STRATEGY 2014-2020

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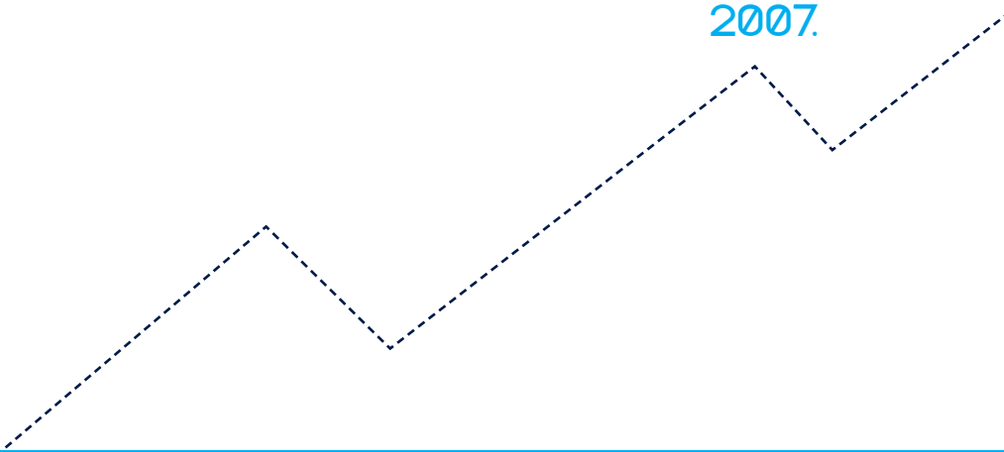
Sveučilište u Rijeci
University of Rijeka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STRATEGY 2014-2020

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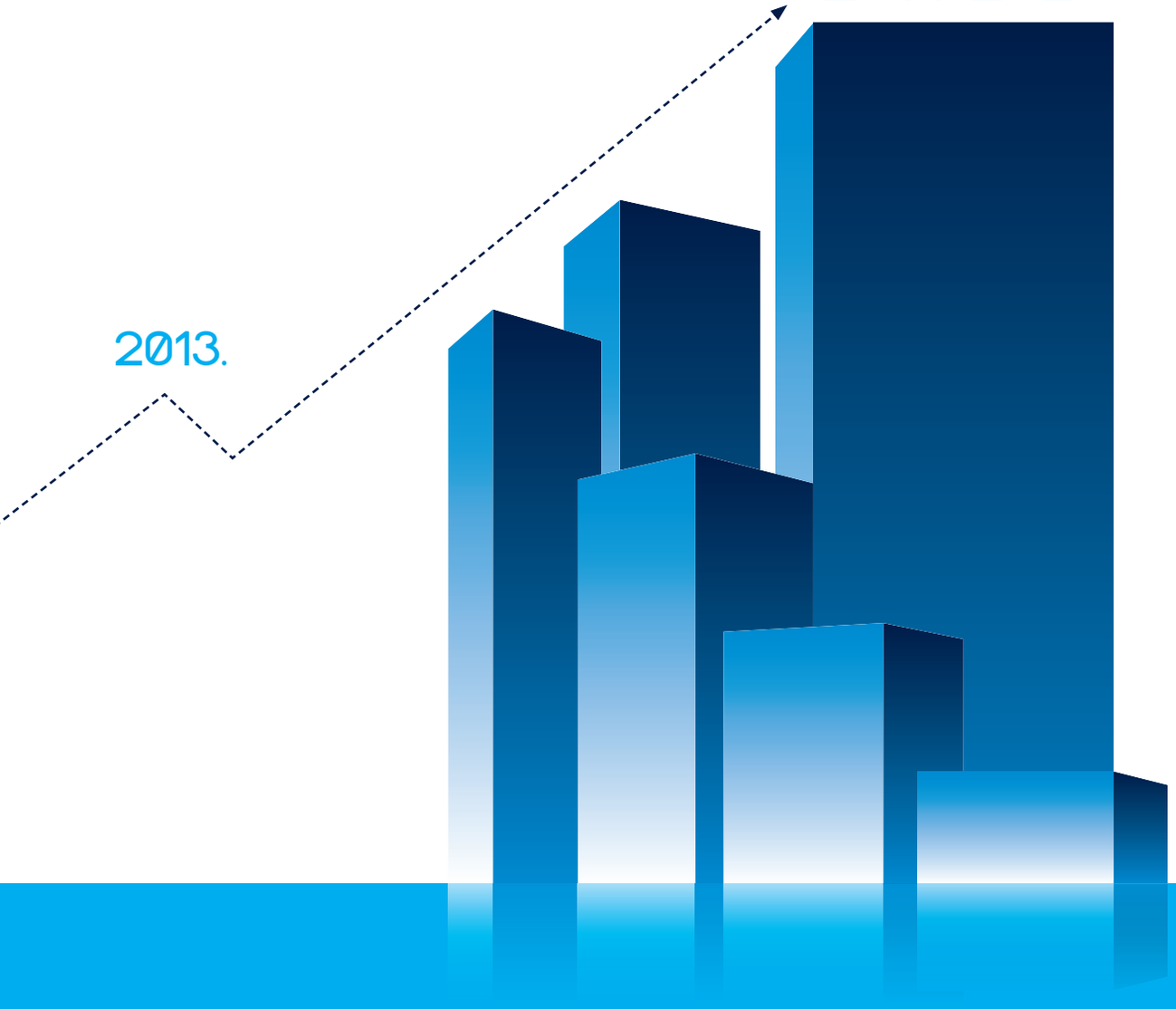

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THE UNIVERSITY OF RIJEKA 2014-2020 STRATEGY

By entering the process of strategic planning in 2006 and approving its 2007-2013 Strategy, the University of Rijeka began its transition to a strategic management system.

The 2007-2013 Strategy was formulated by identifying common aims and goals, taking into account the existing – and desirable – diversity among the University's constituent units, and systematically employing the Open Method of Coordination (OMC) as the key implementation tool. The use of OMC was designed to sidestep the difficulties in managing the University resulting from its organisational structure, and to transform this structure into a strategic advantage.

In addition to harmonising its methodologies and content with EU policies, the 2007-2013 Strategy largely focused on adjusting the University of Rijeka to existing, functioning and developing within the EU. A key failing in the implementation of that Strategy was that its aims and goals were not tied to budget planning. This can largely be attributed to the fact that the University was only able to make integrated decisions regarding a very small percentage of its budget, and was limited by the policies of the Ministry of Science, Education and Sports, by the collective agreements, and by Government decrees. Significant progress with regards to the University's ability to implement its Strategy was made in 2013, when the Ministry decided to activate the first phase of programme agreements on subsidising the University's degree programmes and research.

After seven years of the Strategy's implementation, the University has made evident progress, not only in terms of official indicators and achievements, but also in the perceptions of the academic community and the public at large.

The University's degree programmes are student-oriented and aim to adapt to the needs of new generations. Research at the University has intensified, as evidenced by academic publications databases, by Rijeka researchers' citation impacts, by their presence in the world's top journals, and by university rankings that measure an institution's research productivity according to an ever more detailed set of criteria. The University of Rijeka is currently 1143rd in global university rankings (and around 450th in European rankings); this puts it at the threshold of the global top

20,000 universities in the world in total), and identifies it as a centre of knowledge and excellence.

Within the Croatian research area, successful applications for competitive EU research funds will serve as the best indicators of excellence. By the end of 2013 almost 7% of the University's budget was coming from EU research funds. In the past ten years, the standard of teaching, learning and research facilities has been significantly improved at all constituent units of the University. Four new University Departments, the Faculty of Health Studies, the Science and Technology Park, a number of University Centres, as well as several commercial ventures, have been founded. The number of staff employed has increased by almost 30%. The University's capacities have likewise been strengthened, particularly in the realm of research. The construction of the first phase of the University's Campus made it possible to develop a host of projects applying for EU structural funds, to attract a relatively large number of returning researchers, and to identify several key smart specialisation paths, resulting in EU support through the 24m euro Research Infrastructures project. All of the necessary documentation has been prepared for expanding the building of the Faculty of Tourism and Hospitality Management and for constructing three student dormitories and a social and cultural centre. Funding has been secured for designing all the Campus dormitories, open-air sports fields and a sports hall, and the Centre for Translational Medicine, as well as for creating the design concepts for the buildings of the Faculty of Maritime Studies, the University Library, and four on-Campus Faculties (Economy, Engineering, Medicine, and Health Studies).

Throughout the 2007-2013 strategic period the University worked intensively on building connections with the community and integrating into the EU, and in particular on positioning itself within South-Eastern Europe. Practices and policies of the European Research Area and the European Higher Education Area have been systematically integrated into all facets of the University, numerous EU projects have been submitted, student mobility has been intensified, and the concept of brain circulation has been developed. With the founding of the Centre for Advanced Studies – South-Eastern Europe, the University is taking a lead role in social sciences and humanities research in South-Eastern Europe.

In the next seven-year period significant changes in national science and education policies are expected to take place. Already in 2013 the system of research support funding was transferred from the Ministry to the Universities, requiring intensive development of university research policies, while research project funding was transferred from the Ministry to the Croatian Science Foundation's competitive system.

The City of Rijeka 2014-2020 Development Strategy (Rijeka 2020) aims to meet development challenges, and identify key directions and foundations of development. In achieving all three of its fundamental strategic goals (positioning Rijeka on a global map through the development of the Rijeka Transport Route, founded on the knowledge-based society and new technologies, developing a competitive economy, and affirming the dignity of all citizens by strengthening social inclusion and creating projects of common interest), the University of Rijeka is expected to play an especially important role, and its models and experience will therefore serve as a guide to many other public sector institutions.

Strategic frameworks in Croatia will be influenced by the parallel processes of strategic planning and policy-making through social reforms necessary for overcoming the persistent economic crisis (which is accompanied by a troubling societal crisis and a rapid

disintegration of value systems), as well as by EU strategic frameworks which are likely to provide the only source of funding for social reforms.

The fundamental Europe 2020 development strategy is based on smart, sustainable and inclusive growth. The University's research potential will primarily service smart specialisation and the regional strategy of smart growth. The RIS3 (Research and Innovation Strategies for Smart Specialization) platform implies the development of regional strategies involving the best possible use of all resources and the linking up of all public sector organisations and small and medium businesses with knowledge centres (the role played in western Croatia by the University of Rijeka) in order to use research and development for the specialisation and development of new industries. In addition to regional strategies, which in Croatia have not yet been clearly articulated, smart specialisation also requires that research strategies be adapted to its needs. It is of course expected that strategies should become public policies and that all stakeholders should harmonise their policies (such as clustering, infrastructure development, and human resources development), and make joint use of the EU financial instruments: the European Regional Development Fund (ERDF), the European Social Fund (ESF), the Cohesion Fund (CF), the European Agricultural Fund for Rural Development (EAFRU), and the European Maritime and Fisheries Fund (EMFF). In addition to EU structural funds, the University will be able to apply for the Horizon 2020 research fund, as well as make use of expert knowledge and funds through the Education and Training 2020 programme.

Among its numerous aims and goals, two are crucial to the University: (1) at least 40% of the population in the 30-34 age group should have completed some form of higher education, and (2) at least 15% of the adult population should be engaged in lifelong learning. Those aims do not only constitute a duty of the University towards individual citizens and the (local, national, and EU) community, but also provide the University with an enormous development opportunity. Moreover, the accomplishment of those aims is a precondition of smart specialisation.

Discussions have shown that the University of Rijeka must take several key steps in the next strategic period in order to best meet its own development needs, the needs of its region, and the needs of its country: transforming itself into a research university with high research activity, ensure self-sustainable growth, speed up its transformation into a third generation university, and identify and develop the key elements of smart specialisation. In order for the University to fully inhabit its role as leader in the social and economic development, its organisation and research activities must attain RU/H (Research University – High Research Activity) levels. According to the academic community, raising research levels at Croatian universities should be one of the pillars of the national strategy for overcoming the crisis, achieving economic growth, creating jobs, and developing the society as a whole. Croatia should therefore invest in raising university research levels and must protect its universities as a public good. However, a university with ambitions to transform itself into an RU/H must come up with activities, organisation, and business models that will ensure self-sustainable growth and development, stronger ties with industry, and the greatest possible autonomy. In western Croatia smart specialisation is unthinkable without the University of Rijeka. The University must therefore provide an appropriate response, openness and flexibility, so that western Croatia might make the best possible use of the development possibilities opening before it following the EU accession. In this context too, the University's responsibility is tremendous, and its role invaluable.

Rector of the University of Rijeka
Professor Pero Lučin, M.D., Ph.D.

THE MISSION

The University of Rijeka engages in scientific, artistic and development research, provides undergraduate, master's, post-master's and lifelong learning education founded on research, and stimulates the social and economic development of its region.

The University of Rijeka is guided by the following principles:

- the principle of public good and responsibility
- the principle of academic integrity
- the principle of transparency
- the principle of systematic strategic management
- the principle of self-sustainability
- the principle of integration
- the principle of excellence and international compatibility
- the principle of quality assurance through taking on responsibility for individual and institutional development

THE VISION

I. Research

a. The University of Rijeka is a high research activity university.
b. The University of Rijeka is integrated into the European Research Area.
c. The University of Rijeka promotes the circulation of researchers in order to increase personal and institutional potential.
d. Research at the University of Rijeka recognises the importance of sustainable regional development.

II. Education

a. The University of Rijeka promotes education quality and efficiency.
b. University of Rijeka is a student-centred university where students are the focus of the learning process and share responsibility for its success.
c. At the University of Rijeka students actively participate in cultural, sports and social activities.
d. The University of Rijeka addresses the issue of student employability by basing its degree programmes on learning outcomes.

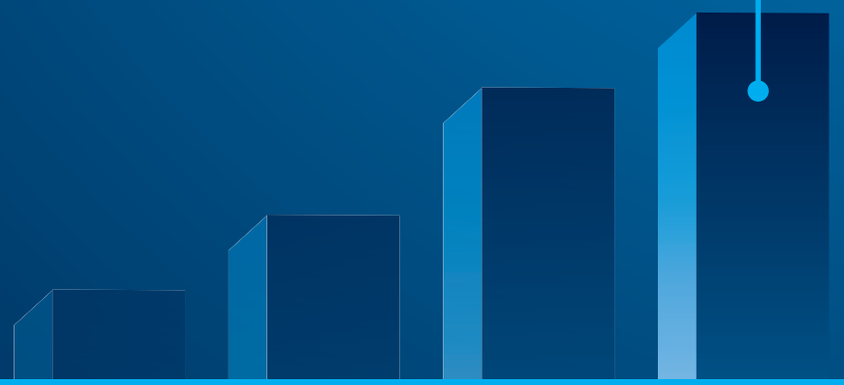
e. The University of Rijeka is integrated into the European Higher Education Area.
f. The University of Rijeka increases the accessibility of higher education to all interested individuals.
g. The University of Rijeka systematically develops lifelong learning programmes.

III. Public function

a. The University of Rijeka is publicly responsible and socially sensitive.
b. The University of Rijeka plays a key role in promoting economic development and ensuring the two-way transfer of technology and knowledge.
c. The University of Rijeka plays a key role in its region's transition to a knowledge-based society.
d. The University of Rijeka stimulates the cultural development of its region.
e. The University of Rijeka promotes health through systematic development of university sports.

IV. Organisation

a. The University of Rijeka is a fully functionally integrated university.
b. The University of Rijeka efficiently and transparently implements the instruments for personal and institutional development.
c. The University of Rijeka ensures the highest level of quality, organisation and responsibility through strategic management of all its organisational units.
d. The University of Rijeka is a flexible and dynamic university, meeting market and public needs.
e. The University of Rijeka incorporates the University Hospital.



I. RESEARCH

a) The University of Rijeka is a high research activity university.

Goal / Objective	Indicator	Target Value
1. Increasing the number of doctoral degrees awarded	the number of doctoral degrees awarded per year	100
1.1. Increasing the number of full-time doctoral students	the number of full-time doctoral students[1]	a 100% increase (compared to 2013)
	the number of scholarships/grants awarded to full-time doctoral students not employed by the University of Rijeka	20
1.2. Increasing the number of teaching staff serving as doctoral supervisors	the number of teaching staff serving as active doctoral supervisors[2]	120 teaching staff per year actively supervising doctoral students
2. Increasing the number and quality of published academic papers		a 100% increase compared to present value
2.1. Increasing the number of published papers per researcher	the number of papers published (SCOPUS)	an average of 2 papers per researcher per year, a minimum of 1 paper per researcher per year
2.2. Increasing the quality of published papers	the number of Q1 papers, the number of Exc papers (SCOPUS)	50% Q1, 10% Exc (SCOPUS)
3. Founding integrated doctoral degree programmes and/or doctoral schools	the number of doctorates awarded through integrated doctoral degree programmes/ schools as a percentage of the total number of doctorates awarded at the University of Rijeka	30% of doctorates awarded through integrated doctoral degree programmes/ schools

4. Increasing research funding	the proportion of the budget coming from national and international research projects[3]	20% of the University's budget comes from research projects
4.1. Increasing the number of projects financed from competitive sources	the number of project leaders as a percentage of the total number of researchers at the University of Rijeka	15% of the university's researchers are leaders on projects financed from competitive sources
4.2. Starting a research support fund	the amount of own funds expended specifically on financing research projects (the total of funds expended at the University's constituent units)	10% of own funds expended specifically on financing research projects of University staff members
4.3. Establishing research activities workload norms through staff/institution portfolios	yes/no the number of researchers who spend more than 50% of their work hours engaged in research on international projects[4]	workload norms for research activities established 10% of the University's researchers
5. Increase the amount and quality of artistic activity	the number of exhibitions, concerts, or other public performances given by members of staff holding an artist professor rank (FTE[5])	one single-artist exhibition, concert, or other public performance given per member of staff holding an artist professor rank
5.1. Creating an organisational, legal and financial framework for increasing artistic research activity	yes/no[6]	framework created
6. Increasing the number of units of copyrighted intellectual property (patents, industrial designs, stamps/logos, topographic maps)[7]	the number of units of copyrighted intellectual property the number of intellectual property disclosures per year	5 (by 2020) 2 per year
6.1. Increasing the revenue from intellectual property	yearly revenue from intellectual property	1% of the University's budget comes from intellectual property rights
7. Improving the University's ranking in global university ranking tables	position in the university ranking tables	in the top 300 European universities

[1] Full-time doctoral students are defined as students on a full-time work or research contract (pre-doctoral research assistants, institutional scholarship holders, students employed outside the public sector).

[2] An active doctoral supervisor is defined as any member of teaching staff who has entered into a contract of research and supervision with a doctoral student.

[3] A research project is defined as any (scholarly, professional, collaborative, EU etc.) project through which the University or one of its constituent units received revenue in the previous year.

[4] Research activity may take up 25-75% of the total work hours (the remainder devoted to teaching and other activities), in accordance with the existing capacity of the University's constituent unit.

[5] FTE is calculated by dividing the number of public performances involving more than one performer by the number of performers. Only performances under the aegis of the University are taken into account.

[6] At the level of constituent units a certain number of indicators should be binary; at the level of the University the indicator should be a number in the 0-1 range indicating our position in relation to the target.

[7] In accordance with the University's previously approved Innovation Strategy.

GOALS AND OBJECTIVES

I. RESEARCH

b) The University of Rijeka is integrated into the European Research Area.

Goal / Objective	Indicator	Target Value
1. Increase research funding from EU programmes (such as Horizon, or any other programme)	the amount of funding from EU programmes	10% of the University's budget comes from EU programmes
1.1. Ensuring institutional support and developing financial mechanisms for participating in EU funding schemes	the number of EU projects approved where the University's administration provided project preparation support	1 project approved out of 10 applications where the University's administration provided project preparation support

c) The University of Rijeka promotes the circulation of researchers in order to increase personal and institutional potential.

Goal / Objective	Indicator	Target Value
1. Increasing the number of circulating researchers	the number of person-days spent at other higher education or research institutions	1,800 person-days per year
	the number of person-days spent at the University of Rijeka	1,500 person-days per year
1.1. Ensuring funding for the circulation of researchers	the total amount of funds expended on circulating University staff (the sum of funds expended by the University's constituent units)	0.7% of the University's budget expended on circulating University staff

d) Research at the University of Rijeka recognises the importance of sustainable regional development.

Goal / Objective	Indicator	Target Value
1. Founding the Centre for Sustainable Regional Development	yes/no	Centre founded by 2016
1.1. Founding a periodic conference on sustainable regional development	yes/no	conference held from 2017

II. EDUCATION

a) The University of Rijeka promotes education quality and efficiency.

Goal / Objective	Indicator	Target Value
1. Maintaining a good student-teacher ratio	the number of students and the number of teaching staff [8]	15 : 1
2. Increasing the student pass rate in the first year of undergraduate programmes	the number of first-year students completing 60 ECTS credits (by November 1 of the following year)	a 50% increase (compared to 2013)
3. Increasing electivity within internal mobility	the number of students enrolling in electives from other degree programmes the number of degree programmes allowing for at least 3 ECTS credits to be taken as part of internal mobility	10% of students enrol in an elective from another degree programme all degree programmes
4. Increasing the number of students in master's and specialist post-master's programmes	the number of full-time students in master's and specialist post-master's programmes	a 30% increase (compared to 2013)
4.1. Increasing the number of master's and specialist post-master's programmes	the number of accredited master's and specialist post-master's programmes	a 50% increase (compared to 2013)
4.2. Increasing the number of students in technology, biology, medicine, biotechnology and natural sciences, in information and communication, and in related interdisciplinary fields	the number of enrolled STEM students the number of students completing their degrees	a 20% increase (compared to 2013) 50% of students enrolled complete their degrees within the stipulated timeframe
4.3. Launching music degree programmes	the number of degree programmes	1

[8] The number of students is defined as the sum of the total number of full-time students at all levels of study and the total number of part-time students divided by two, as of November 1. The number of teaching staff is defined as the total number of teaching staff (both University employees and externals) who were teaching during the previous academic year (FTE).

II. EDUCATION

5. Increasing the proportion of e-learning in degree programmes	the number of courses using e-learning in a degree programme	advanced e-learning tools[9] are used in 50% of each degree programme
6. Ensuring continuous professional development of teaching staff with a view to improving the higher education teaching and learning process, through appropriate training programmes organised by the University of Rijeka (Teaching Staff Training Centre courses, workshops, lifelong learning programmes etc.)	the number of teaching staff who have successfully completed a professional development programme designed to improve the higher education teaching and learning process	all teaching staff have successfully completed a professional development programme designed to improve the higher education teaching and learning process
6.1. Requiring teaching staff to have completed a university teaching training programme of professional development as a University of Rijeka supplementary criterion for electing staff to professorial ranks	yes/no	official supplementary election criteria for teaching staff established
7. Removing the barriers to successful study resulting from acquired competencies, motivation, socio-economic reasons, and membership of vulnerable groups (students with disabilities, mature students, students with children etc.)	the number of students from vulnerable groups who completed a degree programme in the previous academic year the number of students participating in barrier-removing activities organised by the University of Rijeka[10]	the number of students from vulnerable groups who complete their degrees increased by 50% (compared to 2013) the number of students participating in these activities increased by 50% (compared to 2013)
8. Increasing the quality and quantity of available learning resources	the number of new university textbooks published the number of e-books published	the number of new university textbooks published increased by 50% (compared to 2013) all publications available as e-books

b) University of Rijeka is a student-centred university where students are the focus of the learning process and share responsibility for its success.

Goal / Objective	Indicator	Target Value
1. Ensuring continuous monitoring of student satisfaction	starting to measure student satisfaction	by 2017
1.1. Increasing the student satisfaction index	student satisfaction index	the 2020 student satisfaction index increased compared to 2017
2. Including students in working bodies tasked with the evaluation of the degree programmes, educational processes and day-to-day working of the University	the number of higher-year students included	students included in all bodies concerned with the quality of student experience in education, catering, accommodation, culture, sports etc.

c) At the University of Rijeka students actively participate in cultural, sports and social activities.

Goal / Objective	Indicator	Target Value
1. Increasing the number of students participating in cultural, sports and social activities, as well as the number of students involved in student activism	the number of students involved in an extracurricular activity organised at the University of Rijeka	50% of students are involved in an extracurricular activity at the University

[9] Advanced e-learning tools are defined as e-courses, on-line courses, multimedia content, e-literature, and video classes.

[10] Workshops, counselling programmes, competencies remediation programmes etc.

d) The University of Rijeka is integrated into the European Higher Education Area.

Goal / Objective	Indicator	Target Value
1. Increasing the number of students in the incoming and outgoing mobility system (two weeks to one semester – Erasmus, CEEPUS)	the number of students in mobility programmes	5% of the total number of students as of November 1 (FTE)
2. Increasing the number of EU students from outside Croatia	the number of full-time and part-time students from other EU member countries	3% of the total number of students (FTE)
3. Increasing the number of non-EU students	the number of full-time and part-time students from non-EU countries	10% of the total number of students (FTE)
4. Increasing the number of master's and post-master's degree programmes taught entirely in a foreign language (including joint degree programmes)	the number of master's and post-master's degree programmes in the previous academic year that were taught entirely in a foreign language	20

e) The University of Rijeka addresses the issue of students' employability by basing its degree programmes on learning outcomes.

Goal / Objective	Indicator	Target Value
1. Developing a methodology for monitoring the employability of University of Rijeka graduates	starting to monitor the employability of University of Rijeka graduates	by 2017
1.1. Developing an institutional programme to increase the employability of University of Rijeka graduates	the University of Rijeka graduates employability index	the University of Rijeka graduates employability index higher in 2020 than in 2017

2. Listing practical competencies guaranteed on completion of degree programmes and harmonising degree programmes in the process of (re) accreditation	the number of degree programmes harmonised	all degree programmes harmonised by 2017
3. Connecting students and employers via a stakeholder information and communication web portal	yes/no	establishing a stakeholder information and communication web portal
3.1. Providing publicly-accessible information on the top 10% of students in each academic year on the University of Rijeka web portal	yes/no	information on the top 10% of students in each degree programme published
3.2. Creating a model of evaluation of University graduates by employers	yes/no	a model of evaluation of University graduates by employers created
4. Systematically monitoring and stimulating student entrepreneurship and developing students' entrepreneurial competencies[11]	yes/no	a 2% year-on-year increase in the proportion of students exhibiting entrepreneurial intentions
5. Founding the University of Rijeka Alumni Club and stimulating its activities	yes/no	the University of Rijeka Alumni Club founded

[11] A system of assessing University of Rijeka students' entrepreneurial inclinations and intentions needs to be created.

II. EDUCATION

f) The University of Rijeka increases the accessibility of higher education to all interested individuals.

Goal / Objective	Indicator	Target Value
1. Providing University accommodation for students	the number of students in University accommodation	University accommodation available for a minimum of 2,500 students not normally resident in Rijeka
2. Developing student financial aid mechanisms	yes/no	a scholarships/grants system established
2.1. Involving the private sector in the student financing system	the number of scholarships provided from the private sector	600 scholarships per year[12]
3. Completing the project of removing architectural barriers to the mobility of students with disabilities	the number of architectural barriers removed	all major architectural barriers removed (7)

g) The University of Rijeka systematically develops lifelong learning programmes.

Goal / Objective	Indicator	Target Value
1. Increasing the number of lifelong learning programmes	the number of ECTS credits delivered in lifelong learning programmes	10,000 student-ECTS credits
1.1 Founding the Lifelong Learning Centre	yes/no	the Lifelong Learning Centre founded
1.2. Recognising non-formal and informal learning	the number of ECTS credits awarded through recognising non-formal and informal learning	1% of total ECTS credits delivered

III. PUBLIC FUNCTION

a) The University of Rijeka is publicly responsible and socially sensitive.

Goal / Objective	Indicator	Target Value
1. Increasing the number of students volunteering or actively participating in the work of civil society organisations	the number of students volunteering	20% of the total number of students (FTE)
2. Engaging in research projects or professional projects for civil society organisations/institutions or in partnership with them	the number of projects[13]	a minimum of 15 per year
3. Developing mechanisms for collaboration with schools in order to strive jointly and synergistically for greater quality and efficiency of the education system	the number of agreements / collaborations	a minimum of 4 agreements per year (including existing agreements)

[12] Estimated at 5% of present students (FTE).

[13] It needs to be precisely defined what constitutes such a project, and what constitutes a civil society institution.

b) The University of Rijeka plays a key role in promoting economic development and ensuring the two-way transfer of technology and knowledge.

Goal / Objective	Indicator	Target Value
1. In collaboration with local government (the City and the County), boosting the programme of promoting Rijeka as a great city to study in	the number of collaborative promotional projects realised	a minimum of one project per year
2. Developing scientific and professional service centres[14] at the University of Rijeka that will contribute to supporting the development of "new" industries in the region – in particular the health, tourist, pharmaceutical and education industries, the scientific research industry, the software industry, and the information, entertainment and culture industries.	the number of service centres established the number of employees of the newly established service centres	- -
3. Developing the processes, and establishing the conditions, for attracting advanced businesses to Rijeka, with a view to creating jobs and providing employment for the University's graduates	the number of new businesses in the University's Science and Technology Park (STEP) or with a contract of collaboration with STEP the number of jobs in businesses that have a contract of collaboration with STEP	a minimum of 5 new STEP businesses per year a minimum of 30 new jobs per year
4. Stimulating the founding of student businesses and businesses based on the results of research carried out at the University	the number of businesses founded per year	1
5. Increasing the number of collaborative projects / programmes	the number of collaborative projects / programmes	continuous year-on-year growth

c) The University of Rijeka plays a key role in its region's transformation into a knowledge-based society.

Goal / Objective	Indicator	Target Value
1. Preparing yearly popularisation of science plans and determining the appropriate human (staff and students) and material resources for their realisation	the total amount of funds expended on popularisation of science	a minimum of 0.1% of the University's budget expended on popularisation of science
2. Improving the University's communication with the public via television, radio, social networks and other media, to promote scientific views as well as independent and critical thinking on relevant social issues	the number of public appearances / amount of media presence	continuous year-on-year growth
3. Developing the mechanisms for, and encouraging, the processes of collaboration among the universities of the Adriatic Region (Rijeka, Split, Pula, Zadar and Dubrovnik)	the number of joint projects[15]	continuous year-on-year growth

d) The University of Rijeka stimulates the cultural development of its region.

Goal / Objective	Indicator	Target Value
1. Developing the systematic production of culture at the University	the number of institutionally verified culture and art programmes/projects[16]	24 programmes/projects per year
2. Submitting (jointly with the City of Rijeka) a European Capital of Culture bid	yes/no	European Capital of Culture candidate status awarded

[14] Health service centres and laboratories need to be precisely defined.

[15] Processes of collaboration and joint projects need to be defined.

[16] Programmes or projects approved by decision of the University of Rijeka or one of its constituent units.

e) The University of Rijeka promotes health through systematic development of university sports.

Goal / Objective	Indicator	Target Value
1. Developing systematic support of student sports	the number of students involved	continuous year-on-year growth
	the number of sports activities organised	continuous year-on-year growth
	the amount of funding earmarked for the development of university	a minimum of 0.2% of the University's budget expended on university sports
1.1. Founding a joint University -level Chair of Physical and Health Culture	yes/no	a joint University-level Chair of Physical and Health Culture founded and functioning
2. Hosting (jointly with the City of Rijeka) the 2016 Zagreb-Rijeka European Universities Games	yes/no	the European Universities Games hosted

IV. ORGANISATION

a) The University of Rijeka is a fully functionally integrated university.

Goal / Objective	Indicator	Target Value
1. Increasing the University's teaching and research capacities through integration (such as e.g. founding a Chair/Section of Foreign Languages, a Chair of Physical and Health Culture etc.)	the number (proportion) of teaching and research staff employed in the University's integrated Sections, Departments, Centres etc.	continuous year-on-year growth
2. Increasing the capacity of administrative services through integration (of services, offices etc.)	the number (proportion)of staff employed in the University's integrated services/ offices	continuous year-on-year growth
3. Fully integrating the University's information and communication system	yes/no	the system integrated
4. Fully integrating the University's energy efficiency system	yes/no	the system integrated
5. Fully integrating the University's publishing system	yes/no	the system integrated
6. Fully integrating the University's library system	yes/no	the system integrated
7. Completing the next (second) phase of campus construction, involving the construction of one student accommodation building, four faculty buildings (the Faculties of Economics, Engineering, Medicine, and Health Studies), the University Library, a social and cultural centre, sports fields, the Transmed Ri building, the Ika mini-campus, and the reconstruction and expansion of the Faculty of Maritime Studies building	yes/no	campus construction Phase 2 completed

b) The University of Rijeka efficiently and transparently implements the instruments for personal and institutional development.

Goal / Objective	Indicator	Target Value
1. Ensuring the systematic monitoring and development of the University's human resources	yes/no	a complete model of monitoring and developing the University's human resources produced
1.1. Employing the staff, institution and organisational unit portfolios in ensuring a more efficient use and better development of human resources	yes/no	publishing and maintaining the staff and organisational unit portfolios
1.2. Making a well-maintained portfolio a criterion for the staff's rank progression	yes/no	using portfolios in elections to ranks
1.3. Developing additional teaching staff rank progression criteria in accordance with the University's Strategy, with the model of developing human resources at the constituent units and the University as a whole, and with the criteria established by the Council of Chancellors	yes/no	the University's additional rank progression criteria developed
1.4. Reconciling the ratio of non-teaching and teaching staff with post-based employee projections – by means of staff, institution and constituent unit portfolios	the ratio of non-teaching and teaching staff at University level	1:2
2. Increasing the number of researchers	the number of researchers (FTE)	the number of researchers increased by 20% (compared to 2013)

3. Creating the University's employee structure standards	yes/no	employee structure standards at the level of constituent units created
4. Ensuring work quality through standardised evaluation procedures (self-evaluation, internal evaluation and external evaluation)	self-evaluation (yes/no)	the system integrated
5. Raising the standard of living of University staff by introducing staff benefits such as housing loan subsidies, discounts on University services (catering, cultural events, health services etc.), discounts on municipal services, waiving the University's tuition fees for children of staff etc.	the number of measures/staff benefits introduced in order to raise the standard of living of University staff the number of staff using benefits the material value of benefits introduced	a minimum of one new measure per year at least 50% of staff use staff benefits the value of staff benefits increased by at least 50% (compared to 2013)
6. Investing in research and development	the proportion of own funds invested in development and scientific and artistic research	50% of own funds invested in development, 30% of which is invested in scientific and artistic research
6.1. Investing in the University of Rijeka's core facilities[17]	the amount of funds invested in the University's core facilities	5% of the University's budget
7. Prepare an education strategy and plan at the level of the University's constituent units / fields of operation	yes/no	an education plan drawn up

[17] Organisational units ensuring the efficient operation of scientific equipment, catering to the needs of all the University's researchers.

c) The University of Rijeka ensures the highest level of quality, organisation and responsibility through strategic management of all its organisational units.

Goal / Objective	Indicator	Target Value
1. Increasing the proportion of own funds in the University's budget	the percentage of own funds in the total budget	at least 50% of the University's total budget is own funds
2. Completing the internal evaluation of quality assurance systems	the number of constituent units that have completed the first / started the second cycle of internal evaluation of quality assurance systems	the first cycle of internal evaluation for all constituent units and existing degree courses completed by 2015 the second cycle started in the course of 2016 at the latest
3. Developing a system for rewarding constituent and organisational units that exhibit the most success in the implementation of strategic aims	yes/no	a system developed for rewarding units that successfully implement the Strategy
4. Developing lifelong learning programmes of continuous training and development of University staff in the field of strategic management	the number of organisational units' management staff and leaders trained the total number of organisational units' management staff and leaders	all constituent units' management staff and organisational unit leaders have been trained in strategic management and administration
5. Bringing the organisational structure of the University and all of its constituent units into line with the University's development aims and strategies	yes/no	the University's and all its constituent units' Rules and Regulations on Organisational Structure have been revised/brought into line with the University's Strategy

d) The University of Rijeka is a flexible and dynamic university, meeting market and public needs.

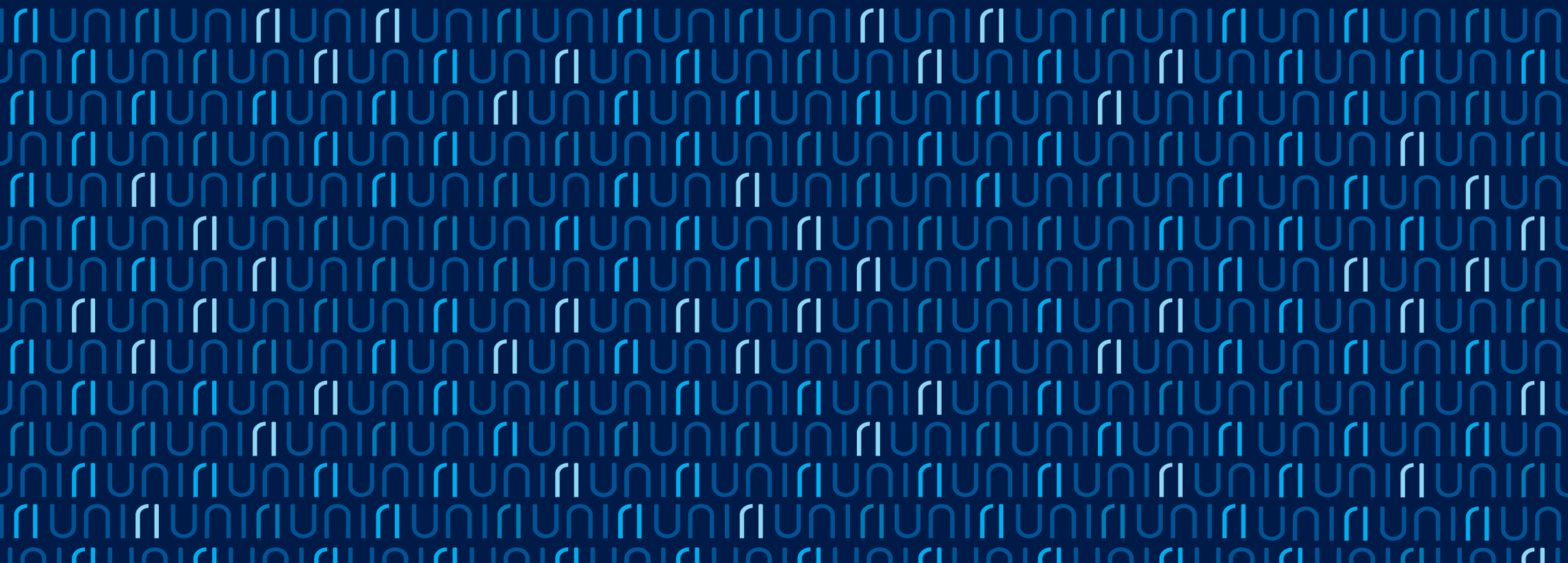
Goal / Objective	Indicator	Target Value
1. Increasing the University's teaching capacity by involving external experts (from the private and public sectors) in its lifelong learning education process	the number of external experts form the private and public sectors involved in the University's programmes[18]	a minimum of a 20% rate of participation of external experts from the private and public sectors in the programmes
2. Increasing the University's budget per member of teaching staff/student	1. amount of funds per member of teaching staff (excluding capital investment) 2. amount of funds per student (excluding capital investment)	the amount of funds increased by a minimum of 30% (compared to 2013

[18] Defined as externals that have worked for at least 20 norm-hours during the previous academic year.

e) The University of Rijeka incorporates the University Hospital.

Goal / Objective	Indicator	Target Value
1. The University Hospital is a constituent unit of the University of Rijeka.	yes/no	the University Hospital is incorporated within the University
1.1. Creating an action plan for defining the legal and human resources framework for integrating the Rijeka Clinical Hospital and the Faculty of Medicine into the University Hospital	an integration action plan created	by the end of 2014
1.2. Involving all Hospital staff educated to degree level and above (with the exception of administrative staff and service staff) in the teaching process	the number of staff with degree-level education and above elected to non-appointment teaching ranks	by 2020 all degree-educated staff of the Hospital have been elected to non-appointment teaching ranks
1.3. Merging part of the Hospital's and the University's administrative services	defining the services that can be merged formulating a services integration action plan the legal papers of integration prepared functional integration of services carried out	by the end of 2014 by the end of 2014 by the end of 2015 by the end of 2020

2. Formulating a draft plan for smart specialisation and the development of translational research	a plan formulated	by October 1, 2014
2.1. Formulating action plans for, and establishing three basic factors in, each defined smart specialisation and translational research path: 1) equipment and space; 2) people and organisation; 3) funds	action plans formulated	by the end of 2014
2.2. Implementing an action plan for each smart specialisation and translational research path	the number of core facilities catering to smart specialisation and translational research	all planned core facilities operational
	the percentage of residents with pre-clinical doctoral degrees	50%
	the amount of project funds earmarked for smart specialisation and translational research	80% of the funds projected in the action plan

KEY PERFORMANCE INDICATORS

1. The number of doctoral degrees awarded per year
2. The number of published papers cited in the SCOPUS citation database per year
3. The amount of funding from EU programmes per year
4. The number of students in master's and post-master's degree programmes
5. The proportion of first-year undergraduate students completing all the requirements for the year
6. The number of students completing their degrees within the stipulated timeframe
7. The number of lifelong learning programmes participants
8. The number of collaborative projects with public and civil society organisations/institutions
9. The proportion of own income in the total budget
10. The number of organisational unit leaders trained in strategic management and administration