internationalization plan and profile Number of implemented educational workshops aimed at stimulating mobility Number of participants to mobility programmes (semestral and annual)
Indicators monitoring	Head of the Office for international cooperation and the competent vice-rector(s) submit the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	4.2.1.1 – 4.2.1.3 October 2017

OBJECTIVE 4	INTERNATIONALIZATION OF THE UNIVERSITY
Priority 4.2	Raising awareness among employees and students on the need of internationalization
Measure 4.2.2	Strengthening of institutional support to employees and students participating to mobility programmes
Measure objective	This measure aims at strengthening institutional support to employees and students participating to mobility programmes.
Activities	4.2.2.1. Improving incoming and outgoing mobility 4.2.2.2. Improving financial conditions for mobility 4.2.2.3. Defining basic documents and information that would be available in a two-language version of the university's website available on the internet and intranet 4.2.2.4. Design and implementation of educational workshops for stimulating mobility 4.2.2.5. Developing a model for reducing barriers of employees' long-stay mobility
Coordinator	Head of the Office for international cooperation

Holders	Office for international cooperation
Beneficiaries	Students and employees of the University of Zadar
Indicators	<ul style="list-style-type: none"> • Results of surveys related to the satisfaction and needs of employees and students participating to mobility • Number of incoming and outgoing students and employees • Number of educational workshops for encouraging mobility • Developed model for reducing barriers of employees' long stay mobility
Indicators monitoring	Head of the Office for international cooperation submits the report to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
Time of execution/implementation	4.2.2.1 – 4.2.2.3 October 2017 4.2.2.4 - 4.2.2.5 October 2019

5. HARMONIZATION OF THE STRATEGY WITH THE STRATEGIC FRAMEWORK OF THE REPUBLIC OF CROATIA AND OF THE EU

By analyzing the needs in general, the Strategy of the University of Zadar is based on important strategic documents defining national and global priorities in all areas, and for the University also in the area of higher education and scientific research. The Strategy therefore relies on main strategic objectives, such as excellence, competitiveness and innovation, as well as smart, sustainable and inclusive growth.

When it comes to strategic documents on which the Strategy of the University of Zadar relies, some of them should be mentioned. The **Strategy Europe 2020** and **Horizon 2020** particularly stress out significant objectives that are consequently reflected also on the future activities of the University. The European Union stresses out especially the importance of higher education, and its development is envisaged within the *Education and Training 2020 strategy (ET2020)* and *EU strategy for modernising higher education*.

The national reform programme of the Republic of Croatia for 2017 (April 2017) cited as one of the basic problems the *Increase of employability and connection of education with the labour market*, and through the following measures: *Implementation of the programmes of education, lifelong learning and integration in the labour market, Harmonisation of educational programmes with the needs of the labour market at the level of professional and higher education, and Implementation of the education reform*. The second measure is particularly stressed out, by achieving the objectives: *Implementation of the Croatian qualifications framework (CROQF), Improvement of relevance of professional education and training in relation with the labour market and its quality, Increase of the amount of professional internship in higher education, Improvement of the quality assurance system in higher education, Development of the assessment system of formal and informal learning*.

The Strategy of the University of Zadar relies also on the national **Strategy of education, science and technology of the Republic of Croatia (2014)**, which defines the mission of the Croatian education system: “to ensure high-quality education accessible to everyone at equal conditions, in compliance with the capabilities of each user of the system”. Within the Strategy of education, science and technology of the Republic of Croatia, objectives and goals for their achievement have been defined. The strategic document devises the development of higher education through eight basic objectives (*To improve study programmes with consistent implementation of Bologna reform settings and to redefine competences thus achieved; To create a high-quality binary system of higher education harmonized with national needs and the principle of effective governance at higher education institutions; To ensure high-quality HR structure in higher education institutions as a basis for quality improvement of higher education; To ensure an effective and stimulating financing system of higher education institutions; To ensure satisfying spatial and information and communication resources of higher education institutions; To improve the student standard with special care for the social dimension of the studies; To internationalize higher education and to additionally integrate it into the European and global higher education system; To ensure an adequate importance of the culture of quality and responsibility principle in higher education*), whereas scientific development is envisaged through six objectives (*Fast activation of changes in higher education and scientific system, Competitive public universities and scientific institutions creating new values; Environment encouraging cooperation between the research community with the economy and social activities; Universities, Polytechnics and scientific institutes included in the processes of smart specialisation; National research and innovation infrastructure with public access; Growth of public financing for research and stimulation of investments of the business and social sectors*).

Creation of a new model of economic growth based on targeted support to research and development activities and innovation is the central point of the **Smart Specialisation Strategy of the Republic of**

Croatia for the period from 2016 to 2020 (S3). The Development Strategy of the University of Zadar, with its objectives, priorities and measures contributes directly to the achievement of the S3 Strategy objectives, and especially of the specific objectives related to the *increase of capacity of the scientific and research sector for the implementation of top end research corresponding to the economy needs, overcoming of fragmentation of the innovation value chain and the gap between science and research and the business sector, as well as the partnership activities for solving social challenges.* Within the Development Strategy of the University of Zadar, relevant *economy thematic priority areas (TPP)* have been identified, having most strength at this University. The University of Zadar tends to achieve the inclusion in processes of smart specialisation through the following areas: *Health and quality of life, Transport and mobility and Food and bioeconomy.* By developing new study programmes, and by participating to relevant scientific and professional projects the horizontal topics of the S3 Strategy shall be supported: Key enabling technologies (KET) and Information and communication technologies (ICT).

Moreover, this document relies also on the **Development Strategy of the Zadar County from 2016 – 2020.** Within this strategy, the University of Zadar is individually seen as the holder in the Objective 1 *Economically competitive and innovative Zadar County.* Finally, the Strategy of the University of Zadar relies also on the **Development strategy of the City of Zadar 2013-2020** in which the University of Zadar is seen as a partner in the implementation of the strategic goal 2 *Increase of economic competitiveness, strategic goal 4 Sustainable development of the rural area and of the islands,* and the University is seen specially as a holder within the framework of the strategic goal 3 *Improvement of the quality of life and environmental protection.*

6. METHODOLOGICAL FRAMEWORK OF CREATION OF THE STRATEGIC DOCUMENT

Within the framework of the status analysis, available databases of the different offices of the University of Zadar have been used, among them first of all the Office for science and projects, Office for international cooperation, Office for publishing activity, Office for undergraduate and graduate studies, Office for staff and administrative affairs, Office for ECTS application and academic acknowledgement of foreign higher education qualifications, and above all, Office for quality, whose research on the academic, non-academic and student satisfaction were guidelines and the background for the status analysis. The collected data were analysed using procedures of descriptive statistics and interpreted in the appropriate conclusions.

After the analysis of secondary data of the University, the analysis on the achievement of objectives and tasks from the strategic document of the University for the previous period, and its results have been presented in the Chapter 3 of this document. The benchmark analysis compared the University of Zadar with the universities that are considered comparable or with the universities whose quality we want to achieve. Compared universities have been chosen based on preset elements related to similarities/differences with the University of Zadar (e.g. programmes related to humanities and social sciences, similarity of systems, tradition, etc.)

Focus groups with different stakeholders (students, heads of the components and managers of university scientific and teaching centres, economic subjects, local and regional communities) of the University of Zadar have been implemented in the period from February to April 2017. Focus groups have been managed according to the previously prepared protocol which included questions considered to be relevant for certain groups of stakeholders. Finally, the participants had the possibility to express freely their opinion on the introduction of changes/improvement of activities of the University of Zadar. Based on the transcripts, the action guidelines have been created and included in this strategic document. A thorough interview with the members of the Administration of the University of Zadar has been done, and the Rector, as well as all vice-rectors participated according to the previously prepared reminder. The participants expressed freely their opinion that was then transcribed and additional guidelines were added to the draft of this strategic document.

In order to include the widest population, an online survey has been implemented in the summer semester of the academic year 2016/2017. A structured survey has been used, and the link to the survey has been delivered to all employees of the University of Zadar. 240 people participated to the research, out of which 181 teacher (scientific- teaching and associate positions), and 44 employees of administrative and technical services. Quantitative data obtained by research have been analyzed using descriptive statistics procedures and then interpreted in adequate results included in the Strategy. By analyzing qualitative data, highly valuable conclusions have been reached, and they were the basis for the SWOT analysis of the University, which was done using appropriate methodology. Furthermore, SWOT analysis included also the results of all the previously mentioned analyses.

7. MECHANISMS OF IMPLEMENTATION

Objective 1 IMPROVEMENT OF THE WORKING CONDITIONS OF THE STUDENTS AND EMPLOYEES OF THE UNIVERSITY

Priority	Measure	Coordinator(s)	Holder(s)	Reporting
1.1	1.1.1	<ul style="list-style-type: none"> Head of the Office for European structural and investment funds (ESI) and for development competent vice-rector(s) 	<ul style="list-style-type: none"> Office for European structural and investment funds (ESI) and for development 	<p>Coordinator(s) submit the report on the implementation of the measure to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)</p>
	1.1.2			
	1.1.3			
	1.1.4			
	1.1.5	<ul style="list-style-type: none"> Head of the Office for technical maintenance and insurance competent vice-rector(s) 	<ul style="list-style-type: none"> Office for technical maintenance and insurance 	
1.2	1.2.1	<ul style="list-style-type: none"> Head of the IT office competent vice-rector(s) 	<ul style="list-style-type: none"> IT office 	
	1.2.2			
	1.2.3			
1.3	1.3.1	<ul style="list-style-type: none"> Head of the Office for technical maintenance and insurance competent vice-rector(s) 	<ul style="list-style-type: none"> Office for technical maintenance and insurance Head secretary 	
	1.3.2		<ul style="list-style-type: none"> Office for technical maintenance and insurance 	
	1.3.3	<ul style="list-style-type: none"> Head of the Office for procurement and sales competent vice-rector(s) 	<ul style="list-style-type: none"> Office for procurement and sales, Office for technical maintenance and insurance IT office 	
	1.3.4		<ul style="list-style-type: none"> Office for technical maintenance and insurance Office for European structural and investment funds (ESI) and for development Office for science and projects 	
1.4	1.4.1	<ul style="list-style-type: none"> Head of the Student standard centre competent vice-rector(s) 	<ul style="list-style-type: none"> Student standard centre Student office 	
	1.4.2			
	1.4.3		<ul style="list-style-type: none"> Student standard centre Student conference 	
	1.4.4	<ul style="list-style-type: none"> Heads of university departments heads of university scientific and teaching centres Head of the Body workout and student sports centre competent vice-rector(s) 	<ul style="list-style-type: none"> University departments Scientific and teaching centres Body workout and student sports centre Student conference 	

1.5	1.5.1		<ul style="list-style-type: none"> • Student Counselling centre • Student office • Commission for disabled students 	
	1.5.2	<ul style="list-style-type: none"> • Head of the Student Counselling centre • competent vice-rector(s) 	<ul style="list-style-type: none"> • Student Counselling centre • Student office • Commission for disabled students • Stjepan Matičević Centre 	
	1.5.3		<ul style="list-style-type: none"> • Student Counselling centre, Committee for students with disabilities 	

Objective 2 STRENGTHENING OF THE UNIVERSITY STAFF STRUCTURE

Priority	Measure	Coordinator(s)	Holder(s)	Reporting
2.1	2.1.1	<ul style="list-style-type: none"> • Head of the Quality Assurance office • competent vice-rector(s) 	<ul style="list-style-type: none"> • Office for science and projects • Quality Assurance office • Office for publishing activity • Office for undergraduate and graduate studies 	Coordinator(s) submit the report on the implementation of the measure to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)
	2.1.2	<ul style="list-style-type: none"> • competent vice-rector(s) 	<ul style="list-style-type: none"> • Office for science and projects • Office for publishing activity • University library 	
	2.1.3	<ul style="list-style-type: none"> • competent vice-rector(s) 	<ul style="list-style-type: none"> • Stjepan Matičević Centre • Quality Assurance office • Office for staff and administrative affairs and archive affairs 	
	2.1.4	<ul style="list-style-type: none"> • competent vice-rector(s) 	<ul style="list-style-type: none"> • Stjepan Matičević Centre • Foreign Languages Centre • Quality Assurance office • Office for staff and administrative affairs and archive affairs 	
	2.1.5	<ul style="list-style-type: none"> • Head of the Office for publishing activity • competent vice-rector(s) 	<ul style="list-style-type: none"> • Office for publishing activity 	
2.2	2.2.1	<ul style="list-style-type: none"> • Head of the Quality Assurance office • competent vice-rector(s) 	<ul style="list-style-type: none"> • Quality Assurance office • Office for staff and administrative affairs and archive affairs 	
	2.2.2		<ul style="list-style-type: none"> • Quality Assurance office • Office for staff and administrative affairs and archive affairs • Stjepan Matičević Centre 	
	2.2.3			
2.3	2.3.1		<ul style="list-style-type: none"> • Quality Assurance office 	

			<ul style="list-style-type: none"> Office for staff and administrative affairs and archive affairs heads of departments 	
	2.3.2		<ul style="list-style-type: none"> Quality Assurance office Office for science and projects Office for international cooperation heads of departments 	
	2.3.3	<ul style="list-style-type: none"> competent vice-rector(s) 	<ul style="list-style-type: none"> Office for science and projects Quality Assurance office Office for undergraduate and graduate studies Office for postgraduate studies heads of departments 	
	2.3.4		<ul style="list-style-type: none"> Quality Assurance office Office for staff and administrative affairs and archive affairs heads of departments 	
2.4	2.4.1	<ul style="list-style-type: none"> Head of the Rector's Cabinet competent vice-rector(s) 	<ul style="list-style-type: none"> Rector's office Vice-rectors' offices 	
	2.4.2	<ul style="list-style-type: none"> competent vice-rector(s) 	<ul style="list-style-type: none"> Quality Assurance office Office for publishing activity 	
	2.4.3	<ul style="list-style-type: none"> Head of the Office for staff and administrative affairs and archive affairs competent vice-rector(s) 	<ul style="list-style-type: none"> Office for staff and administrative affairs and archive affairs 	

Objective 3 IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY

Priority	Measure	Coordinator(s)	Holder(s)	Reporting
3.1	3.1.1	<ul style="list-style-type: none"> Head of the Office for science and projects competent vice-rector(s) 	<ul style="list-style-type: none"> Office for science and projects 	Coordinator(s) submit the report on the implementation of the measure to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's
	3.1.2	<ul style="list-style-type: none"> Head of the Office for postgraduate studies competent vice-rector(s) 	<ul style="list-style-type: none"> Office for postgraduate studies 	
	3.1.3	<ul style="list-style-type: none"> Head of the Office for science and projects competent vice-rector(s) 	<ul style="list-style-type: none"> Office for science and projects 	
	3.1.4	<ul style="list-style-type: none"> Head of the Office for publishing activity 	<ul style="list-style-type: none"> Office for publishing activity 	

		<ul style="list-style-type: none"> • competent vice-rector(s) 	<ul style="list-style-type: none"> • Office for science and projects 	Administration also on other dates)
	3.1.5	<ul style="list-style-type: none"> • Internal auditor • competent vice-rector(s) 	<ul style="list-style-type: none"> • Office for accounting, bookkeeping and finances • Financial secretary • Office for science and projects 	
3.2	3.2.1	<ul style="list-style-type: none"> • competent vice-rector(s) 	<ul style="list-style-type: none"> • Quality Assurance office • Office for undergraduate and graduate studies • Office for postgraduate studies • heads of departments 	
	3.2.2			
	3.2.3			
	3.2.4			
3.3	3.3.1	<ul style="list-style-type: none"> • Head secretary • competent vice-rector(s) 	<ul style="list-style-type: none"> • Office for staff and administrative affairs and archive affairs, heads of departments • Quality Assurance office 	
	3.3.2	<ul style="list-style-type: none"> • Financial secretary • competent vice-rector(s) 	<ul style="list-style-type: none"> • Office for accounting, bookkeeping and finances • IT office 	
	3.3.3	<ul style="list-style-type: none"> • competent vice-rector(s) 	<ul style="list-style-type: none"> • Rector's office • Vice-rectors' offices • University departments and components 	
3.4	3.4.1	<ul style="list-style-type: none"> • Head of the Office for science and projects • competent vice-rector(s) 	<ul style="list-style-type: none"> • Office for science and projects 	
	3.4.2	<ul style="list-style-type: none"> • Head of the Office for ECTS application and academic acknowledgement of foreign higher education qualifications • competent vice-rector(s) 	<ul style="list-style-type: none"> • Office for ECTS application and academic acknowledgement of foreign higher education qualifications • Office for undergraduate and graduate studies • Office for postgraduate studies 	
	3.4.3	<ul style="list-style-type: none"> • Head of the Office for undergraduate and graduate studies • competent vice-rector(s) 	<ul style="list-style-type: none"> • Office for undergraduate and graduate studies • Office for international cooperation 	
	3.4.4	<ul style="list-style-type: none"> • Head of the Office for undergraduate and graduate studies/ Head of the career centre, competent vice-rector(s) • competent vice-rector(s) 	<ul style="list-style-type: none"> • Office for undergraduate and graduate studies • Student Counselling centre 	
3.5	3.5.1	<ul style="list-style-type: none"> • Head of the Rector's Cabinet 	<ul style="list-style-type: none"> • Rector's office 	

		<ul style="list-style-type: none"> competent vice-rector(s) 		
	3.5.2	<ul style="list-style-type: none"> Head of the Rector's Cabinet / Head of the Marketing office competent vice-rector(s) 	<ul style="list-style-type: none"> Team for crisis situations 	
	3.5.3			

Objective 4 IMPLEMENTATION OF INNOVATIVE PROCESSES AT THE UNIVERSITY

Priority	Measure	Coordinator(s)	Holder(s)	Reporting
4.1	4.1.1	<ul style="list-style-type: none"> Head of the Office for science and projects competent vice-rector(s) 	<ul style="list-style-type: none"> Office for science and projects Office for international cooperation 	<p>Coordinator(s) submit the report on the implementation of the measure to the Administration of the University of Zadar (June 30th, December 31st, and if needed, upon request of the University's Administration also on other dates)</p>
	4.1.2	<ul style="list-style-type: none"> Head of the Office for international cooperation, competent vice-rector(s) 	<ul style="list-style-type: none"> Office for international cooperation Office for postgraduate studies Office for undergraduate and graduate studies Office for ECTS application and academic acknowledgement of foreign higher education qualifications 	
	4.1.3	<ul style="list-style-type: none"> Head of the Office for ECTS application and academic acknowledgement of foreign higher education qualifications competent vice-rector(s) 	<ul style="list-style-type: none"> Office for postgraduate studies Office for undergraduate and graduate studies Office for ECTS application and academic acknowledgement of foreign higher education qualifications 	
4.2	4.2.1	<ul style="list-style-type: none"> Head of the Office for international cooperation competent vice-rector(s) 	<ul style="list-style-type: none"> Office for international cooperation 	
	4.2.2			