



University of Split

Strategy 2015-2020

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1. INTRODUCTION

The strategic guidelines of the University of Split are based upon tradition of recent considerations and documents included in its Scientific Strategy in particular and in strategies of its constituent units. The Strategy is developed as a basic and comprehensive document containing mission, vision, as-is analysis and main strategic priorities with a sequence of objectives, each of which having a detailed description of the activity and the target value. This document does not only consider the internal possibilities of the University but also the potential of the local community, pointing the way to their synergy in growth and development. These considerations require thorough analysis and balancing of overall internal relations at the University and their interaction with causal factors from the environment in which it actively participates, both locally and globally. Hence the University Strategy leans upon very important strategic documents determining global and national priorities in all fields, and for the University especially important field of higher education and scientific research, all the more due to the fact that the Republic of Croatia does not, at this moment, have an umbrella document of national strategic development which would be in line with the European strategy Europe 2020.

Europe 2020 and Horizon 2020 emphasise the targets of special importance which consequently reflect our future activity as well. These are investment in research and development with a clear priority of excellence in science, and the increase in share of 30-34 year olds with tertiary educational attainment which should be at least 40%. Other European targets such as reducing the average share of early school leavers, raising the employment rate, energy consumption from renewable sources, energy saving, reducing the number of people in or at risk of poverty and social exclusion provide the University with plenty of space for own strategic considerations and actions. The adopted national Strategy of Education, Science and Technology, which is for our scope of activities a key national document, is one of those alternative documents such as the National Reform Programme, Convergence Programme and Partnership Agreement, which together with sectoral strategies of economic importance, e.g. Industrial Strategy, Investment Promotion Strategy, Entrepreneurship Development Strategy, Innovation Strategy and Tourism Development Strategy, make the framework for all future strategic documents in the period until 2020. Taking into account all the afore-mentioned documents and analyzing the needs of the Croatian society as a whole, while building on the overarching goals such as excellence, competitiveness and innovation, as well as smart, sustainable and inclusive growth, the University of Split wishes to position itself as a University for and in the society.

2. MISSION

The University of Split will contribute to the society through development of higher education and lifelong learning, scientific research, artistic creation and professional activity on high standards of excellence, ethics and moral. As a public institution, the University of Split treasures the knowledge as a public good, which is to be generated and enhanced continuously through research and innovation, embedding it into the local and wider community, especially into the economy through knowledge and technology transfer. Knowledge generation and the concern for its constant enhancement, dissemination and sharing are the sources from which the University derives its strength and autonomy. The key activity of the University of Split is to attract and motivate the students to use their education opportunity up to its maximum, and constantly encourage them to engage themselves in research, innovations, creative challenges and especially in taking up leadership roles in their profession and the society. Having all of this in mind, we approach the idea of an individual as a social being to whom the University needs to offer cultural, humanitarian, sports and spiritual development and international experience.

3. VISION

The University of Split is a middle-sized university in the European Union, aiming to become the leading regional University in this part of Europe, with a strong Mediterranean orientation. The University of Split seeks to become a recognisable European university. Being the cradle of Croatian statehood and literacy, our strength lies in the centuries-long cultural, spiritual and material heritage. The key task of the University of Split is to conduct teaching, scientific research, artistic creation and professional activity, based upon principles of quality control and assurance and EU standards. The same is requested from all associate institutions, teaching bases, local community, towns and economic operators. The University is the leader in the transfer of knowledge and research results in the economy of the region, driving the economic growth, smart specialisation and environmentally friendly and sustainable development of society. The University of Split is focused on the comprehensive development of its students throughout their studies, alumni monitoring and lifelong learning. The same importance is granted to quality development and enhancement of its teaching and non-teaching staff, who create and implement all the key processes at the University. In our vision, the University of Split is a social leader fostering the highest moral, ethical, social and economic principles and standards of the public good, and all in favour of the development of the Republic of Croatia, region and the EU.

4. STRATEGIC GOALS

Besides Mission and Vision of the University of Split, the following strategic documents have been taken into account when setting strategic goals:

- European Strategy for smart, sustainable and inclusive growth EUROPE 2020
- Strategic documents of the European Research Area, ERA
- Strategic documents of the European Higher Education Area, EHEA
- Strategy of Education, Science and Technology of the Republic of Croatia
- Strategies of key European and world universities, with which the University of Split fosters intensive cooperation, i.e. strategy of the Penn State University where a global strategic partnership is developed
- Strategies of teaching bases.

For the period 2015-2020 the University of Split sets the strategic goals within the following strategic fields:

- SCIENCE AND RESEARCH, ART AND CREATION
- STUDENTS, STUDIES AND STUDENT STANDARD
- UNIVERSITY IN ITS ENVIRONMENT
- ORGANISATION OF THE UNIVERSITY

This document puts in place the strategic goals within defined strategic fields, followed by definition of objectives related to realization of strategic goals. Each objective provides the indicator of realization and the desired target value.

I. SCIENCE AND RESEARCH, ART AND CREATION

STRATEGIC GOAL 1 The University of Split is a research university recognised in the European Research Area and globally.

STRATEGIC GOAL 2 Scientific research of the University of Split contributes to the development of the region, the Republic of Croatia, the European Union and the World.

STRATEGIC GOAL 3 Interdisciplinary cooperation between scientists through functional integration of scientific research at the University of Split as well as cooperation with other national and international scientific and research institutions and the economy is highly encouraged.

STRATEGIC GOAL 4 Artistic creation with emphasis on interdisciplinary interaction between cultural heritage and contemporary creative industries is highly encouraged.

STRATEGIC GOAL 5 Improvement of doctoral education through research-based doctoral studies structured within doctoral schools.

II. STUDENTS, STUDIES AND STUDENT STANDARD

STRATEGIC GOAL 1 The University of Split designs and delivers quality undergraduate university studies, graduate university studies, integrated undergraduate and graduate university studies, postgraduate university studies, postgraduate specialist studies, short professional studies, undergraduate professional studies and specialist graduate professional studies in all fields of science and art and with clearly defined learning outcomes, adjusted to long-term requirements of society and labour market, all in accordance with the Croatian Qualifications Framework.

STRATEGIC GOAL 2 The University of Split designs and delivers lifelong learning programmes and distance learning programmes.

STRATEGIC GOAL 3 The University of Split develops a wide network of teaching bases, i.e. organisations in which practical work, science, art and higher education are interconnected.

STRATEGIC GOAL 4 Integration into the European Higher Education Area, internationalisation of study programmes and design of joint degree programmes with eminent European and world universities.

STRATEGIC GOAL 5 Increase of incoming and outgoing international, national, inter- and intra-university mobility of students and staff.

STRATEGIC GOAL 6 The University of Split continuously develops student standard, actively supports accessibility of studying as well as inclusion of students into cultural, artistic, sports, leisure, humanitarian and social activities.

III. UNIVERSITY IN ITS ENVIRONMENT

STRATEGIC GOAL 1 The University of Split drives the economic growth of the region, knowledge-based entrepreneurship and smart specialisation.

STRATEGIC GOAL 2 The University of Split initiates innovative procedures and solutions for relevant social and economic problems, fostering the culture of development, protection and commercialisation of intellectual property.

STRATEGIC GOAL 3 The University of Split is a socially responsible institution which serves the society whenever the need arises to activate its human and material resources.

STRATEGIC GOAL 4 The University of Split fosters scientific research and artistic creation among the youth; together with its partners and as a measure to tackle the youth unemployment, it develops programmes of post-academic employment for its students and later for other former students.

IV. ORGANISATION OF THE UNIVERSITY

STRATEGIC GOAL 1 The University of Split functionally integrates all of its activities in order to achieve the highest efficiency, cost-effectiveness, sustainable growth and interdisciplinarity, as well as the exchange of experience and best practices within the University.

STRATEGIC GOAL 2 The University of Split fosters career development of its research -teaching, teaching, associate and non-teaching staff.

STRATEGIC GOAL 3 Through its Alumni association, the University of Split contributes to the popularisation of science, art, professional work and lifelong learning.

STRATEGIC GOAL 4 Through its system of quality assurance and strategic management, the University of Split transparently maintains all internal processes at the highest level of quality, organisation and responsibility.

STRATEGIC GOAL 5 The University of Split fosters investment into the University's activities by creating interest-based networks, which would include economic, academic, state and public institutions, as well as by developing infrastructure and system to access and benefit from EU and international funding sources.

OBJECTIVES OF THE STRATEGIC FIELD SCIENCE AND RESEARCH, ART AND CREATION

STRATEGIC GOAL 1 The University of Split is a research university recognised in the European Research Area and globally.

Objective	Indicator	Target value
1. Encourage incoming/outgoing researcher mobility	Number of incoming/outgoing researcher mobility	A 10% increase in number of incoming/outgoing researcher mobility
2. Identify research and innovation capacities at the University of Split	YES/NO	The University of Split research profile built
3. Promote advantages of the University of Split	YES/NO Number of international events on an annual basis	Active promotion of University's research groups' profile through direct communication, social networks and other promotional activities towards European research institutions and economic operators At least one international event per constituent unit on an annual basis
4. Increase EU funding for science	Contracted amount on an annual basis	Minimum of 5% annual growth
5. Increase the number of contracted international competitive projects	Number of contracted projects on an annual basis	Minimum of 5% annual growth
6. Improve University's ranking in global university rankings tables	Position in global university rankings tables	Annual growth

STRATEGIC GOAL 2. Scientific research of the University of Split contributes to the development of the region, the Republic of Croatia, the European Union and the World.

Objective	Indicator	Target value
1. Project results influence the development of the region, the Republic of Croatia, the European Union and the World	Number of projects which influence the development of the region, the Republic of Croatia or the European Union	All projects of the University of Split identify influence on the development of the region, the Republic of Croatia, the European Union and the World.
2. Disseminate project results within the scientific community, towards the economic operators and society	Number of projects disseminated in the region, the Republic of Croatia or the European Union	All projects of the University of Split are disseminated in the region, the Republic of Croatia or the European Union
3. Identify key areas in which the University of Split can significantly influence the development of the region, the Republic of Croatia, the European Union and the World	YES/NO	A study on key areas in which the University of Split can significantly influence the development of the region, the Republic of Croatia, the European Union and the World.
4. Encourage the cooperation with the economy	Number of joint projects and quantification of total funds	Annual growth
5. Implement projects for the public and private sector	Number of joint projects and quantification of total funds	Annual growth

STRATEGIC GOAL 3. Interdisciplinary cooperation between scientists through functional integration of scientific research at the University of Split as well as cooperation with other national and international scientific and research institutions and the economy is highly encouraged.

Objective	Indicator	Target value
1. Apply for interdisciplinary projects with participating scientists from different constituent units of the University	Number of projects applied for with participating scientists from different constituent units of the University	Annual growth
2. Apply for interdisciplinary projects with participating scientists from other national and international scientific and research institutions and economic operators	Number of projects applied for with participating scientists from other national and international scientific and research institutions and economic operators	Annual growth
3. In scientific research projects use the infrastructure of other scientific and research institutions and economic operators	Number of projects in which the infrastructure of other scientific and research institutions and economic operators is used Number of cooperation agreements with scientific and research institutions and economic operators	Annual growth Annual growth
4. Set up support system for project application and implementation for	YES/NO	Support system for project application and implementation

all registered employees of the University of Split		for all registered employees of the University of Split set up
5. Draw up regulations on the usage of University's research equipment and provision of services to the economic operators	YES/NO	Regulations on the usage of University's research equipment and provision of services to the economic operators in place
6. Organise workshops of visiting scientists from national and international scientific and research institutions and the economy	YES/NO	Minimum of 12 workshops on an annual basis
7. Increase the science popularisation activities	Number of activities at the University Number of activities in the region	Annual growth Annual growth
8. Increase the number of signed cooperation agreements with foreign higher education institutions and economic operators	Number of signed cooperation agreements with foreign higher education institutions and economic operators	Annual growth
9. Actively use the existing and future cooperation agreements with foreign higher education institutions and economic operators	Number of active cooperation agreements with foreign higher education institutions and economic operators	Annual growth of the number of activities
10. Encourage project development through the Projects Office at the University of Split	YES/NO YES/NO	Projects Office founded Annual growth of project proposals

STRATEGIC GOAL 4. Artistic creation with emphasis on interdisciplinary interaction between cultural heritage and contemporary creative industries is highly encouraged.

Objective	Indicator	Target value
1. Increase the number of artworks at international festivals, exhibitions etc.	Number of artworks	Annual growth
2. Increase the number of contracted national art and artistic research projects	Number of projects	Annual growth
3. Encourage the development of cultural industries in the region and in the Republic of Croatia	Model development Product design Economic impact monitoring	Model developed Cooperation agreements with economic operators and local community signed The University Centre for Social, Humanities and Arts Research monitors the economic impact

STRATEGIC GOAL 5. Improvement of doctoral education through research-based doctoral studies structured within doctoral schools.

Objective	Indicator	Target value
1. Found joint doctoral school at the University	YES/NO	Doctoral school encompassing at least one scientific area founded
2. Introduce inter-institutional and interdisciplinary doctoral study programmes	YES/NO	At least one inter-institutional and interdisciplinary doctoral study programme introduced
3. Regulate doctoral studies	YES/NO	Regulations on postgraduate studies adopted

4. Regulate doctoral schools	YES/NO	Regulations on postgraduate studies adopted
5. Regulate procedure for introduction of doctoral study programmes	YES/NO	Regulations on postgraduate studies adopted
6. Organise joint workshops for doctoral students	Number of workshops	At least two joint workshops per year with approx. 30 participants from the University of Split
7. Found joint Office for postgraduate studies at the University	YES/NO	Office for postgraduate studies at the University founded

OBJECTIVES OF THE STRATEGIC FIELD STUDENTS, STUDIES AND STUDENT STANDARD

STRATEGIC GOAL 1 The University of Split designs and delivers quality undergraduate university studies, graduate university studies, integrated undergraduate and graduate university studies, postgraduate university studies, postgraduate specialist studies, short professional studies, undergraduate professional studies and specialist graduate professional studies in all fields of science and art and with clearly defined learning outcomes, adjusted to long-term requirements of society and labour market, all in accordance with the Croatian Qualifications Framework.

Objective	Indicator	Target value
1. Decrease the student-teacher ratio by increasing the number of employees holding research and teaching titles	Student-teacher ratio	Below 30:1
2. Increase the number of successful first-year undergraduate students	Number of first-year undergraduate students achieving more than 55 ECTS	30% increase compared to the academic year 2014/2015
3. Increase the number of students in STEM fields	Number of students in STEM fields	25% increase compared to the academic year 2014/2015
4. Harmonise the study programmes through clearly defined learning outcomes of courses taught at all study programmes at the University of Split	Number of harmonised study programmes	All study programmes have clearly defined learning outcomes by the academic year 2016/2017
5. Increase the number of interdisciplinary study programmes	Number of interdisciplinary study programmes	University offers at least 7 interdisciplinary programmes, jointly delivered by its constituent units
6. Increase the number of study programmes in STEM fields	Number of study programmes	Number of study programmes increased by a minimum of 2

7. Introduce a joint information system which would enable functional integration in the area of teaching	YES/NO	An information system which enables optimal management and control of teaching resources at the University is in place
8. Introduce a Croatian language course in the undergraduate study programmes, with special focus on speaking and writing skills	YES/NO	A Croatian language course with special focus on speaking and writing skills introduced in the undergraduate study programmes and plans, at least as an elective course
9. Introduce contents from the field of ethics in science and methodology of scientific research in all graduate and postgraduate study programmes	YES/NO	A course from the field of ethics in science and methodology of scientific research introduced into all graduate study programmes Contents from the field of ethics in science and methodology of scientific research embedded into postgraduate study programmes

STRATEGIC GOAL 2 The University of Split designs and delivers lifelong learning programmes and distance learning programmes.

Objective	Indicator	Target value
1. Increase the number of offered lifelong learning programmes	Number of offered lifelong learning programmes at the University's constituent units	Each constituent unit of the University offers at least one lifelong learning programme
2. Increase the percentage of teaching materials offered to students through e-learning	Percentage of courses with at least 25%	All courses of each study programme have 25% contents offered through e-learning

	contents offered through e-learning	
3. Organise joint e-learning system at the University	YES/NO	University has its joint e-learning system in place

STRATEGIC GOAL 3 The University of Split develops a wide network of teaching bases, i.e. organisations in which practical work, science, art and higher education are interconnected.

Objective	Indicator	Target value
1. Increase the number of teaching bases	Number of teaching bases per constituent unit	Each constituent unit has agreement with at least two teaching bases
2. Increase the number of students carrying out their traineeship at a teaching base	Number of students carrying out traineeship at a University's teaching base	Each student carries out a traineeship at a University's teaching base
3. Increase the number of professionals from teaching bases co-mentoring final/graduate theses	Percentage of professionals from University's teaching bases co-mentoring final/graduate theses	At least 20% of final/graduate theses are co-mentored by professionals from University's teaching bases
4. Elaborate an education programme in pedagogy, psychology and methodology for associates from teaching bases	YES/NO	An education programme in pedagogy, psychology and methodology for associates from teaching bases elaborated
5. Cooperate with teaching bases for joint projects application	Number of submitted project proposals	With each teaching base at least one project proposal has been submitted

6. Ensure a two-week traineeship period in an academic calendar	YES/NO	A two-week traineeship period embedded in each academic calendar, starting from the academic year 2015/2016
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STRATEGIC GOAL 4 Integration into the European Higher Education Area, internationalisation of study programmes and design of joint degree programmes with eminent European and world universities.

Objective	Indicator	Target value
1. Increase the number of study programmes taught in English	Number of study programmes taught in English	At least 6 study programmes offered in English
2. Offer joint degree programmes with eminent foreign higher education institutions	Number of joint degree programmes with eminent higher education institutions	At least one joint degree programme with an eminent foreign higher education institution offered
3. Provide Croatian language courses for non-native Croatian speaking students	YES/NO	Croatian language courses for non-native Croatian speaking students continuously organised
4. Increase the number of foreign citizens studying at the University	Percentage of foreign citizens enrolled as full-time students	At least 2% of foreign citizens enrolled as full-time students

STRATEGIC GOAL 5 Increase of incoming and outgoing international, national, inter- and intra-university mobility of students and staff.

Objective	Indicator	Target value
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1. Increase the inter-university incoming and outgoing student mobility	Number of incoming and outgoing students	Number of incoming and outgoing students increased by 200%, compared to the academic year 2014/2015
2. Increase the intra-university mobility	Number of students attending at least one course outside their home constituent unit	Each student attends at least one course offered by a different constituent unit of the University of Split
3. Increase incoming teacher mobility	Number of hours of lectures given by visiting teachers per constituent unit	Each constituent unit hosts at least 10 hours of lectures given by visiting teachers on an annual basis
4. Increase outgoing teacher mobility	Number of teachers visiting other universities	At least 5% of teachers per constituent unit gives lectures at other universities on an annual basis
5. Organise English language courses for all employees of the University	Availability of English language courses	Each employee can benefit from the English language training (at at least three language levels)

STRATEGIC GOAL 6 The University of Split continuously develops student standard, actively supports accessibility of studying as well as inclusion of students into cultural, artistic, sports, leisure, humanitarian and social activities.

Objective	Indicator	Target value
1. Increase the number of students participating in cultural, artistic, sport, leisure, humanitarian and social activities	Percentage of students participating in cultural, artistic, sport, leisure, humanitarian and social activities	At least 50% of students participates in cultural, artistic, sport, leisure, humanitarian and social activities

2. Design a project of removing architectural barriers for students with disabilities	Number of removed architectural barriers	All buildings owned by the University are accessible to students with disabilities
3. Remove obstacles to successful studying for students with disabilities	Number of students with disabilities successfully enrolling in the following year of studies or completing their studies	Successful studying (enrolment in the following year of studies or completion of studies) of students with disabilities increased by 100% compared to the academic year 2014/2015
4. Organise Scholarships fair	YES/NO	A system in which students are linked to scholarship providers - Scholarship fair – is in place
5. Increase the number and capacity of student restaurants	Time required to reach a student restaurant Waiting time for a meal in student restaurants	There is a student restaurant at a ten-minute walk from each study location Maximum waiting time for a meal in student restaurants is 10 minutes
6. Renovation of old halls of residence, increase in their capacity and quality of living conditions	Condition of the hall of residence “Bruno Bušić” and the total capacity of accommodation	Each student has access to the learning room, Wi Fi, gym, sports ground

GOALS OF THE STRATEGIC FIELD UNIVERSITY IN ITS ENVIRONMENT

STRATEGIC GOAL 1 The University of Split drives the economic growth of the region, knowledge-based entrepreneurship and smart specialisation.

Objective	Indicator	Target value
1. Establish the system of continuous harmonisation of curricula with the needs of the labour market and the economy, including feedback from teaching bases and alumni.	YES/NO	Studies Committee holds joint meetings with the representatives of teaching bases, alumni and economic operators on a semester basis.
2. Establish lifelong learning programmes in accordance with the recognised needs of the environment.	Number of programmes	Increase in number of lifelong learning programmes by 50%
3. Strengthen the Centre for Science and Technology Development of the University of Split and its integral part, Technology Transfer Office.	Number of activities	One technology transfer per year At least one full-time employee
4. Enable the companies engaged in high technology development to enter the University Campus	Number of positions	At least 30 positions in high technology development opened within University Campus
5. Actively participate in the development of all strategies of the City of Split and the County of Split-Dalmatia	YES/NO	The University of Split appoints its representatives to all competent bodies of the City/County in charge of strategic documents development.
6. Offer development projects to the City of Split/County of Split-	YES/NO	Through the Demos platform, the University implements projects related to cultural

Dalmatia through the Demos platform		tourism, sport, leisure and health tourism, good food production, improvement of energy efficiency, technical culture promotion and promotion of places which gravitate to the area of the city of Split.
7. Contribute to the tourist offer of the City of Split and the County of Split-Dalmatia	YES/NO	The University contributes to the tourist offer of the City of Split and the County of Split-Dalmatia by its scientific and congress, education and professional, sports, cultural and artistic activities, such as the rowing regatta “Sveti Duje”, performances of musicians, visual and performing artists, teachers and students.
8. Contribute to the preservation of intangible and tangible cultural heritage of the environment	YES/NO	The University implements intangible and tangible cultural heritage preservation projects, organises congresses, round tables and publishing activity related to preservation of cultural and historical heritage of the community, 20% increase compared to as is situation
9. The University encourages and promotes development of creative and cultural industries	YES/NO	The University encourages and promotes projects and programmes, organises congresses, round tables and publishing activity in the area of creative industries

10. Set up innovative technology incubator in cooperation with the County of Split-Dalmatia and the City of Split	Number of incubated companies	At least 10 companies by 2018
11. Elaborate and implement programme of pre-incubation and co-working on Campus	Number of teams	At least 10 teams formed

STRATEGIC GOAL 2 The University of Split initiates innovative procedures and solutions for relevant social and economic problems, fostering the culture of development, protection and commercialisation of intellectual property.

Objective	Indicator	Target value
1. Elaborate the activities of the Centre for Social, Humanities and Arts Research (establishment of the Centre shall be described in the Organisation of the University)	YES/NO	Centre for Social, Humanities and Arts Research actively observes all the circumstances in the society in an interactive relationship between society and the University At least one conducted research per field
2. Revise the Regulations on Intellectual property in accordance with the needs of cooperation between the University and its environment.	YES/NO	Revise the existing Regulations by the end of 2016, using the best practices of American and European universities.
3. Establish a network of innovation contacts at constituent units and other partner institutions	YES/NO Number of involved partners	Partner Code of Conduct signed 10
4. Harmonise the activity of the Centre for Smart Specialisation and Innovations with the strategic	YES/NO	Help the economic restructuring of the County and the City by developing smart

documents related to smart specialisation	YES/NO	specialisation and connect the activities with the most productive scientific groups at the University. At least one company in the framework of smart specialisation founded by the end of 2018
5. Participate in public debates, forums and seminars related to development of the environment and dealing with key issues, in particular those concerning health, environment, security, demography and development.	YES/NO	The University proactively expresses the views of the scientists by implementing the state-of-the-art scientific methods and the best professional criteria related to discussions of general and public interest in its environment.

STRATEGIC GOAL 3 The University of Split is a socially responsible institution which serves the society whenever the need arises to activate its human and material resources.

Objective	Indicator	Target value
1. Joint participation in scientific research, artistic, professional and technology projects related to the economy, local and regional government and self-government.	Number of joint projects	Each constituent unit participates in at least one joint project with the economy, local and regional government and self-government.
2. University scientific equipment is to be available to the local economy in order to increase technological capacity of SMEs and jointly develop technology projects.	YES/NO YES/NO	Scientific equipment inventory created and published. University equipment monitoring system is in place.

3. Set up a motivation and reward system for cooperation related to the economy, local and regional government and self-government.	YES/NO	The relevant Regulations adopted by the end of 2016
4. The University is recognisable in its environment	YES/NO	Public Relations Office and University Internal Communication is founded by the end of 2015.
	YES/NO	Universitas becomes a national university newspaper.
5. Include Alumni associations in the teaching bases and mentoring system	YES/NO	All Alumni associations are included in the teaching bases and mentoring system
6. Develop mechanisms and encourage cooperation processes with all Croatian universities, especially the coastal ones (Pula, Rijeka, Zadar and Dubrovnik) and the ones from the neighbouring countries	Number of joint projects	Continuous growth compared to the previous period
7. Offer support to associations which are active within the University.	YES/NO	All associations which are active within the University are provided with logistic support in organisation and implementation of their activities.

STRATEGIC GOAL 4 The University of Split fosters scientific research and artistic creation among the youth; together with its partners and as a measure to tackle the youth unemployment, it develops programmes of post-academic employment for its students and later for other former students.

Objective	Indicator	Target value
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1. Develop teaching programmes and plans (during the summer months) which foster management skills, knowledge and competences	YES/NO	Programmes and plans are adopted by the end of the academic year 2015/2016
2. Encourage teachers to mentor the students, future entrepreneurs, in joint companies based on science, knowledge and technology (spin-off and startup companies).	YES/NO	The system of mentoring promotion is in place.
3. Develop the system of matching the mentors from teaching bases with students.	YES/NO	The system of matching the mentors from teaching bases with students is developed by the end of the academic 2015/2016.
4. Enable mobility windows for participants of the Postacademic Employment Programme through Erasmus+.	YES/NO	At least half of the participants of the Postacademic Employment Programme benefit from the Erasmus+ mobility.
5. Provide the participants of the Postacademic Employment Programme with an additional summer traineeship in the mentors' companies.	YES/NO	At least half of the participants benefit from a summer traineeship in the mentors' companies.
6. Establish a Technology Council of the Postacademic Employment Programme	YES/NO	Technology Council of the Postacademic Employment Programme established.
7. Enable the companies participating in the Postacademic Employment Programme to gain the status of University teaching base	YES/NO	80% of the companies participating in the Postacademic Employment Programme have the status of University teaching base.

8. Foster student startups	Number of launched and survived startups	At least 20% of participants of the Postacademic Employment Programme start their own companies, 40% of which survive for at least 3 years.
9. Set up monitoring and support system for student startups at the University of Split	YES/NO	Monitoring and support system for student startups at the University of Split is in place.
10. Promote science and art	YES/NO	University opens up towards the public and participates in the popularisation of science and art by organising events such as Science Festival, University Fair and Scholarships Fair.

OBJECTIVES OF THE STRATEGIC FIELD ORGANISATION OF THE UNIVERSITY

STRATEGIC GOAL 1 The University of Split functionally integrates all of its activities in order to achieve the highest efficiency, cost-effectiveness, sustainable growth and interdisciplinarity, as well as the exchange of experience and best practices within the University.

Objective	Indicator	Target value
1. Implement functional integration of University premises	Actual usage of premises	Introduce the system of space management Establish University office for teaching and scientific resources management
2. Finalise the construction work and equipping of the Three faculties building located on Campus	YES/NO	Construction works and equipping finished and building is in function. Implement the project of equipping and scientific and functional integration of laboratories
3. Start the construction works or provide appropriate premises for the Faculty of Humanities and Social Sciences, Faculty of Law, Faculty of Kinesiology, Arts Academy, Faculty of Catholic Theology and the Rectorate	YES/NO	Start of construction works or guarantee of appropriate premises for functioning of the institutions
4. Construction of the building of the Science and Innovation Centre	YES/NO	All the necessary documentation required from the University produced Documentation delivered to the competent ministry
5. Renovate, adapt and/or reconstruct the premises used by the University which are currently not in a good condition (Faculty of Kinesiology, Arts Academy, Faculty of Humanities and Social Sciences, University Department of	YES/NO	Renovation, adaptation, reconstruction and equipping processes finished and premises are in full function

Professional Studies, student dorms, student restaurants etc.)		
6. In accordance with the legal regulations, structure a unique University Internal Audit Office and coordinate its work (office would perform internal audit for the entire University – Rectorate, constituent units and university departments)	<p>Number of competent employees prescribed by the law</p> <p>Number of performed internal audits prescribed by the law</p> <p>Number of advisory and educational training activities for University administrative and technical services</p>	<p>Number of employees prescribed by the law achieved</p> <p>All audits prescribed by the law performed</p> <p>Annual growth</p>
7. Integrate public procurement services existing at the University and its constituent units into a joint service which performs public procurement procedures for the entire University – Rectorate, constituent units and university departments (besides petty purchases which are to remain in the responsibility of constituent units).	YES/NO	Joint Public Procurement Service in place
8. Increase administrative and technical services productivity by functional integration	Number of integrated processes performed by administrative and technical services	Continuous growth
9. Introduce energy management system at the University of Split by applying continuous measures to improve energy efficiency	Number of constituent units with sustainable energy management system in place	The document “Guidelines for systematic energy management” developed, annual energy and energents consumption reduced, annual carbon dioxide emissions reduced
10. Integrate publishing activity at the University of Split	YES/NO	University press with recognisable visual identity of the University and its constituent units established

11. Integrate library system at the University of Split	YES/NO	Usage of integrated library programme support introduced
12. Establish computing centre of the University of Split	YES/NO	Computing centre established Integration of programme support covering operations and scientific and teaching processes, at least one field annually

STRATEGIC GOAL 2 The University of Split fosters career development of its research-teaching, teaching, associate and non-teaching staff.

Objective	Indicator	Target value
1. Set up a functionally integrated system of qualifications, competencies and achievements determination and monitoring (personal portfolio) for all employees of the University	YES/NO	System set up
2. Harmonise recruitment of scientific staff with the real needs of the University constituent units and strategic goals by means of functional integration of human resources development	Re-accreditation results	Fulfilled requirements are result of re-accreditation procedure
	Teaching process requirements	At least 80% of teaching staff involved in the teaching process are employed by the University
	Strategic guidelines	Compliance with the needs of the City of Split, County, region and the economy, identified in the analysis of the Centre for Social,

		Humanities and Arts Research
3. Elaborate additional requirements and criteria for the regular and progressive promotion of university teaching staff in accordance with the Strategy.	YES/NO	Additional requirements and criteria for the regular and progressive promotion elaborated
4. Set up a training and promotion model for non-teaching staff.	YES/NO	Training and promotion model for non-teaching staff set up
5. Increase the outgoing non-teaching staff mobility for training	Number of University and its constituent units staff employed in administration and technical services participating in training abroad at partner institutions	Annual growth
6. Set up a unique model of business process standardisation and productivity monitoring for non-teaching staff in all University services.	YES/NO	Model set up
7. Increase the number of teaching staff holding research-teaching and artistic-teaching titles (full-time employees and teaching assistants employed by teaching bases)	Number of teaching staff	15% increase in the number of teaching staff in comparison to 2014
8. Improve the productivity of all employees in quality and quantity by introducing new and continuous	YES/NO	Self-evaluation, internal and external evaluation in place

appliance of the existing quality assurance models		
9. Improve the standard of students and employees through integrated approach of the Rectorate and all constituent units towards external stakeholders, especially financial institutions.	Number of introduced measures of personal standard improvement for employees and students	At least 2 newly introduced measures.

STRATEGIC GOAL 3 Through its Alumni association, the University of Split contributes to the popularisation of science, art, professional work and lifelong learning.

Objective	Indicator	Target value
1. Establish Alumni associations coordination	YES/NO	Coordination established
2. Include the University of Split Alumni in science, technology, arts and professional work projects	Number of projects	At least one joint project per year
3. Consult the University of Split Alumni in the course of study programmes and lifelong learning programmes planning processes	YES/NO	The University of Split Alumni are consulted in the course of programmes development
4. Present the work and activities of the University of Split Alumni in the media	Percentage of presence of Alumni in the University media space	Annual growth
5. Include the University of Split Alumni in the organisation of special University events (University Fair, Scholarships Fair, University Day Ceremony and similar)	YES/NO	University of Split Alumni included
6. Form a joint body consisting of representatives of the Student Board,	YES/NO	Joint body formed

Alumni and coordination of student associations of the University of Split		
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STRATEGIC GOAL 4 Through its system of quality assurance and strategic management, the University of Split transparently maintains all internal processes at the highest level of quality, organisation and responsibility.

Objective	Indicator	Target value
1. Structure the resources and processes information catalogue of the University of Split	YES/NO	Information catalogue structured
2. Provide education in strategic management to constituent units' managements	Number of educations	At least one per year
3. Conduct internal assessment of quality assurance system	YES/NO	Process of internal assessment conducted at all constituent units in the academic year 2015/2016
4. Increase the internal processes transparency level through regular reporting	Number of reports	Continuous increase of reports on internal processes submitted to the Senate
5. Improve the system of rewards for the best and the most responsible individuals	YES/NO	Improved system in place

STRATEGIC GOAL 5 The University of Split fosters investment into the University's activities by creating interest-based networks, which would include economic, academic, state and public institutions, as well as by developing infrastructure and system to access and benefit from EU and international funding sources.

Objective	Indicator	Target value
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1. Set up business incubator	YES/NO	Set up
2. Launch business accelerator	YES/NO	Launched
3. Establish innovation centre	YES/NO	Established
4. Found EU projects office	YES/NO	Founded
5. Provide support to establish competence centres	Areas in which competence centres are applied for Support of the University services to establish competence centres	Areas defined Competent services are included in the application process
6. Provide support to Smart Specialisation	YES/NO Support of the University services to Smart Specialisation	Ares of applications defined Competent services are included in the application process