

# University North Strategy

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2023–2028

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Koprivnica / Varaždin, September 2023

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## INTRODUCTION

The University North Strategy 2023-2028 is a document that comprehensively defines the directions in which this institution can develop further. When looking at key external factors and their influence on University North's development and by determining the University's key resources, it has become necessary to define the University's long-term activity and management.

The Strategy provides a framework for the implementation of strategic goals within six strategic areas. The proposed goals and tasks stated in the University North Strategy 2023-2028 are defined in such a way that they enable the flexible implementation of individual activities within defined thematic areas. A focus shall be placed on the development of scientific excellence and applicability of research results, innovativeness and application of new technologies and teaching methods, strengthening cooperation between the business and scientific communities, continuous improvement of teaching and administrative staff competences, the green and digital transformation of the institution and the internationalisation of University North's study programmes. These activities and processes will ensure more widespread recognition and positioning of University North's role within North-western Croatia as a leader and initiator of economic and social development and generator of positive change based on knowledge and innovation.

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The basis of the University's previous strategy has been rolled over into the current one, allowing for a visionary orientation that has enabled the equal development of the institution across all important segment elements and allowed University North to retain its place as an equal partner within the Republic of Croatia's community of public universities. Proof of this can be seen in the numerous indicators that classify University North as one of the most propulsive universities, not only within Croatia but also across the international stage.

The strategy has been created in cooperation with all of University North's departments and services which, when reflecting on the future of the institution, created the prerequisites of the most important strategic goals and tasks formulation – realistic and achievable over the next five years. University North's activities relate to fundamental institutional values – responsibility, openness, ethicalness, excellence and innovation – which are aimed primarily at developing North-western Croatia and Croatia as a whole.

## STRATEGY DEVELOPMENT BACKGROUND

### *A Brief Overview of University North's Development*

University North is an integrated public university within the North-western Croatian macro region that operates two university centres, one in Koprivnica and one in Varaždin.

The development of the project to establish and construct a university within North-western Croatia began in 2001 when a College with Public Rights was established at the Varaždin Secondary School of Mechanical and Electrical Engineering. The same year it was registered as public institution and its financing was then assumed by the relevant ministry. Pursuant to the university accreditation issued by the Ministry of Science and Technology in 2002, Varaždin City Council adopted the decision to establish an institution entitled the College of Electrical Engineering College. Legal prerequisites were met over the following years which enabled the College to develop into a higher-level institution, that is to say a Polytechnic. After receiving the University Accreditation from the Ministry of Science, Education and Sports, in end 2005 Varaždin City Council adopted a decision on establishing a new higher education institution called Varaždin Polytechnic.

Alongside, since 2008 the City of Koprivnica has been working on a higher education development project and establishment of a university. At the beginning of 2012 the Cities of Koprivnica and Varaždin jointly assumed the founding rights of the Media University institution. In March 2013 the City Councils of these cities adopted a Decision on the integration of Varaždin Polytechnic and Koprivnica Media University. The University Senate held a session on 19th December 2013 which adopted a decision pursuant to which as of the day of integration the new institution was named University North.

The Commercial Court's Decision of 22nd January 2014 completed the process of integrating the aforementioned institutions into a new institution – University North, with a seat in Koprivnica – organised as an integrated university in accordance with the Scientific Activities and Higher Education Act which operates two university centres, in Koprivnica and Varaždin. In 2015 the Croatian Parliament passed the Transfer of Rights of Establishment Act, following which University North became the Republic of Croatia's eighth public university. The Act entered into effect on 18th June 2015.

In 2021 an undergraduate study programme was launched in City of Đurđevac which is part of University North's centre in Koprivnica.

## *University North's Structure and Organisation*

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### **University's Activities**

Assuming the University's institutional activities is governed by the Higher Education and Scientific Activities Act (Official Gazette 119/2022) and the Higher Education and Science Quality Control Act (Official Gazette 151/22). In addition to this Strategy, the University's activities comprise higher education and scientific, artistic and professional activities.

Higher education is based on:

- The European humanistic and democratic tradition and the European system of higher education;
- Openness of higher education institutions to the general public and local citizens and communities;
- Reciprocity and partnerships with members of the academic community;
- Indivisible and high-quality teaching as well as scientific research, i.e. artistic creativity at universities;
- Professional and educational work unified in its goal of training specific professional knowledge and skills;
- The concept of life-long learning;
- An obligation to develop the social responsibility of students and other members of the academic community, and
- Interaction with the wider community.

Scientific, artistic and professional activities are based on:

- Free and autonomous scientific and artistic creation;
- Open science;
- Ethics of scientists, artists and teachers;

- Publicly available results of scientific research and artistic creativity;
- Research aimed at innovation and technological development within the European research area;
- Connections with the education system;
- International quality standards;
- Encouraging and accepting the specificity of national educational content;
- Intellectual property protection, and
- Social responsibility in science, art and teaching.

### **University's Management**

In accordance with the Higher Education and Scientific Activities Act (Official Gazette 119/2022) and the University North's Statute the University is managed by the Senate and the Rector whilst the University's activities are supervised by the University Council. Other professional and advisory bodies also assist in this work.

### **University Layout**

The University is an integrated structure that operates from the University's two centres:

- Koprivnica University Center,
- Varaždin University Center,

which enables high-quality implementation of the University's joint mission, vision, goals and development strategy across North-western Croatia. The University provides higher educational and professional study programmes across its two centres and has organised itself into departments and other organisational units.

Each department is a component, an organisational unit within the University which participates in and implements the University's professional study programmes and develops scientific, artistic and professional activities. The University's Department participates in the implementation of the University's study programmes and develops scientific, artistic and professional work in one or more field(s) or interdisciplinary scientific/artistic area(s). The Professional Department is a component of the University that participates in the performance of professional study programmes and develops high-level professional work.

The Departments do not have a legal status, rather the University assumes all rights and obligations through their activities. Departments engage in legal

activities in the name and for the account of the University, under the University title, the University Center title and its own. Department activities are managed by the Department's Head and the Department's Expert Council. The Department's Head becomes a Senate Member by his/her position. Each Department comprises organisational units (Sub-departments: the basic organisational unit of a department's scientific, teaching and professional work).

Each Sub-department is organised on the basis of criteria of connections within such scientific/artistic fields so that teaching/scientific/artistic activities can be carried out. Sub-department activities are managed by the Sub-department's Head and the Sub-department's Council. A Sub-department's Head becomes a Senate Member by his/her position.

University North's University Department:

- Department of Communication, Media and Journalism;
- Department of Art Studies;
- Department of Public Relations;
- Department of Economics;
- Department of Mechanical Engineering;
- Department of Multimedia;
- Department of Civil Engineering;
- Department of Nursing;
- Department of Packaging, Recycling and Environmental Protection;
- Department of Environmental Protection, Recycling and Packaging;
- Department of Logistics and Sustainable Mobility, and
- Department of Geodetics and Geomatics..

University North's Professional Departments:

- Department of Electrical Engineering;
- Department of Physiotherapy;
- Department of Mechatronics;
- Department of Food Technology, and
- Department of Computer Studies.



The University's Rectorate is an organisational and functional unit within the University which performs professional, administrative and technical tasks within the departments, sub-departments and services for both of the University's centres, all University units and bodies in accordance with the applicable Act, Statute and other laws and general regulations. The Rectorate represents the University's central administrative unit.

The University's School of Doctorate Studies is a scientific component within the University which carries out scientific research in one or more scientific field(s) or an interdisciplinary scientific field, for the purposes of conducting the University's doctoral study programmes and is managed by the Vice-rector of Scientific and Artistic Work and International Cooperation, by his/her title. The aforementioned organisational units of the School of Doctorate Studies are sub-departments. This Sub-department shall be established solely for individual doctoral study pursuant to the Senate's decision proposed by the Rector adopted on a two thirds majority of all Senate members. The work of this Sub-department is managed by the Head of Doctoral Studies and the Doctoral Studies' Council.

Sub-departments at the School of Doctoral Studies:

- Sub-department for Communicology and Media
- Sub-department for International Economic Relations and Management, and
- Sub-department for Educational and Communication Sciences.

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The University Library is an organisational unit for both University centres that performs library and computing services required for the University's teaching, educational, scientific and professional work. The University Library's scope of activities is determined by the Ordinance on the University Library's Activities and accords with the Library and Library Activities Act and University North's Statute. The University Library has a Head of Library Services who manages its work. The Head of Library Services is appointed by the Rector. The Head of Library Services participates in the Senate's activities but does not have voting rights.

Other organisational units within University North:

- Centre for Knowledge Development and Technology Transfers;
- Centre for Digital Publishing;
- Centre for Publishing and Media Studies, and
- Centre for Digital Competence Development and E-learning Technology.

The Heads and Councils for these Centres are appointed by the Rector.

## SWOT Analysis

A SWOT analysis was prepared to identify University North's developmental needs and potential within its environment.

SWOT Analysis	
S (Strengths)	W (Weaknesses)
<ul style="list-style-type: none"> <li>● Study programmes – undergraduate, professional and university</li> <li>● Study program – graduate studies</li> <li>● Study program - postgraduate studies</li> <li>● Human resources</li> <li>● Intellectual property (IP)</li> <li>● Organisational capacity (scientific and teaching staff)</li> <li>● Scientific and professional projects</li> <li>● Alumni</li> <li>● Partnership cooperation (business and public sectors)</li> <li>● Partnership cooperation (scientific and educational institutions)</li> <li>● Students (associations, representatives, programmes and activities)</li> <li>● External cooperation (teaching)</li> </ul>	<ul style="list-style-type: none"> <li>● Relational capital</li> <li>● Structural capital</li> <li>● Spatial infrastructure</li> <li>● Teaching infrastructure</li> <li>● Organisational ability (processes)</li> <li>● Organisational ability (administrative staff)</li> </ul>
O (Opportunities)	T (Threats)
<ul style="list-style-type: none"> <li>● Young people's interest in STEM fields</li> <li>● The influence of local politics in the University (in Koprivnica and Varaždin)</li> <li>● EU membership – openness and harmonisation</li> <li>● Digital transformation of society</li> <li>● Connection with professional chambers and associations</li> <li>● Openness of the labour market for graduates</li> <li>● Close connections between the university and the economy (internships, scholarships and trainee status)</li> <li>● Scientific and professional cooperation between the university and the economy</li> <li>● Cost of study programmes/studying</li> <li>● Economic activities across the region</li> <li>● Cooperation between University North and international universities and institutions – exchanges of students and teaching staff and joint projects</li> </ul>	<ul style="list-style-type: none"> <li>● Harmonisation of regional educational regulations</li> <li>● Importance of multi-disciplinarity</li> <li>● The relationship between politics, economy and higher education</li> <li>● Change in higher education and science legislation</li> <li>● Political instability within the EU (and the surrounding area)</li> <li>● The role of science and higher education in documentation relating to the republic of Croatia's development strategy</li> <li>● Recognition of workplace degrees (non-compliance with workplace systematisation or Croatian Qualifications Framework)</li> <li>● Competition – universities</li> <li>● Competition – polytechnics</li> <li>● Relationship between the founder and the institution</li> <li>● Ongoing crisis in society and labour market</li> <li>● Decreased need for higher education</li> <li>● Increased need for secondary school education</li> </ul>

- Technological and teaching standards (availability of laboratories and lab space)
- Technological equipment compliant with modern technological trends
- Existing space and infrastructure (maintenance of classrooms)
- Adaptation of teaching platforms to modern technology and technology trends (e-learning platforms, simulation programmes and virtualisation)

- Salary policies (salary disparities between higher education and secondary school education)
- Cost of work by external associates (outsourcing)
- Perception of the work by highly educated personnel
- Perception of the University
- Perception of study programmes
- Living standards of residents
- Demographic trends
- Migratory trends (departure of secondary school level educated students from the Republic of Croatia)
- Quality of life – availability of social and cultural content (for students)
- Structure of secondary school occupations (school network) – at the regional level
- Outflow of students gaining employment at the undergraduate level
- Accommodation facilities for students (or teachers)
- Traffic structure
- Lack of spatial capacity
- Low level of applied modern technology within the Republic of Croatia's economy

## TOWS Matrix

As defined by the SWOT Analysis the TOWS Matrix was created as a basis for defining of University North's key guidelines and developmental directions.

TOWS Matrix	
Max-Max (Strength – Examples)	Min-Max (Weaknesses – Examples)
<ul style="list-style-type: none"> <li>● Expand cooperation between the University and the economy through professional, scientific and artistic projects</li> <li>● Through the specificity of study programmes ensure market differentiation on the basis of innovative green technologies and digital transformation</li> <li>● Ensure continuous improvement of study programmes and strengthening of student and teaching competencies through cooperation with the economy and other public sectors</li> <li>● Strengthen the University's scientific research work, especially in relation to their application in domestic and foreign calls for financing scientific research activities and the publication of works in indexed journals with high-impact factors</li> <li>● Continue to secure partnerships with economic entities with the aim of promoting and developing professions</li> <li>● Using EU funds, ensure sufficient space for high-quality scientific research, artistic and teaching work</li> <li>● Set up laboratories to ensure scientific/professional component for all study programmes and professional development with continuous employment of competent scientific-research and scientific-teaching staff</li> <li>● Ensure university and vertical undergraduate/graduate/post-graduate study programmes</li> </ul>	<ul style="list-style-type: none"> <li>● Employ competent staff in accordance with the institutional requirements for minimum quality standards on the basis of ESG Standards and legal regulations with a preference for staff with high levels of scientific and teaching excellence</li> <li>● Ensure continuous improvement of study programmes and strengthening of student and teaching competencies through cooperation with the international higher education and other science institutions</li> <li>● Increase employability of required personnel through applications to the EU programmes</li> <li>● Through scientific projects, strengthen the University's status acquire additional funds for development</li> <li>● Participate more significantly as an organiser of scientific conferences in certain professional fields and start summer academies in specific fields</li> </ul>

Max-Min (Strengths – Threats)	Min-Min (Weaknesses – Threats)
<ul style="list-style-type: none"> <li>● Continue the promotional activities that have already started to promote the visibility, importance and attractiveness of the University's study programmes towards all stakeholders</li> <li>● Define the project team to implement a strategic plan</li> <li>● Complete the University's quality assurance and management system</li> <li>● Formulate an organisational structure that will ensure wider recognition within the international environment</li> </ul>	<ul style="list-style-type: none"> <li>● Speed up the selection of doctoral candidates for scientific teaching roles and employment by applying the Croatian Ministry of Education and Science's development coefficients</li> <li>● Start joint study programmes with partners</li> <li>● Improve the perception of the University and all of its departments by developing the alumni community</li> <li>● Strengthen regional cooperation to increase openness for students from non-EU Member States</li> <li>● Intensify the University's internationalisation work</li> </ul>

## STRATEGIC FRAMEWORK

### *Mission*

Harnessing scientific research, artistic creativity and innovative forms of teaching in unison contributes to economic and public sector development, educates students for the future and offers advanced solutions for sustainable societal development at the international level.

### *Vision*

To be a leading scientific, artistic and professional university, a modern European higher education institution within Northwest Croatia that drives economic and social development and generates positive changes based on knowledge and innovation.i.

### *Core Values*

The University's fundamental institutional values are key to determining the environment in which all scientific, artistic, professional and teaching processes take place.

Responsibility

Openness

Ethicalness

Excellence

Innovation

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### **Responsibility**

We believe it is the responsibility of every stakeholder within the University to promote academic freedom and institutional autonomy as prerequisites for true institutional progress and sustainable societal development.

### **Openness**

We promote openness, inclusiveness and diversity in all forms of cooperation and relations and we believe that these are the most important prerequisites for a fairer society that provides equal opportunities.

### **Ethicalness**

University North's activities, and the activities of each individual within University North's system, must be carried out according to the ethical principles of a scientific, artistic, professional and societal community.

### **Excellence**

Excellence in science, art and higher education – as a measurement of the continuous development of each individual and the institution as a whole – are prerequisites for high-quality achievements and true societal development.

### **Innovation**

We support innovation as a fundamental developmental value and this is a key element of what we offer in our cooperation with the economy, the local and regional community and wider society as a whole.

## STRATEGIC GOALS

Led by the University's Mission, Vision and fundamental values, when strategic goals were defined the University's documentation, SWOT Analysis and TOWS Matrix, strategic documents and strategic documents from the local, regional, national and European levels were all taken into account.

### Strategic Areas

University North has set its strategic goals (and their associated activities) for the 2023-2028 period within the following strategic areas:

SP1	SP2	SP3	SP4	SP5	SP6
Teaching Process and Student Standards	Scientific Research and Artistic Activities	Quality Control and Management Systems	International Cooperation, Internationalisation and Mobility	Organisational Development	Social Responsibility

SPI - TEACHING PROCESS AND STUDENT STANDARDS			
Strategic Goal 1.1. INCREASING THE QUALITY OF THE TEACHING PROCESS			
Task/measure	Competence	Implementation Indicator	Deadline
1.1.1. Change and supplement teaching content within the permitted range (up to 20% per single cycle).	Department's Expert Council	Number of new or changed courses	Ongoing
1.1.2. Continue to implement the E-learning system. All courses must be accessible through the Merlin system so that teacher-student communication can take place through E-courses. Furthermore, all course materials should be uploaded to Merlin.	Teachers	E-course Number	Ongoing
1.1.3. Increase the number of courses with partial assessments (colloquia) and introduce individual projects tasks for assessing learning outcomes with the aim of enabling students to evaluate all or most learning outcomes in individual outcomes by the end of each semester and reduce the impact of or requirement for final exams.	Teachers	The number of courses with partial assessments and/or the number of courses with continuous knowledge assessment (without final exams)	Ongoing
1.1.4. Establish a better checking system for regularity of class attendance as an element of determining the fulfilment of student obligations and harmonisation with ECTS.	Pro-rector for Finance and General Affairs, Pro-rector for Teaching and Student Affairs	Implementation of electronic class attendance records	By the end of 2025
1.1.5. Encourage independent expert councils for Departments so that competencies can be harmonised and learning outcomes for individual study programmes can accord with the Croatian Qualification Framework Guidelines through cooperation with partner higher education institutions that run the same/similar/ related study programmes and partners from the real sector.	Pro-rector for Teaching and Student Affairs and Heads of Departments	Number of harmonised study programmes in the HKO Register	Ongoing
1.1.6. Encourage engagement in the teaching of recognised experts from scientific, artistic, economic and public sectors through guest lectures.	Heads of Departments, Teachers	Number of guest lectures	Ongoing
1.1.7. Organising student visits to relevant economic entities and other (relevant) educational institutions with the aim of acquiring new knowledge and competences required to enter the labour market and introducing students to current and innovative (production) processes in industry, laboratories and scientific institutions.	Heads of Departments, Teachers	Number of visits	Ongoing
1.1.8. Introduce possible hybrid teaching (part of teaching to be held online and part in person) and expand the number of courses taught in English.	Pro-rector for Finance and General Affairs, Pro-rector for Teaching and Student Affairs, IT Service	Number of hybrid courses and number of courses taught in English	By the end of 2027

Task/measure	Competence	Implementation Indicator	Deadline
<b>1.1.9.</b> Introduce new elective courses (or improve existing ones) in accordance with student interests and professional and scientific progression. Elective courses for which 10 or fewer students enrol for 2 consecutive years (or within 3 years) should be replaced with adequate courses with the same ECTS.	Heads of Departments	Number of new elective courses	Ongoing
<b>1.1.10.</b> Create curricula for new university and graduate study programmes and doctoral studies in accordance with societal needs and the best interests of University North.	Rector, Pro-rector of University Centers, Pro-rector for Student Affairs	Number of approved new student programmes	Ongoing
<b>1.1.11.</b> Strengthen the influence of alumni in defining learning outcomes for specific courses.	Heads of Departments	Number of included alumni in relation to the number of approved changes/additions to the learning outcomes of specific courses	Ongoing
<b>1.1.12.</b> Strengthen the influence of businesses in defining learning outcomes for specific courses.	Heads of Departments	Number of included businesses in relation to the number of approved changes/additions to the learning outcomes of specific courses	Ongoing
<b>1.1.13.</b> Introduce professional placements (practice) into the University's study programmes (without awarding ECTS) for a total duration of 20 days between the 2nd and 3rd years of undergraduate study (requisite for enrolment into the 3rd year of study).	Pro-rector for Teaching and Student Affairs, Pro-rector for Business Cooperation, EU Projects and International Cooperation, Heads of Departments, Department of Career Development (Alumni), Student Support and Lifelong Learning	Number of the University's Undergraduate Departments where the professional placement has been introduced	By the end of 2025
<b>1.1.14.</b> Equip and refurbish the University's existing workshops and laboratories.	Pro-rector for Finance and General Affairs, Pro-rector for Teaching and Student Affairs, Heads of Departments	Number of newly equipped laboratories or workshops	Ongoing
<b>1.1.15.</b> Establish a peer-review system to assess teaching quality (a peer review procedure).	Pro-rector for Teaching and Student Affairs, Student Survey Implementation Board	Number of teachers who (on the basis of their surveys) improved their approach to work and their attitude towards their students	Ongoing
<b>1.1.16.</b> Facilitation of teacher and associate training with the goal of attaining pedagogical-psychological teaching competences.	Pro-rector for Teaching and Student Affairs	Number of the University's teacher who have completed pedagogical-psychological training	Ongoing
<b>1.1.17.</b> Providing systematic support to teachers to strengthen their teaching competences by organising teaching method workshops.	Pro-rector for Teaching and Student Affairs and Heads of Departments	Number of workshops held	Ongoing



## Strategic Goal 1.2. INCREASING ACADEMIC AND STUDENT ATTAINMENT RAISING STUDENT STANDARDS

Task/measure	Competence	Implementation Indicator	Deadline
<b>1.2.1.</b> Encourage the active inclusion of students in all instances of the University's decision-making process.	Senate and the Department's Councils	Number of bodies with student representatives	Ongoing
<b>1.2.2.</b> Increased student satisfaction resulting from student surveys in which the results of such survey form basic elements of the teaching quality assessment process.	Pro-rector for Teaching and Student Affairs, Student Survey Implementation Board	Number of teachers who (on the basis of their surveys) improved their approach to work and their attitude towards their students	Ongoing
<b>1.2.3.</b> Encouraging the timely informing of students about their rights and obligations.	Heads of Departments	Volume of new information primarily intended for students (directly or via web, social media, Merlin, E-mail and the like)	Ongoing
<b>1.2.4.</b> Increase the pass rate for demanding courses with low pass rates by introducing additional tutorials, exercises and/or seminars.	Heads of Departments, Teachers	Number of courses with increased pass rates	Ongoing
<b>1.2.5.</b> Provide additional teaching materials for independent work by students and knowledge checking resources (all previous exam papers and solved colloquia) on the E-learning pages of specific courses.	Teachers, assistants and associates	Number of courses with additional teaching materials completed exam papers	Ongoing
<b>1.2.6.</b> Enable more successful development of students' practical competences.	Expert Council, Heads of Departments and teachers	Share of ECTS which include practical competences	Ongoing
<b>1.2.7.</b> Encourage students to submit papers in cooperation with their mentors to the Rector's Award.	Heads of Departments, Teachers	Number of papers submitted for the Rector's Award	Ongoing
<b>1.2.8.</b> Encourage students (in cooperation with their mentors) to publish professional and scientific papers, participate in seminars, conferences and student knowledge competitions.	Heads of Departments, Teachers	Number of published papers	Ongoing
<b>1.2.9.</b> Encourage greater student participation in both the Erasmus Programme and international projects. Furthermore, encourage doctoral students to study at foreign universities for the purposes of research for their doctoral dissertations or to increase their research competences.	Heads of Departments, Teachers	Number of students and doctoral students who have studied at foreign universities	Ongoing
<b>1.2.10.</b> Familiarise students with the student ombudsman.	Pro-rector for Teaching and Student Affairs	Engagement with the student ombudsman	Ongoing
<b>1.2.11.</b> Provide financial support to the student union.	Pro-rector for Teaching and Student Affairs	Amount of funds allocated for the student union	Ongoing
<b>1.2.12.</b> Build student halls in the Koprivnica University Center.	Rector, Senate and University Center Pro-rector	Constructed student halls with about 100 beds	By the end of 2027

Task/measure	Competence	Implementation Indicator	Deadline
<b>1.2.13.</b> Build a library with reading room and a student restaurant in the Varaždin University Campus (UNIN4 Building).	Rector, Senate and University Center Pro-rector	Construction of the UNIN4 Building	By the end of 2027
<b>1.2.14.</b> Support student projects that affirm and promote the institution within the community (student radio, student TV, student websites etc.) and support student sporting activities.	Pro-rector for Teaching and Student Affairs and the Pro-rector for Finances and General Affairs	Number of approved student projects and number of reserved dates of associated halls and fields for sporting activities	Ongoing
<b>1.2.15.</b> Encourage cooperation with cultural institutions and provide students with subsidised access to their cultural content at the institution's expense.	Pro-rector for Teaching and Student Affairs	Number of subsidised contracts with cultural institutions	Ongoing
<b>1.2.16.</b> Encourage businesses and the public sector to award scholarship stipends or contracts to students.	Department for Career Development (Alumni), Student Support and Life-long Learning	Number of scholarships or contracts	Ongoing

### Strategic Goal 1.3. STRENGTHENING THE TEACHING BASE, TEACHERS' SCIENTIFIC, ARTISTIC AND PROFESSIONAL COMPETENCES AND WORKING CONDITIONS

Task/measure	Competence	Implementation Indicator	Deadline
<b>1.3.1.</b> Encouraging employee advancement (depending on available jobs).	Rector, Senate, Expert Council and Heads of Departments	Number of employee advancements achieved	Ongoing
<b>1.3.2.</b> Encourage cooperation with external collaborators from business or from other higher education institutions with the goal of strengthening the teaching base and increasing the number of institutions with which agreements on teaching bases have been concluded.	Heads of Departments	Number of collaborations and number of institutions with which agreements on teaching bases have been concluded	Ongoing
<b>1.3.3.</b> Encourage international training and employee recognition.	The Pro-rector for Scientific and Artistic Work and International Cooperation and the Heads of Departments	Number of employees who have participated in international training and studied abroad	Ongoing
<b>1.3.4.</b> Intensify teacher publishing activities through publishing textbooks and other peer-reviewed teaching material. Ensure that the publishing of textbooks and monographs at the University is financially rewarding. Each publication title, in addition to the total publishing costs (reviews, editing, proofreading, printing and binding) should be financially rewarding.	The Pro-rector for Scientific and Artistic Work and International Cooperation, Pro-rector for Finance and General Affairs and the Heads of Departments	Number of published textbooks, monographs and other peer-reviewed teaching materials	Ongoing
<b>1.3.5.</b> Encourage employees to undergo professional training and participate in international scientific, artistic and professional conferences and seminars.	Heads of Departments	Number of co-financed registration fees at conferences and registration fees for relevant publications	Ongoing
<b>1.3.6.</b> Encourage professional training for employees through targeted workshops that help workplace efficiency and safety.	Rector and Heads of Departments	Number of teachers who have participated in workshops	Ongoing
<b>1.3.7.</b> Organising team building for employees with a goal of increasing a sense of belonging, trust and cooperation amongst employees and improving their satisfaction with their working environment.	Rector, University Center Pro-rector and Heads of Departments	Number of team building activities and number of participants in team building activities	Ongoing
<b>1.3.8.</b> Recruit new staff in scientific, artistic and professional teaching and collaborative roles in addition to non-teaching and professional roles according to University North's possible needs.	Rector and Senate	Number of newly hired employees	Ongoing
<b>1.3.9.</b> Recruit the best candidates for doctoral studies into our own scientific and teaching staff.	Rector and Head of Doctoral Studies	Number of doctoral students employed by the University	Ongoing
<b>1.3.10.</b> Increase the amounts of available funds to support scientific promotion and recognition of the University's employees. The University finances publishing of its teachers' work in eminent publications.	The Pro-rector for Scientific and Artistic Work and International Cooperation, and the Pro-rector for Finance and General Affairs	Number of co-financed published works in eminent publications	Ongoing

Task/measure	Competence	Implementation Indicator	Deadline
<b>1.3.11.</b> Financially reward the teacher in a particular department who was rated highest in student surveys.	Pro-rector for Finance and General Affairs and the Student Survey Implementation Board	Number of awarded prizes	Ongoing
<b>1.3.12.</b> Encourage transparency, fairness and the application of measures, such as rewarding teachers for additional work (overtime is paid for work outside normal working hours).	Pro-rector for Finance and General Affairs and Heads of Departments	Amount of overtime paid	Ongoing
<b>1.3.13.</b> Increased investments in requisite equipment and devices for employees' scientific, artistic and professional teaching and work. Every year employees can state their requirements so that the aforementioned works can be implemented.	Pro-rector for Finance and General Affairs and Heads of Departments	Increased investments in research equipment and the provision of modern IT infrastructure	Ongoing
<b>1.3.14.</b> Ensuring employee health. The University, at its own expense, organises periodic health check-ups for its employees (at least once every three years).	Pro-rector for Finance and General Affairs	Number of periodic check-ups	Ongoing
<b>1.3.15.</b> Providing employees with workplace insurance.	Pro-rector for Finance and General Affairs	Employee insurance policies	Ongoing

Strategic Goal 1.4. ALUMNI COMMUNITY DEVELOPMENT			
Task/measure	Competence	Implementation Indicator	Deadline
<b>1.4.1.</b> Collect data on alumni satisfaction with their completed study programmes and their labour market requirements.	Department for Career Development (Alumni), Student Support and Life-long Learning	Number of surveyed graduate students and survey results of a representative sample of alumni	Ongoing
<b>1.4.2.</b> Strengthen the influence of alumni on individual teaching courses, as former students working professionally can draw attention to parts of the teaching process that can be improved.	Department for Career Development (Alumni), Student Support and Life-long Learning and Heads of Departments	Number of changes and improvements made to specific teaching courses	Ongoing
<b>1.4.3.</b> Ensure a stronger connection between alumni and Departments through promotion of the University, guest lectures and participation in the University's work and life.	Department for Career Development (Alumni), Student Support and Life-long Learning, Heads of Departments and teachers	Number of active alumni	Ongoing
<b>1.4.4.</b> Encourage alumni to enrol in higher study programmes.	Heads of Departments and teachers	Number of alumni enrolled in higher levels of study	Ongoing
<b>1.4.5.</b> Establishing the ALUMNI Electronic System (electronic identity: name.surname@alumni.unin.hr).	Department for Career Development (Alumni), Student Support and Life-long Learning and Heads of Departments	Number of opened electronic identities	Ongoing

## SP2 - SCIENTIFIC RESEARCH AND ARTISTIC ACTIVITIES

University North's strategic goals and objectives relate to scientific, research and artistic activities and are described in greater detail in the document 'University North's Scientific, Research and Artistic Strategy 2021 –2027' of 22nd December 2021

SP3 - QUALITY CONTROL AND MANAGEMENT SYSTEMS			
Strategic Goal 3.1. ENSURING ORGANISATIONAL COMPETENCES THROUGH MANAGEMENT OF HUMAN RESOURCES AND TECHNICAL/TECHNOLOGICAL COMPETENCES WITHIN THE QUALITY ASSURANCE AND MANAGEMENT SYSTEMS			
Task/measure	Competence	Implementation Indicator	Deadline
3.1.1. The Department of Quality Control is to be staffed by hiring a manager and two administrative employees to perform the Department's activities.	Rector and the Quality Control Representative	A Head of the Department of Quality Control and professional administrative associates were appointed for the tasks of system documentation and evaluation, and an professional IT associate will be appointed for the professional tasks of documentation and process monitoring	By the end of 2024
3.1.2. Provide space and equipment for the Department of Quality Control.	University Center Pro-rector	Equipped offices of the Department of Quality Control	By the end of 2024
3.1.3. Establish and formalise an organisational system for quality control and management.	Senate and the Quality Control Representative	Establish a dispersed system (documented and formalised) for quality control and management	During 2024.
3.1.4. Define Quality Control Representatives for each Department.	Quality Control Representative and Heads of Departments	Elect or appoint Quality Control Representatives for each Department	During 2024.
3.1.5. Ensure employee competences in the Department of Quality Control and Quality Control Representatives.	Quality Control Representative and the Department of Quality Control	Train Quality Control Managers in accordance with the EOQ Scheme for Departmental Employees, train Quality Control Representatives in technical Departments in accordance with the EOQ Scheme, train all stakeholders in the quality control system for internal auditing in accordance with the EOQ Scheme and participate in AZVO (Agency for Science and Higher Education) conferences that relate to networks of quality control experts	Ongoing
3.1.6. Ensure (through workshops) the competences of all employees and students relating to the requirements and new audits arising from the Quality Control and Management Systems (as required by ESG and ISO standards implemented by the University).	Quality Control Representative and the Quality Control Department	Number of workshops held (a minimum of two workshops for teachers and two for students at each University Center)	Ongoing

### Strategic Goal 3.2. REDEFINING AND ESTABLISHING UNIVERSITY NORTH'S DOCUMENTED MODEL OF QUALITY CONTROL AND MANAGEMENT SYSTEMS

Task/measure	Competence	Implementation Indicator	Deadline
<b>3.2.1.</b> Refresh and restructure the existing documentation model of quality control and management systems and establish a documentation and labelling system consisting of two parts – systemic documentation (which defines how tasks must be performed) and operational documentation (which records documented information) which ensures traceability and allows for analyses of completed tasks.	Quality Control Representative and the Department of Quality Control	Adopt the Ordinance on Documentation Management and all other necessary documents, connection of documentation with existing higher education systems (ISVU etc.) and a new review of improved documentation	Ongoing
<b>3.2.2.</b> Digitalise the University North's quality control management system documentation.	Department of Quality Control and IT Department	Level of digitalisation and application of digitalised documentation	Ongoing
<b>3.2.3.</b> Create and implement the minimum requisite number of documents defined by Quality Control and Management Systems' standards.	Department of Quality Control	Implement the documentation system defined by the GAP analysis and an internal audit	By the end of 2024
<b>3.2.4.</b> Create University North's 2024-2030 Quality Control System.	Rector, Quality Control Representative and the Department of Quality Control	Strategy approved by the Senate	During 2025.
<b>3.2.5.</b> Create operational level plans that relate to the management of the Department and System of Quality Control.	Department of Quality Control	Approval of these plans	Ongoing
<b>3.2.6.</b> Open a section of the University's website dedicated to the Quality Control System and create a quality control website.	Department of Quality Control	Created section and quality control website	Ongoing

### Strategic Goal 3.3. RE-ENGINEERING OF EXISTING PROCESSES AND ESTABLISHING NEW PROCESSES TO ENABLE UNIVERSITY NORTH'S MANAGEMENT TO FUNCTION OPTIMALLY THROUGH EFFECTIVE AND EFFICIENT MANAGEMENT OF BUSINESS PROCESSES BY DEFINING CONTROL INDICATORS (CIs) AND ENABLING RISK MANAGEMENT BY DEFINING CRITICAL CONTROL INDICATORS (CCIs)

Task/measure	Competence	Implementation Indicator	Deadline
<b>3.3.1.</b> Define and map the University's processes and structures.	Quality Control Representative and the Department of Quality Control	The Process Book should be approved by the Senate and published on the University's website	By the end of 2025
<b>3.3.2.</b> Establish a Kaizen System in the University's management processes and systems and define a system for planning and defining key parameters.	Quality Control Representative, Department of Quality Control and Quality Control Representatives	Established system	Ongoing
<b>3.3.3.</b> Perform an evaluation of the University's Quality Control System in accordance with defined audit plans and programmes.	Department of Quality Control and Quality Control Representatives	Production of a completed internal audit report, process analyses, management assessment, certification and departmental work reports	Ongoing
<b>3.3.4.</b> Establish a risk assessment and management system.	Department of Quality Control and Quality Control Representatives	Risk matrices, and establishing a management system that uses FMEA analyses	Ongoing

**SP4 - INTERNATIONAL COOPERATION, INTERNATIONALISATION AND MOBILITY**

**Strategic Goal 4.1. STRENGTHENING ACTIVITIES FOR THE DEPARTMENTS FOR SCIENCE, ARTISITIC WORK AND INTERNATIONAL Cooperation AND DEPARTMENTS FOR EU FUNDING, PROJECT DEVELOPMENT, ECONOMIC COOPERATION AND TECHNOLOGY TRANSFERS**

Task/measure	Competence	Implementation Indicator	Deadline
<b>4.1.1.</b> Hold presentations and workshops on mobility and intensify promotion of Erasmus+ and similar programmes.	Pro-rector for Scientific and Artistic Work and International Cooperation and Pro-rector for Business Cooperation, EU Projects and International Cooperation	Number of presentations and workshops	Ongoing
<b>4.1.2.</b> Provide additional training for teachers (foreign languages) through the organisation of foreign language schools funded by the institution which aim to prepare teachers for conducting courses in foreign languages.	Pro-rector for Teaching and Student Affairs, Heads of Departments and teachers	Number of teachers who are able to teach in a foreign language and the number of teachers who make use of outgoing mobility	Ongoing
<b>4.1.3.</b> Increase the availability of information about opportunities to study abroad, continuous updates of the English language website and create English language brochures and catalogues about the University.	Department for Science, Artistic Work and International Cooperation	Number of notices on the University's website published in English and the number of University brochures published in foreign languages	Ongoing

**Strategic Goal 4.2. INTERNATIONALISATION OF THE TEACHING PROCESS AND THE ENTIRE INSTITUTION**

Task/measure	Competence	Implementation Indicator	Deadline
<b>4.2.1.</b> Increase the number of courses taught in English	Rector, Pro-rector for Teaching and Student Affairs and Heads of Departments and teachers	Number of courses taught in English	Ongoing
<b>4.2.2.</b> Create new study programmes taught in English.	Rector, Senate and the Department council of experts	Number of new courses taught in English	By the end of 2027



### Strategic Goal 4.3. ACTIVE ENCOURAGEMENT OF THE FURTHER DEVELOPMENT AND MOBILITY OF TEACHERS, STUDENTS AND NON-TEACHING STAFF

Task/measure	Competence	Implementation Indicator	Deadline
<b>4.3.1.</b> Encourage outgoing mobility of teachers and associates.	Rector and Pro-rector for Scientific and Artistic Work and International Cooperation	Number of outgoing mobilities of teachers and associates.	Ongoing
<b>4.3.2.</b> Expand the network of Erasmus partner higher education institutions. Increase the number of concluded cooperation agreements and teacher and student exchanges with foreign higher education institutions.	Rector and Pro-rector for Scientific/Artistic Work and International Cooperation	Number of concluded contracts	Ongoing
<b>4.3.3.</b> Encourage the outgoing mobility of students through increasing student interest and securing financing (outside of Erasmus funds).	Rector and Pro-rector for Scientific/Artistic Work and International Cooperation	Number of students' outgoing mobilities	Ongoing
<b>4.3.4.</b> Increase the number of students' incoming mobilities and the number of courses taught in English	Rector and Pro-rector for Scientific/Artistic Work and International Cooperation	Number of students' incoming mobilities and the number of courses taught in English	Ongoing
<b>4.3.5.</b> Increase participation of international teachers in the implementation of teaching and the transfer of new scientific, artistic and professional knowledge in areas relevant to the study programmes implemented by the University.	The Pro-rector for Scientific and Artistic Work and International Cooperation and the Heads of Departments	Number of teachers' incoming mobilities and number of incoming guest lectures	Ongoing

### SP5 - ORGANISATIONAL DEVELOPMENT

#### Strategic Goal 5.1. DEVELOPING HUMAN RESOURCES

Task/measure	Competence	Implementation Indicator	Deadline
<b>5.1.1.</b> Recruit new staff in scientific, artistic and professional teaching and collaborative roles in addition to non-teaching and professional roles according to University North's possible needs (see 1.3.8.).	Rector and Senate	Number of newly hired employees	By the end of 2024
<b>5.1.2.</b> Engage a sufficient number of external collaborators according to University North's possible needs.	Pro-rector for Teaching and Student Affairs and Heads of Departments	Number of external associates	Ongoing
<b>5.1.3.</b> Submit scientific, artistic and professional projects with the goal of hiring associates on projects.	Pro-rector for Business Cooperation, EU Projects and International Cooperation, Pro-rector for Scientific and Artistic Work and International Cooperation, Heads of Departments and teachers	Number of scientific and artistic projects for which the University can employ associates	Ongoing

## Strategic Goal 5.2. DEVELOPING MATERIAL AND FINANCIAL RESOURCES

Task/measure	Competence	Implementation Indicator	Deadline
<b>5.2.1.</b> Equip and refurbish the University's existing workshops and laboratories (see 1.1.14.).	Pro-rector for Finance and General Affairs, Pro-rector for Teaching and Student Affairs, Heads of Departments	Number of newly equipped laboratories or workbenches	Ongoing
<b>5.2.2.</b> Build student halls in the Koprivnica University Campus (see 1.2.12.).	Rector, Senate and University Center Pro-rector	Student halls with about 100 beds to be constructed	By the end of 2027
<b>5.2.3.</b> Equip and refurbish two buildings and provide landscaping of the surroundings as a part of the Science-Innovation Park, which is to be financed through the Integrated Territorial Investments (ITU) mechanism at the Koprivnica University Center.	Rector, Senate and University Center Pro-rector	Renewal and refurbishment of two buildings and landscaping of the surroundings	By the end of 2028
<b>5.2.4.</b> Build a library with reading room and a student restaurant in the Varaždin University Centre (Building UNIN4), (see 1.2.13.).	Rector, Senate and University Center Pro-rector	Constructed UNIN4 Building	By the end of 2027
<b>5.2.5.</b> Renovate and equip the Region North Industrial Technology HUB (buildings' reconstruction) at the Varaždin University Center.	Rector, Senate and University Center Pro-rector	Reconstruction and equipping (establishing the HUB)	by the end of 2025
<b>5.2.6.</b> Increased investments in requisite equipment and devices for employees' scientific, artistic and professional teaching and work. Every year employees can state their requirements so that the aforementioned works can be implemented (see 1.3.13.).	Pro-rector for Finance and General Affairs and Heads of Departments	Increased investments in research equipment and the provision of modern IT infrastructure	Ongoing
<b>5.2.7.</b> Implement the digitalisation of the University's business process by automating the process of certifying documents with a digital signature.	Rector and Pro-rectors	Reduce the costs of labour, printing and delivery and increase their efficiency and security	by the end of 2024
<b>5.2.8.</b> Provide sufficient funds from the Republic of Croatia's national budget arising from the Study Programme Contract (e.g. study programme financing) for the financing of basic budget, development and implementation components.	Rector, Pro-rector for Finance and General Affairs	Sufficient funding on the basis of the Study Programme Contract for the financing of basic budget, development and implementation components	Ongoing

SP6 - SOCIAL RESPONSIBILITY			
Strategic Goal 6.1. LEADING AN ACTIVE ENROLLMENT POLICY WITH THE GOAL OF INCREASING THE NUMBER OF PEOPLE WITH HIGHER EDUCATION QUALIFICATIONS IN REGION NORTH			
Task/measure	Competence	Implementation Indicator	Deadline
<b>6.1.1.</b> Change the enrolment quotas in the University's study programmes in accordance with the requirements of business and the wider community of the Republic of Croatia Region North.	Rector, Pro-rector for Teaching and Student Affairs and Heads of Departments	Number of new enrolment spaces per individual study programme	Ongoing
<b>6.1.2.</b> Launch new study programmes in accordance with the requirements of business and the wider community.	Rector, Pro-rector for Teaching and Student Affairs and Heads of Departments	Number of approved new study programmes	Ongoing
<b>6.1.3.</b> Provide the necessary resources (spatial and personnel) in order to provide access to higher education for as many citizens as possible.	Rector and University Center Pro-rector	Number of students in the University's study programmes	Ongoing
<b>6.1.4.</b> Launch life-long learning programmes to enable as many citizens as possible to acquire requisite knowledge in various fields.	Pro-rector for Business Cooperation, EU Projects and International Cooperation and University Center Pro-rector	Number of new life-long learning programmes	Ongoing

## Strategic Goal 6.2. POSITIONING UNIVERSITY NORTH IN THE LOCAL AND REGIONAL COMMUNITIES

Task/measure	Competence	Implementation Indicator	Deadline
<b>6.2.1.</b> Participate in the creation of strategic plans for the Cites of Koprivnica and Varaždin (and their respective counties) and actively contribute to their development.	Rector and University Center Pro-rector	Number of development documents and projects in which the University is participating	Ongoing
<b>6.2.2.</b> Encourage joint projects with business, especially those related to applied research and strengthening of the local infrastructure.	Pro-rector for Business Cooperation, EU Projects and International Cooperation and University Center Pro-rector and Heads of Departments	Number of completed projects	Ongoing
<b>6.2.3.</b> Cooperation with local community and business entities of Region North in the organisation of a variety of events (lectures, conferences, exhibitions, concerts, seminars, education and the like), both within and outside of the University.	University Center Pro-rector, Heads of Departments, Teachers	Number of events held	Ongoing
<b>6.2.4.</b> Host guest lectures and workshops in secondary schools across the region with the goals of increasing enrolment and promoting the University.	Heads of Departments, Teachers	Number of workshops and guest lectures held	Ongoing
<b>6.2.5.</b> Host forums for the popularisation of scientific, artistic and professional activities at the institution.	Heads of Departments, Teachers	Number of forums held	Ongoing
<b>6.2.6.</b> Popularisation of science through the Science Festival (aimed at all age groups).	The Pro-rector for Scientific and Artistic Work and International Cooperation, Heads of Departments and teachers	Number of workshops held	Ongoing
<b>6.2.7.</b> Refresh and update websites and social media networks with news of University North's scientific, artistic, professional and economic activities. Inform the general public about the achievements of students' and teachers' work at the University through all available media channels (websites, newspapers, radio, television, social networks, events, external advertising and the like) to specific target groups.	University Center Pro-rector, Rector and Pro-rector for Scientific/Artistic Work and International Cooperation, Pro-rector for Teaching and Student Affairs, Pro-rector for Business and International Cooperation, Heads of Departments and Teachers	Number of notices	Ongoing

Strategic Goal 6.3. PROMOTING ENVIRONMENTAL AWARENESS ACROSS THE COMMUNITY			
Task/measure	Competence	Implementation Indicator	Deadline
<b>6.3.1.</b> Arrange waste disposal on the premises and develop the environmental awareness of students and employees.	University Center Pro-rector	Adhere to prescribed measures on waste disposal	Ongoing
<b>6.3.2.</b> Encourage the writing and reporting of environmentally friendly projects.	Pro-rector for Business Cooperation, EU Projects and International Cooperation and Heads of Departments	Number of projects that promote environmentally friendly behaviour and the number of projects that implement energy saving measures	Ongoing
<b>6.3.3.</b> Encourage sustainable and environmentally conscious mobility.	University Center Pro-rector	Reduce the use of fossil fuel vehicles across and around the University premises	Ongoing
<b>6.3.4.</b> Create projects that increase the energy efficiency of existing buildings.	University Center Pro-rector	Number of approved and completed projects	Ongoing
Strategic Goal 6.4. PROMOTING AND SUPPORTING SOCIALLY ACCEPTABLE VALUES			
Task/measure	Competence	Implementation Indicator	Deadline
<b>6.4.1.</b> Encourage humanitarian activities (sporting events, charity concerts, blood drives etc.) in cooperation with the Student Union.	Heads of Departments and teachers, Heads of Departments and Student Union	Number of completed events	Ongoing
<b>6.4.2.</b> Encourage the development of extra-curricular activities that enable University students to gain experience through volunteering.	Heads of Departments and teachers, Heads of Departments and Student Union	Number of completed activities	Ongoing
<b>6.4.3.</b> Organize debates of interest to the general public (human rights, minority rights, development of academic opinion, ethical issues in healthcare, freedom of the press, censorship etc.).	University Center Pro-rector and Heads of Departments	Number of public debates held	Ongoing