

JOSIP JURAJ STROSSMAYER UNIVERSITY OF OSIJEK



STRATEGY 2021 – 2030

Osijek, November 2021

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Rector's word

In shaping a higher education institution's strategy, it is clear that all development guidelines and aims are based on the promotion of science and knowledge transfer, which is a solid base for other definition of important tasks of the university, both educational and social. However, it is also important to highlight the specificities of the University of Osijek as the oldest and largest university in eastern Croatia and one of the four major Croatian universities.

The University of Osijek is seated in a region that, due to some historical circumstances, is among the most underdeveloped in the country. Through its public engagement, the University has an obligation and responsibility to ensure that the education and research, as well as other higher education activities, become drivers of regional and social development.

Development Strategy of Josip Juraj Strossmayer University of Osijek 2021 – 2030 marks a continuation of all positive values of the previous university strategy, which also covered a ten-year long period.

The New University Development Strategy is a step forward toward new challenges and visions of how our University should develop and what it should strive for in its immediate and wider surroundings.

The Strategy is devised in collaboration with all University constituents. By respecting the model of diversity, this Strategy sets future strategic aims, which will be updated in annual action plans. Although the Development Strategy also involves some visionary elements, we tried to be realistic in its definition, so that we could implement all tasks and effectively achieve the aims we set for the forthcoming period. The emphasis is put on all affirmative processes that have been initiated at the University and on introducing new and advanced approaches to strengthen the status of Josip Juraj Strossmayer University of Osijek as a modern, national, regional and European University.

Rector

Prof. Dr. Vlado Guberac

INTRODUCTION

For more than three centuries, Josip Juraj Strossmayer University of Osijek has been inheriting the tradition of higher education in eastern Slavonia, which began in 1707 with the founding of the first higher education institution in Osijek – **Studium Philosophicum Essekin**. In 1735, it grew into **Studium generale theologicum primae classis**.

Modern **University of Osijek** was established in 1975, and since 1990 it has been named after Josip Juraj Strossmayer, a bishop and founder of the Croatian Academy of Sciences and Arts.

By following its **mission**, the University of Osijek as an educational institution connects scientific research, artistic creation, studies and teaching to develop science, profession and arts and to prepare students for professional activities based on scientific knowledge and methods, as well as artistic values. The University educates young scientists and artists, empowers students in fulfilment of their social interests, and promotes international and European collaboration in higher education, science, art and profession.

Vision of the University is to develop creative and innovative strategies that will be accomplished by the strategic planning process thus enabling the University to successfully compete in its surroundings and to manage strategic issues that are critical to achieving our vision.

Organizational values promoted by the University of Osijek are credibility, professionalism, responsibility, adaptability, cooperation and openness.

By this Development Strategy for the period from 2021 to 2030, Josip Juraj Strossmayer University of Osijek sets its overall strategic aims in form of a concise presentation of tasks and action plans that will be implemented in the next ten-year period.

Student education is the fundamental objective of the University, and it is delivering education to students based on the latest scientific knowledge and critical thinking. The processes also include **lifelong learning** that is tailored to the real needs of the community. Special attention is paid to launching **new attractive study programs** that are based on defined qualification standards, with a special emphasis put on joint studies and dual degrees. Promoting excellence in teaching relies on strengthening teacher competencies and **teaching students in a digital environment**, while including entrepreneurship and socially useful learning in the teaching process. It is necessary to continuously raise the level of student standards, encourage international experience for students, and retain and employ high-quality graduates, as well as promote lifelong learning and establish a system for recognizing formal, non-formal and informal education.

The fundamental goal of the University's research activities is to position itself as **a strong research-oriented university in the region of Eastern and Central Europe** that will produce new knowledge and solutions. It is necessary to encourage the development of a stimulating, **multidisciplinary scientific environment** with the aim of achieving scientific excellence and maximizing the use of the University's scientific potential. An important prerequisite for the

future development of the University and strengthening its research capacities is the **strengthening and development of innovations** at the University. In addition to research activities, the University also relies on its third mission and will create the prerequisites for strengthening **technology transfer**, thus contributing to the development of society. Josip Juraj Strossmayer University of Osijek is also positioned as an **artistic, scientific and educational center** of the Republic of Croatia that systematically develops the creative industry and connects science, economy and artistic practice.

The main goal of the **internationalization** processes and international activities is to position the University in the European Higher Education Area (EHEA) and the European Research Area (ERA). Therefore, an incentive framework for the internationalization of the University's study programs at all levels of education will be developed in order to achieve greater recognition of the University and increase the total number of foreign students. By strengthening its role and participating in international research activities and networks, the prerequisites for raising international visibility, scientific and artistic excellence, and mobility will be created.

A strong **University** always influences the **environment** in which it operates. Therefore, the University will continue to work on improving existing and **creating new partnerships** at the regional, national and international levels. The University will take on a key role in creating cooperation between Slavonian counties and in this way share responsibility and obligations through the establishment of joint bodies to create, plan, organize and strengthen economic, social and cultural activities. This is supported by the human and material resources at the disposal of the University and the fact that the University is able to attract talented students and experts from other parts of the country and abroad. Cooperation with alumni will also contribute to improving of study programs and professional practice, and shall strengthen cooperation between University and organizations in which alumni are employed.

In order for our strategic aims to be achieved smoothly, the key people who need to carry out and implement these processes are the ones who will help retain the highest quality academic and professional staff and **strengthen the competencies of all employees** at the University. **Excellence and rewards** in the processes of management, research, education and profession will be encouraged. An appropriate number and structure of teachers and other employees will be ensured at all University constituents, **taking into account the specificities and development goals** of all constituents and their study programs. The current method of financing does not allow the University to plan and develop in the long term, so it is necessary to take care of finding other sources of financing to enable a quick and efficient response to changes in the environment.

Josip Juraj Strossmayer University of Osijek suffered heavy losses in the Homeland War. Therefore, special attention is paid to completing the construction projects that have been started and initiating new ones on the University Campus. Planning and building of new facilities inside and outside the campus relies on the highest standards of accessibility and environmental protection, while simultaneously respecting educational, scientific and professional needs. The University is aware of the fact that it influences the development and recognition of the city of Osijek, and in this sense, the University, with its openness and

infrastructure, also contributes to improving the quality of life of the residents of Osijek. The **openness of the campus**, without obstacles and fences towards other public areas, bicycle paths, sports fields, parking spaces and the science park, integrates the University into the everyday life of the city of Osijek.

The goals and objectives of the Josip Juraj Strossmayer University of Osijek Development Strategy 2021-2030 are aligned with the objectives of the **EU cohesion policy** for the period 2021-2027. The objectives of cohesion policy, among other things, emphasize the promotion of innovative and smart economic transformation and the encouragement of sustainable and integrated development of urban, rural and coastal areas. Furthermore, the need to develop a "green Europe" is emphasized, which implies the promotion of green and blue investments, the development of a circular economy and adaptation to climate change. The defined goals and objectives of the University Development Strategy enable the development of projects and programs that will help in the realization of these goals at the regional level and will represent a significant incentive for its development.

When developing the Strategy, **seven defined thematic areas and horizontal policies and development directions** from the National Development Strategy of the Republic of Croatia until 2030 (NRS 2030) were taken into account. The proposed goals and tasks of the University Development Strategy are defined flexibly and enable the implementation of various programs within the defined thematic goals, with particular attention given to the development of scientific excellence and creativity, the commercialization of research results, the application of new technologies, and the strengthening of ties between the economy and the scientific community.

Respecting and evaluating all previous processes in the development of strategies, the Strategy of Josip Juraj Strossmayer University of Osijek 2021 - 2030 is based on the following **strategic areas**:

1. **Education and training**
2. **Research, innovation and technology transfer**
3. **Internationalization**
4. **University and its surroundings**
5. **Human and material resources**
6. **Infrastructural development of the University**
7. **Quality assurance system**

When developing the Strategy for the period 2021 to 2030, University documents, the University's SWOT analysis, and the following strategic documents from the local, national, and European levels were taken into account:

- Europe 2020 Strategy European strategy for smart, sustainable and inclusive growth¹
- National Development Strategy of the Republic of Croatia 2030²

¹ <https://struktturnifondovi.hr/wp-content/uploads/2017/03/Strategija-EUROPA-2020.-hr.pdf>

² <https://hrvatska2030.hr/>

- National recovery and resilience plan 2021 – 2026 ³
- Program of the Government of the Republic of Croatia 2020 – 2024 ⁴
- A new strategic agenda for the EU 2019 – 2024 ⁵
- Digital Agenda for Europe ⁶
- EU Strategy for Adaptation to Climate Change 2019 – 2021 ⁷
- European Green Deal⁸
- Partnership Agreement between the Republic of Croatia and the European Commission (2019)⁹
- Partnership Agreement between the Republic of Croatia and the European Commission - draft ¹⁰
- Smart Specialization Strategy of the Republic of Croatia 2016 – 2020 ¹¹
- Strategy of Education, Science and Technology of the Republic of Croatia¹²
- Strategy of the Agency for Science and Higher Education 2021 – 2025 ¹³
- Strategy of the Agency for Science and Higher Education 2016 – 2020 ¹⁴
- Strategic Plan 2020-2022 of the Ministry of Science and Education ¹⁵
- Strategic framework for the promotion of lifelong learning in the Republic of Croatia 2017 – 2021¹⁶
- Thinking about the education strategy - communication of the European Commission (2012) ¹⁷
- Guidelines for the strategy of upbringing, education, science and technology ¹⁸
- National Plan for Improving the Social Dimension of Higher Education in the Republic of Croatia 2019 – 2021 ¹⁹
- Action Plan "Science and Society"²⁰

³<https://planoporavka.gov.hr/UserDocImages/dokumenti/Plan%20oporavka%20i%20otpornosti%2C%20srpanj%202021..pdf?vel=13435491>

⁴<https://vlada.gov.hr/UserDocImages/ZPPI/Dokumenti%20Vlada/Program%20Vlade%20Republike%20Hrvatske%20za%20mandat%202020.%20-%202024..pdf>

⁵<https://www.consilium.europa.eu/media/39929/a-new-strategic-agenda-2019-2024-hr.pdf>

⁶<http://www.europski-fondovi.eu/sites/default/files/dokumenti/Digitalna%20agenda%20za%20Europu.pdf>

⁷<https://climate-adapt.eea.europa.eu/about/c-a-strategy-2019-2021-final-jan-2019-docx.pdf>

⁸[https://mingor.gov.hr/UserDocImages/Istaknute%20teme/Zeleni%20plan/Europski%20zeleni%20plan%20HR%20\(pdf\).pdf](https://mingor.gov.hr/UserDocImages/Istaknute%20teme/Zeleni%20plan/Europski%20zeleni%20plan%20HR%20(pdf).pdf)

⁹https://strukturnifondovi.hr/wp-content/uploads/2017/05/Sporazum_o_partnerstvu_HR_v_4.0.pdf

¹⁰<https://strukturnifondovi.hr/wp-content/uploads/2021/09/Sporazum-o-partnerstvu1.pdf>

¹¹<https://strukturnifondovi.hr/wp-content/uploads/2017/03/Strategija-pametne-specijalizacije-RH-2016.-2020..pdf>

¹²<https://mzo.gov.hr/UserDocImages/dokumenti/Obrazovanje/Strategija%20obrazovanja,%20znanosti%20i%20tehnologije.pdf>

¹³<https://www.azvo.hr/images/stories/publikacije/Strategija%20AZVO%202021-2025.pdf>

¹⁴<https://www.azvo.hr/images/stories/publikacije/AZVO-strategija-2016-2020.pdf>

¹⁵<https://mzo.gov.hr/UserDocImages/dokumenti/PristupInformacijama/Strateski//Strateski%20plan%20Ministarstva%20znanosti%20i%20obrazovanja%20za%20razdoblje%202020.%20-%202022..pdf>

¹⁶https://epale.ec.europa.eu/sites/default/files/strateski_okvir_hr_priprema_za_tisak.pdf

¹⁷https://www.cedefop.europa.eu/files/com669_en.pdf

¹⁸<http://novebojezanja.hr/UserDocImages/Dokumenti%20i%20publikacije/Dokumenti%20i%20publikacije%20referirani%20u%20SOZT->

[u%20\(popis%201\)/013%20149%20Smjernice%20za%20Strategiju%20obrazovanja,%20znanosti%20i%20tehnologije.pdf](http://novebojezanja.hr/UserDocImages/Dokumenti%20i%20publikacije/Dokumenti%20i%20publikacije%20referirani%20u%20SOZT-)

¹⁹<https://mzo.gov.hr/UserDocImages/dokumenti/Obrazovanje/VisokoObrazovanje/RazvojVisokogObrazovanja/Nacionalni%20plan%20za%20unaprije%20C4%91enje%20socijalne%20dimenzije%20visokog%20obrazovanja%20u%20Republici%20Hrvatskoj%202019.%20-%202021..pdf>

²⁰http://europski-fondovi.eu/sites/default/files/dokumenti/Akcijski_plan_Znanost_i_drustvo.pdf

- Research infrastructure development plan in the Republic of Croatia ²¹
- Roadmap for the European Research Area 2016 – 2020 ²²
- Strategy for stimulating innovation in the Republic of Croatia 2014 – 2020 ²³
- Industrial Strategy of the Republic of Croatia 2014 – 2020 ²⁴
- Regional Development Strategy of the Republic of Croatia until 2020²⁵
- Strategy for Combating Poverty and Social Exclusion of the Republic of Croatia 2014 – 2020²⁶
- e-Croatia Strategy – proposal ²⁷
- Energy Development Strategy of the Republic of Croatia until 2020 ²⁸
- Development strategy of entrepreneurship in the Republic of Croatia 2013 – 2020²⁹
- Development strategy of women's entrepreneurship in the Republic of Croatia 2014 – 2020 ³⁰
- Development strategy of tourism of the Republic of Croatia until 2020 ³¹
- Transport Development Strategy of the Republic of Croatia 2017 – 2030 ³²
- Sustainable Development Strategy of the Republic of Croatia ³³
- National sports program 2019 – 2026 ³⁴
- National Development Strategy of the Health Care System of the Republic of Croatia 2014 – 2020 ³⁵
- National Strategy for Equalization of Opportunities for Persons with Disabilities 2017-2020 ³⁶
- Operational Programme Competitiveness and Cohesion 2021 – 2027 – draft³⁷
- Operational Programme Effective Human Resources 2021 – 2027 – draft³⁸
- Rural Development Program of the Republic of Croatia 2014 – 2020 ³⁹
- Integrated territorial program 2021 – 2027 – draft⁴⁰

²¹<https://mzo.gov.hr/UserDocImages/dokumenti/Znanost/TransferTehnologije/Plan%20razvoja%20istra%C5%B4iva%C4%8Dke%20infrastrukture%20u%20Republici%20Hrvatskoj%20-%20lipanj%202016.pdf>

²²<https://mzo.gov.hr/UserDocImages/dokumenti/Znanost/ElstrazivackiProstor/Plan%20implementacije%20Republike%20Hrvatske%20za%20razdoblje%202016.%20-%202020..pdf>

²³<http://europski-fondovi.eu/sites/default/files/dokumenti/Strategija%20poticanja%20inovacija%202014-2020.pdf>

²⁴<http://www.europski-fondovi.eu/sites/default/files/dokumenti/Industrijska%20strategija%20RH%202014.-2020..pdf>

²⁵<https://razvoj.gov.hr/UserDocImages/O%20ministarstvu/Regionalni%20razvoj/razvojne%20strategije/Strategija%20regionalnog%20razvoja%20Republike%20Hrvatske%20za%20razdoblje%20do%20kraja%202020. HS.pdf>

²⁶<http://europski-fondovi.eu/sites/default/files/dokumenti/Strategija-siroma%C5%A1tvo.pdf>

²⁷<http://europski-fondovi.eu/sites/default/files/dokumenti/Strategija%20e-Hrvatska%202020.%202820.01.2016.%29.pdf>

²⁸<http://www.europski-fondovi.eu/sites/default/files/dokumenti/Energetska%20strategija%20RH%20do%202020..pdf>

²⁹<http://www.europski-fondovi.eu/sites/default/files/dokumenti/Strategy-HR-Final.pdf>

³⁰<http://www.europski-fondovi.eu/sites/default/files/dokumenti/SRP%C5%BD%20202014%20-%202020.pdf>

³¹<http://europski-fondovi.eu/sites/default/files/dokumenti/130426-Strategija-turizam-2020.pdf>

³²<https://mmpi.gov.hr/UserDocImages/arhiva/MMPI%20Strategija%20prometnog%20razvoja%20RH%202017.-2030.-final.pdf>

³³https://narodne-novine.nn.hr/clanci/sluzbeni/2009_03_30_658.html

³⁴<https://www.hasm.hr/wp-content/uploads/2019/07/Nacionalni-program-sporta-2019.-2026..pdf>

³⁵<http://www.europski-fondovi.eu/sites/default/files/dokumenti/Nacionalna%20strategija%20zdravstva%202012.-2020..pdf>

³⁶https://narodne-novine.nn.hr/clanci/sluzbeni/2017_04_42_967.html

³⁷<https://strukturnifondovi.hr/wp-content/uploads/2021/09/Opkk.pdf>

³⁸<https://strukturnifondovi.hr/wp-content/uploads/2021/11/OPULJP-v1.0-20210723.pdf>

³⁹https://ruralnirazvoj.hr/files/Programme_2014HR06RDNP001_10_5_en.pdf

⁴⁰<https://strukturnifondovi.hr/wp-content/uploads/2021/09/ITP.pdf>

- Operational Programme Effective Human Resources 2014 – 2020 ⁴¹
- Operational Programme Competitiveness and Cohesion 2014 – 2020 ⁴²
- National action plan for renewable energy sources until 2020 - proposal ⁴³
- European Charter for Researchers and Code of Conduct for the Recruitment of Researchers ⁴⁴
- Code of Ethics of Josip Juraj Strossmayer University of Osijek
- County Development Strategy of Osijek-Baranja County until 2020⁴⁵
- Development plan of Osijek-Baranja County until 2027
- Development Strategy of the Osijek Urban Agglomeration until 2020⁴⁶
- Development Strategy of the City of Osijek 2014 – 2020⁴⁷
- Strategy of Josip Juraj Strossmayer University of Osijek 2010 – 2020
- Statute of Josip Juraj Strossmayer University of Osijek, revised text

⁴¹ <https://strukturnifondovi.hr/wp-content/uploads/2020/08/Operativni-program-Ucinkoviti-ljudski-potencijali-na-hrvatskom-jeziku.pdf>

⁴² <https://strukturnifondovi.hr/wp-content/uploads/2021/06/Operativni-program-Konkurentnost-i-kohezija-na-hrvatskom-jeziku-lipanj-2021..pdf>

⁴³ <http://www.europski-fondovi.eu/sites/default/files/dokumenti/Nacionalni%20akcijski%20plan%20za%20obnovljive%20izvore%20energije%20do%202020.%20godine%20%28prijedlog%29.pdf>

⁴⁴ https://www.imi.hr/wp-content/uploads/2016/07/eurax927_poveljakodeks_hrvatska_verzija.pdf

⁴⁵ http://www.obz.hr/hr/pdf/savjetovanje_sa_zainteresiranom_javnoscu/zrs_obz_2020_javno_savjetovanje.pdf

⁴⁶ <https://www.osijek.hr/wp-content/uploads/2018/05/STRATEGIJA-RAZVOJA-UA-OSIJEK-DO-2020.pdf>

⁴⁷ <http://161.53.200.108/josip/RazvojGradaOsDo2020.pdf>

Mission and vision of Josip Juraj Strossmayer University of Osijek

Mission

The mission of Josip Juraj Strossmayer University of Osijek is to act as an educational institution that develops science, profession and art by connecting scientific research, artistic creation, studies and teaching. Through its activities, the University prepares students for professional activities based on scientific knowledge and methods, as well as artistic values. The University educates young scientists and artists, empowers students in fulfilment of their social interests, and promotes international and European collaboration in higher education, science, art and profession.

Vision

Josip Juraj Strossmayer University of Osijek shall be a strong research-based, internationally oriented place for creation, sharing and application of knowledge.

SWOT ANALYSIS

JOSIP JURAJ STROSSMAYER UNIVERSITY OF OSIJEK

Internal factors	
Strengths (S)	Weaknesses (W)
<ul style="list-style-type: none"> - tradition and recognition in the region in higher education - recognition in scientific research and professional work in certain fields of science - active participant in the social, cultural and economic development of the region - operation in accordance with ethical norms, positive moral principles and principles of socially responsible behavior - good organization of basic work processes at the University, developed quality assurance system, operations according to the principles of responsibility towards public financing, i.e. rationality of resources - space equipped with appropriate equipment for the implementation of educational programs and basic research at the constituents operating in the STEM field - space with appropriate material basis necessary for the implementation of educational programs and scientific research work in the field of social sciences and humanities - competent scientific, teaching and professional staff - favorable ratio of teachers to students - diversity of study programs in different fields of science/arts - high-quality and recognizable study programs in the STEM field - student achievements at the University level and at foreign universities and active inclusion of students in various international mobility programs - student satisfaction (student surveys) and quality communication with students at all levels - modern student accommodation 	<ul style="list-style-type: none"> - excessive dependence on funding from a single source (state budget) - lack of a system for encouraging scientific work and publishing activities - insufficient spatial infrastructure of individual University constituents - insufficient international networking - insufficiently used contacts established with institutions abroad - limited funds for pre-financing and co-financing of projects - insufficient scientific and research activity in the production of high-value scientific papers, especially in national and international scientific competitive projects - lack of synergy in scientific and research work between individual University constituents - uneven engagement of University constituents in professional and applied projects with the economy - misalignment of study programs and lifelong learning programs with the needs of the labor market - low level of incoming mobility of academic staff and students - limited possibility of employing young scientific staff - for a large number of students, the choice of certain studies is not the first choice, which affects motivation to study - due to organizational and material resources, professional practice is not equally present at all University constituents - lack of study programs in a foreign languages - insufficient involvement (guest visits) of experts from practice in the implementation of curricula - lack of systematic monitoring of employment and career advancement of former students - insufficient involvement in scientific research projects and EU programs for research and development projects
External factors	
Opportunities (O)	Threats (T)
<ul style="list-style-type: none"> - completion of the construction of the campus as an infrastructural base for teaching and scientific research work 	<ul style="list-style-type: none"> - unfavorable economic and demographic situation that affects the decrease in the number of students

<ul style="list-style-type: none"> - suitable location of the University, especially the campus as a center that provides good opportunities for students and researchers to live and work in one place - change in the structure of study programs (and introduction of new ones) with the aim of harmonizing them with market demands, i.e. according to the needs of the economy - possibility of a stronger repositioning of the University as an institution of higher education in relation to neighboring countries (EU and beyond) – conducting programs in foreign languages, etc. - greater opportunities for cooperation through scholarships, joint projects, various forms of education for and in the economy, design and implementation of formal education programs, especially with the small and medium-sized enterprise sector - existence of the University's alumni network and the possibility of using it - increasing opportunities for distance learning and increasing demand for new forms of learning - increasing market demands for lifelong learning programs due to increasing competition in the labor market and demands for specialized interdisciplinary knowledge and skills - EU guidelines in the field of lifelong learning and higher education and recommendations from employers for creating interdisciplinary education programs (formal and informal) - more intensive cooperation with the economy and the local community on various development projects, popularization of science, lifelong learning and use of new sources of financing - cooperation between higher education institutions in implementing programs and encouraging the implementation of joint study programs - EU funds for strengthening the spatial and material capacities of the University - inclusion in interdisciplinary projects and EU projects - Internationalization of education - various mobility programs for researchers, teachers, non-teaching staff and students - systemic improvement study conditions and conditions for learning, development of specific knowledge, skills and personal development of students - strengthening of student organizations and clubs (development and encouragement of alumni network) 	<ul style="list-style-type: none"> - systemic uncertainty that affects the uncertainty of financing and/or insufficient financing from the state budget - the existence and more aggressive approach of private higher education institutions, the possibility of foreign higher education institutions entering the Croatian market, strengthening the competitive behavior of other public institutions of higher education, especially new universities and polytechnics - in some University constituents, a trend of declining quality of knowledge of students enrolled in the first year of undergraduate studies with less and less acquired learning skills is present - with joining the EU, studying abroad for Croatian students is becoming increasingly accessible, which opens up the possibility of an outflow of students with the best achievements and students who strive for excellence - lack of awareness of the SME sector in the region about the possibilities of cooperation with the University, especially through partnership relations and using available sources of financing (EU and others) - reduction in budget allocations for financing scientific and higher education activities - decreasing demand for University services by the economy and individuals
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STRATEGIC AIMS

Strategic areas within which Josip Juraj Strossmayer University of Osijek defines its aims for the period 2021 - 2030:

- 1. Education and training**
- 2. Research, innovation and technology transfer**
- 3. Internationalization**
- 4. University and its surroundings**
- 5. Human and material resources**
- 6. Infrastructural development of the University**
- 7. Quality assurance system**

I. EDUCATION AND TRAINING

The fundamental objective of Josip Juraj Strossmayer University of Osijek is focused on student education based on the latest scientific knowledge and critical thinking, as well as professional lifelong learning of adults based on the real needs of the economy and community.

1. STUDY PROGRAMS

Continuous improvement of existing and devising of new study programs tailored to the needs of the labor market, based on defined qualification standards, i.e. occupational standards, while encouraging joint studies and dual degrees.

Objective 1.1. Align the general aims of all study programs with the mission and strategic goals of the University and with economic and social needs

Objective 1.2. Align the learning outcomes of study programs with the level and profile of qualifications acquired through them

Objective 1.3. Improve existing and design new study programs by examining and taking into account the needs of students, employers, professional associations and alumni in the planning, proposing and accepting new and revising or cancelling existing programs

Objective 1.4. Increase the share of e-learning in study programs

Objective 1.5. Ensure the alignment of ECTS with the actual student workload

Objective 1.6. Ensure the implementation of professional practice in all study programs according to quality standards

Objective 1.7. Increase the electives within study programs in order to increase internal mobility

Objective 1.8. Increase internationalization by launching study programs in a foreign language at all levels of study and launching joint and joint studies with foreign universities

Objective 1.9. Increase the availability of study programs in the digital environment by using modern technologies

TEACHING PROCESS AND STUDENT SUPPORT

Promoting excellence in teaching by strengthening teacher competencies and developing tools for teaching students in a digital environment, while incorporating entrepreneurship and socially useful learning in the teaching process.

Continuously raising the level of student standards, promoting international experience for students, and retaining and employing the best graduates.

Qualification and excellence of teachers for the subjects they teach by developing and implementing appropriate methods for selecting the best candidates for each job position. In addition to the existing minimum requirements for each job position, prescribe competitive criteria for screening excellence.

Objective 1.1. Clear requirements for enrollment or continuation of studies

Objective 1.2. Student-centered teaching and continuous work on increasing student achievement

Objective 1.3. Student support

Objective 1.4. Create prerequisites and a favorable environment for students to gain international experience

Objective 1.5. Create favorable conditions for studying by foreign students

Objective 1.6. Increase the number of students in STEM fields

Objective 1.7. Involvement of students in cultural, sports and other activities

Objective 1.8. Employment, promotion and re-election of teachers should be based on objective and transparent procedures that include the evaluation of excellence

Objective 1.9. Provide support to teachers in their professional development

Objective 1.10. Encourage university publishing activities

LIFELONG LEARNING

Encouraging lifelong learning and establishing a system for the recognition of formal (professional), non-formal (learning within professional activities) and informal (outside the profession) education.

Objective 1.1. Align the general aims of all lifelong learning programs with the mission and strategic aims of the University and with economic and social needs

Objective 1.2. Revise existing and develop new lifelong learning programs aligned with social needs, as well as the needs of the labor market

Objective 1.3. Recognition of formal, non-formal and informal learning

Objective 1.4. Increase the availability of lifelong learning programs in a digital environment using modern technologies

II. RESEARCH, INNOVATION AND TECHNOLOGY TRANSFER

The main goal of the research activities of the University of Osijek is aimed at positioning it as a strong research university in the region of Eastern and Central Europe, which will produce new knowledge and offer solutions in a multidisciplinary scientific and cultural environment, contributing to the sustainable development of the University and society.

Objective 2.1. Development of a stimulating multidisciplinary scientific environment with the aim of achieving scientific excellence and maximizing the use of the University's scientific potential

Objective 2.2. Strengthening and developing innovation at the University as an important prerequisite for its future development and strengthening its research capacities

Objective 2.3. Creating preconditions for strengthening technology transfer activities, through which, in addition to research activities, the University also contributes to strengthening its third mission - contribution to and development of society

Objective 2.4. Positioning Josip Juraj Strossmayer University of Osijek as an artistic-scientific-educational center that systematically and systematically develops the creative industry and connects science, economy and artistic practice.

III. INTERNATIONALIZATION

The main goal of the University's internationalization is its positioning in the European Higher Education Area (EHEA) and the European Research Area (ERA) by strengthening the international component in all areas of University activities.

Objective 3.1. Developing an enabling framework and climate for the internationalization of the University's study programs at all three levels of education with the aim of achieving the University's recognition, increasing the total number of students and increasing the number of students from third countries

Objective 3.2. Strengthening the role and participation of the University in international research activities and international research networks

Objective 3.3. Ensuring the raising of international visibility, scientific and artistic excellence by providing stimulating conditions for the development of human resources and mobility

IV. UNIVERSITY AND ITS SURROUNDINGS

Through its active and continuous activities, the University influences the local community, which is reflected in the economic, social and cultural life of the eastern part of Croatia. Therefore, the University will continue to work on improving existing and creating new partnerships and cooperation in all segments of its activities at the regional, national and international levels, and in this way, it will position itself as a leading regional scientific and educational center.

The University disposes of the human and material resources, and it should also be taken into account that the University, through its activities, is capable of attracting talented students, as well as experts/teachers from other parts of the country and abroad, which is ultimately a benefit for the entire community to use these potentials in synergy with the University.

Objective 4.1. Continuously work on improving existing and creating new partnerships and cooperation in all scopes of work at the regional, national and international levels

Objective 4.2. Increase cooperation with alumni associations and employers with the aim of improving curricula, improving the quality of students' professional practice, intensifying cooperation between University constituents and improving the economy

V. HUMAN AND MATERIAL RESOURCES

The autonomy of the University must be viewed in a specific context, considering the conditions in which the University operates and, in particular, the management of the resources at the disposal of the universities.

Autonomous management of personnel policy, respecting the constitutional principle of the University's autonomy, implies the independent management of human resources in a rational manner. But it also implies the University's assumption of responsibility for personnel development.

The Unified Human Resources Management Plan, which is implemented in a functionally integrated University, enables systematic monitoring of the implementation of all promotions and replacement employment at the University and the status of the total available funds for salaries in the University's budget.

The Unified Plan enables the representation of all University constituents and the conduct of a human resources policy that enables a fairer distribution of jobs, as well as the determination of priority areas in individual academic years in which it is necessary to ensure an adequate number of teachers and associates. Unified human resources management enables the transfer of employees from one constituent to another, which is a rational approach to human resources management.

Human resources management requires the University to pay special attention to attracting and retaining the highest quality academic and professional staff, as well as working with all available mechanisms to strengthen the competencies of all employees. All available resources will be used to promote excellence in management, research and student education, quality and professional service. As before, the University of Osijek will inspire and support employees and students in realizing their potential and responding to current challenges. Significant attention will be paid to services that support science and education, from employee selection to improving their competencies, all with the aim of obtaining fast and flexible services capable of adapting to changes. We will create an environment that encourages and supports staff and students in realizing their potential and responding to the challenges of society.

The current method of financing higher education poses a threat to the University in the long term because it does not provide the possibility of long-term development planning. Therefore, attention should be focused on optimizing operations and savings and finding other sources of financing, and thus reducing dependence on resources from a single (limited) source, i.e. enabling a fast and efficient response to changes in the environment.

Objective 5.1. Ensure the optimal number and structure of teachers and other employees in all University constituents, taking into account the specificities of individual constituents and its studies, as well as the development goals of individual constituents. Create conditions and criteria for attracting, selecting and retaining the highest quality academic and other staff

Objective 5.2. Continuously work on developing the knowledge and skills of all employees. Develop an effective reward system in management, research, student education, and in professional service, and a special system for rewarding the success and quality of work of University employees

Objective 5.3. Conduct business analyses and, if necessary, integrate activities with the aim of achieving better efficiency and cost-effectiveness. Work on improving the system that will ensure transparent and responsible spending of funds

VI. INFRASTRUCTURAL DEVELOPMENT OF THE UNIVERSITY

By completing the current construction projects on the Osijek campus, as well as by planning new activities, the goal is to create appropriate working conditions for all users of the University space, and to provide students with top-notch educational and training facilities.

When planning and implementing new facilities on the University Campus and beyond, care will be taken to ensure that they are designed and implemented according to the highest standards of accessibility and environmental protection, while simultaneously meeting educational needs, as well as the needs of modern science and professional work. For this reason, we will communicate with employees and students and the general public at all stages of project development and implementation.

Josip Juraj Strossmayer University of Osijek is aware of its responsibility while influencing the development and recognition of the city of Osijek in which it is located by building the University Campus, and will undertake all necessary activities to contribute to the improvement of the quality of life of Osijek's residents with its openness of infrastructure. The openness of the campus without obstacles and fences to other public areas will be assured by bicycle paths, sports fields, parking lots and a science park. The popularization of science and art will be noticeable in all segments of the functional, aesthetically and urbanistically designed campus.

Objective 6.1. Provide adequate space for education, research and artistic activity

Objective 6.2. Increase the possibilities of accessibility of studies for students with reduced mobility and people with disabilities

Objective 6.3. Optimize the use of space and equipment

VII. QUALITY ASSURANCE SYSTEM

The quality assurance system at the University of Osijek serves to establish mechanisms for planning, ensuring and improving the quality of all aspects of the University's activities. The system shall develop mechanisms and procedures for reaching of common goals and values in order to achieve the highest national and international norms and standards of quality assurance and management in higher education. The purpose of the system is to develop a culture that recognizes the importance of quality in its work and its assurance through the participation and responsibility of all stakeholders of the academic community in achieving common values and goals in all aspects of the University's activities.

Objective 7.1. Strengthening an effective organizational structure for the implementation of quality assurance system at Josip Juraj Strossmayer University of Osijek

Objective 7.2. Improving the level of development and effectiveness of the quality assurance system according to all criteria of the Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG).

I. Tasks within the strategic area EDUCATION AND TRAINING

1. 1. STUDY PROGRAMS

STRATEGIC OBJECTIVE 1.1. Align the general aims of all study programs with the mission and strategic goals of the University and with economic and social needs

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.1.1. Align the general aims of all study programs with the mission and strategic goals of the University	<p>The University adopts and applies the Instructions for the evaluation procedure of study programs.</p> <p>The university ensures the unique content of each study program report.</p> <p>Each new or amended study program report must contain a chapter on the compliance of the study program with the strategic goals of the higher education institution.</p>	<p>continuously</p> <p>continuously</p> <p>when creating or changing a study program</p>	Vice-Rector for Education and Students, University management
1.1.2. Monitor the state of the labor market and adjust enrollment quotas in accordance with the recommendations of professional associations and the Croatian Employment Service	The University follows the recommendations of the Croatian Employment Service for enrollment policy.	once a year	Vice-Rector for Education and Students
1.1.3. The University respects the recommendations of professional associations that monitor the licensing of study programs leading to regulated professions	The University records and implements recommendations from professional associations that monitor the licensing of study programs leading to regulated professions.	as necessary and mandatory when changing programs that lead to regulated professions	Vice-Rector for Education and Students
1.1.4. Monitor the employability of graduates	The university monitors and analyzes the employability of graduates.	once a year	

	The university is creating and updating a database to monitor the employability of graduates.	continuously	Vice-Rector for Education and Students
1.1.5. Integration of study programs	Number of integrated study programs	as necessary	University Senate
1.1.6. Organization of joint study programs of several University constituents	Number of joint study programs of several University constituents	as necessary	University Senate

STRATEGIC OBJECTIVE 1.2. Align the learning outcomes of study programs with the level and profile of the qualifications they lead to

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.2.1. Clearly define and align the learning outcomes of study programs with the mission and goals of the University	Learning outcomes are clear, measurable and accessible for each study program and aligned with the mission and goals of the University	continuously	Vice-deans for teaching and students
1.2.2. Ensure the alignment of learning outcomes achieved upon completion of study programs with the descriptors of the CROQF level at which the program is delivered (level)	The University has checked the compliance of the outcomes of the study program with the descriptors of the CROQF level at which the program is delivered (level).	when approving a new or changing an existing study program	Vice-Rector for Education and Students, University management
1.2.3. The learning outcomes clearly reflect the competencies required for inclusion in the labor market, continuing education or other needs of the individual and society	The University analyzes and reports on the employability of University graduates. The University collects and analyzes feedback from employers.	continuously, mandatory once every three years continuously, mandatory once every three years	Committee for Undergraduate, Graduate and Professional Studies, Vice-Rector for Education and Students, University management

1.2.4. Involvement in EU projects with the aim of harmonizing the CROQF standards	University employees and students are actively involved in CROQF projects.	continuously when competitions are announced	Vice-Rector for Science, Technologies, Projects and International Cooperation, Vice-deans for teaching and students, University management
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STRATEGIC OBJECTIVE 1.3. The procedures for planning, proposing and accepting new and revising or canceling existing programs include feedback from students, employers, professional associations and alumni

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.3.1. Record feedback from students and external stakeholders (employers, CES, professional association, alumni, etc.)	The university prescribes and implements forms to record feedback from students and external stakeholders.	if necessary, when changing and supplementing programs of more than 20% and creating new programs	Vice-Rector for Education and Students, University Senate
1.3.2. Ensure the justification of implementing the same or similar study programs within the University	In every study program report, accredited programs are compared.	continuously	Committee for Undergraduate, Graduate and Professional Studies, Vice-Rector for Education and Students
1.3.3. Include students in working bodies for evaluating study programs	Number of senior students included in working bodies for evaluation of study programs	continuously	deans, University Departments' heads, rector

STRATEGIC OBJECTIVE 1.4. Increase the share of e-learning in study programs

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.4.1. Study programs in which the share of e-learning has been introduced or increased	Number of study programs in which e-learning is applied	continuously	Committee for Undergraduate, Graduate and Professional Studies, Vice-Rector for Education and Students

STRATEGIC OBJECTIVE 1.5. Ensure alignment of ECTS with actual student workload

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.5.1. Analyze and align ECTS with actual student workload	ECTS aligned with actual student workload	once a year	Quality Assurance Center, management of University constituents, Vice-Rector for Education and Students

STRATEGIC OBJECTIVE 1.6. Ensure the quality of student internships in all study programs

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.6.1. Conduct student internships in a systematic and responsible manner that enables the achievement of the intended learning outcomes associated with student internships.	Student internship is integrated into study programs, ECTS credits have been assigned to it, and goals and tasks, learning outcomes, course content, ways of connecting learning outcomes, teaching methods and assessment of learning outcomes, elements of monitoring and assessment, as well as the	continuously	Quality Assurance Center, Vice-Rector for Education and Students

	method of forming the final grade have been defined for it.		
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STRATEGIC OBJECTIVE 1.7. Increase number of elective courses within study programs to increase internal mobility

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.7.1. Increase the number of elective courses/modules	Total number of elective courses/modules offered that are actively offered at the University	continuously	Committee for Undergraduate, Graduate and Professional Studies, Vice-Rector for Education and Students
	Number of study programs in which ECTS credits have been earned through internal mobility	continuously	

STRATEGIC OBJECTIVE 1.8. Launch study programs in English at all levels of study and launch joint studies with foreign universities

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.8.1. Launch studies in a foreign language and joint studies with foreign universities	Number of study programs that are entirely conducted in a foreign language, number of joint studies with foreign universities	continuously	Vice-Rector for Education and Students, Vice-Rector for Science, Technologies, Projects and International Cooperation

STRATEGIC OBJECTIVE 1.9. Launch *online* study programs

Task	Performance indicator	Implementation dynamics	Responsible for implementation
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1.9.1. Launch <i>online</i> study programs	Number of <i>online</i> study programs	continuously	Committee for Undergraduate, Graduate and Professional Studies, Vice-Rector for Education and Students
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2. TEACHING PROCESS AND STUDENT SUPPORT

STRATEGIC OBJECTIVE 1.1. Clear conditions for enrollment or continuation of studies

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.1.1. Publish criteria for enrollment or continuation of studies	The University has clear and publicly announced criteria for admission or continuation of studies. The University publishes a Guide for Admission to Studies.	once per academic year	Vice-Rector for Education and Students, Committee for Teaching and Human Resource Policy
1.1.2. Collect and analyze data on student progress		once per academic year	Vice-Rector for Education and Students, Committee for Teaching and Human Resource Policy

STRATEGIC OBJECTIVE 1.2. Student-centered teaching and continuous work on increasing student achievements

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.2.1. Encourage different ways of teaching in accordance with the intended learning outcomes	Professional development plan	as necessary	Vice-Rector for Education and Students
1.2.2. Evaluation of teaching and teaching methods	Teacher survey Student survey	once a year once a year	Head of the Quality Assurance Center, Vice-Rector for Education and Students
1.2.3. Teaching targeted at underrepresented and vulnerable student groups	University constituents provide assistants in teaching	as necessary	University Office for Students with Disabilities, Vice-Rector for Education and Students

1.2.4. The use of advanced technologies with the aim of modernizing teaching	The university and its constituent constituents provide the necessary IT support. Training teachers to apply advanced technologies in teaching	continuously	vice deans for teaching and students, Quality assurance offices deans, University Departments' heads
1.2.5. Application of different teaching methods that encourage interactive and exploratory learning, problem solving, and creative and critical thinking	The annual report on teaching quality includes a description of the methods applied in teaching	once a year	Vice-Rector for Education and Students
1.2.6. Increase the number of teaching bases with the aim of connecting practice, science, art and higher education			

STRATEGIC OBJECTIVE 1.3. Student support

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.3.1. Student career guidance, psychological counseling, support for students with disabilities and other underrepresented student groups	University Office for Students with Disabilities	continuously	Quality Assurance Center, Vice-Rector for Education and Students vice deans for teaching and students, Vice-Rector for Education and Students
1.3.2. Advising students on studying and career opportunities	Support for students with lower socio-economic status and from vulnerable groups Establish a university office for psychological counseling.	continuously ongoing	Vice-Rector for Education and Students

	Developed mentoring system, student advisors, student ombudsman, student representatives in working bodies	continuously	
	Career Center established	ongoing	

STRATEGIC OBJECTIVE 1.4. Enable students to gain international experience

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.4.1. Inform students about the possibility of studying abroad	<p>Calls for outgoing mobility</p> <p>Info sessions</p> <p>University constituents have appointed Erasmus coordinator, CEEPUS coordinator and ECTS coordinator who provide support to students in participating in mobility programs.</p>	continuously	Vice-Rector for Science, Technologies, Projects and International Cooperation, Vice-Rector for Education and Students
1.4.2. Ensure recognition of ECTS earned at another higher education institution	University constituents ensure the recognition of ECTS earned at another higher education institution.	continuously	deans, University Departments' heads

1.4.3. To enable students to acquire the competencies necessary to work in an international environment	Students participate in international conferences, study visits and professional practice abroad.	continuously	deans, University Departments' heads
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STRATEGIC OBJECTIVE 1.5. Create favorable conditions for studying for foreign students

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.5.1. Support for international students when applying and studying at the University of Osijek	Support provided by the International Relations Office	continuously	Vice-Rector for Education and Students, Vice-Rector for Science, Technologies, Projects and International Cooperation
1.5.2. Teaching in foreign languages for international students	Study programs in foreign languages	continuously	Vice-Rector for Education and Students, Vice-Rector for Science, Technologies, Projects and International Cooperation
1.5.3. Enable learning of the Croatian language for foreign students	The university offers the Croatian Language – Preparatory Course, which is taught within 70 teaching hours and awards 6 ECTS credits	as necessary	International Relations Office

STRATEGIC OBJECTIVE 1.6. Increase the number of students in STEM fields

Task	Performance indicator	Implementation dynamics	Responsible for implementation
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1.6.1. Increase the number of students in STEM fields	Number of students enrolled in STEM fields Number of students who have completed their studies in STEM fields	every academic year	Vice-Rector for Education and Students
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STRATEGIC OBJECTIVE 1.7. Involvement of students in cultural, sports and other activities

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.7.1. Increase the number of students involved in cultural, sports and other activities	Number of students involved in extracurricular activities organized by the University	continuously	University Sports Committee, deans, University Departments' heads, Vice-Rector for Education and Students
1.7.2. Increase student awareness of cultural, sports and other activities		continuously	University Sports Committee, deans, University Departments' heads, Vice-Rector for Education and Students

STRATEGIC OBJECTIVE 1.8. Recruitment, promotion and re-appointment of teachers should be based on objective and transparent procedures that include evaluation of excellence

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.8.1. Procedures for the promotion of teachers to higher grades should be based on evaluating and rewarding excellence and should also take into account important achievements.	The implementation of the selection process for appointment into higher grades includes appropriate evaluation of all aspects of excellence and all important achievements	during the selection procedure	Faculty councils of University constituents

<p>1.8.2. Ensure that indicators of excellence encompass scientific, teaching and professional work and contribution to the development of the higher education institution</p>	<p>The implementation of the selection and promotion procedure includes appropriate evaluation of scientific, teaching and professional activities that distinguish the candidate from other candidates.</p> <p>The report of the Expert Committee, i.e. the Committee for verifying the fulfillment of the conditions for election to titles, is adopted at the sessions of faculty councils</p>	<p>during the selection procedure</p> <p>upon submission of the report to the faculty councils</p>	<p>Faculty council</p>
<p>1.8.3. Provide additional criteria for the promotion of teachers to higher positions that reflect the strategic aims of the university constituent and the University</p>	<p>The implementation of the selection procedure includes additional evaluation of scientific, teaching and professional activities related to the strategic goals of the University.</p> <p>The report of the Expert Committee, i.e. the Committee for verifying the fulfillment of the conditions for election to titles, is adopted at the session of faculty councils</p>	<p>during the control of the selection procedure</p> <p>upon submission of the report to the faculty councils</p>	<p>Faculty council</p>

STRATEGIC OBJECTIVE 1.9. Provide support to teachers in their professional development

Task	Performance indicator	Implementation dynamics	Responsible for implementation
<p>1.9.1. Provide the possibility of improving the competences of teachers</p>	<p>Quality Assurance Center and Quality assurance offices adopted a</p>	<p>before the start of every academic year</p>	<p>Quality Assurance Center, Vice-Rector for Education and Students</p>

	professional development plan for teachers		
1.9.2. Encourage the evaluation and improvement of teacher competences	<p>Teacher training is carried out in the area of their scientific and professional work (participation in scientific and professional conferences, round tables, public forums, professional conferences, projects, seminars, etc.).</p> <p>The results of the Unified University Survey and the Teacher Survey are analyzed and reported in the Teaching Quality Report.</p>	<p>continuously</p> <p>once per academic year</p>	Quality Assurance Center, Vice-Rector for Education and Students

STRATEGIC OBJECTIVE 1.10. Encourage university publishing activities

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.10.1. Publish university publications	Number of published publications	continuously	University Publishing Committee

3. LIFELONG LEARNING

STRATEGIC OBJECTIVE 1.1. Align the general aims of all lifelong learning programs with the mission and strategic goals of the University and with social needs

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.1.1. Align the general aims of all lifelong learning programs with the mission and strategic goals of the University	The University adopts and implements the Instructions for the Evaluation Procedure of Lifelong Learning Programs	continuously	Committee for Lifelong Learning Programs, Vice-Rector for Development Strategy and Finance
	The University ensures unique content for each lifelong learning study	continuously	
	Every new or revised lifelong learning study must include a chapter on alignment with the strategic goals of the higher education institution	when creating or changing a lifelong learning program	
1.1.2. Monitor the state of the labor market and coordinate enrollment needs in lifelong learning programs in accordance with the recommendations of professional associations and the Croatian Employment Service - CES	The university follows the recommendations of the CES	as necessary	Committee for Lifelong Learning Programs, Vice-Rector for Development Strategy and Finance
1.1.3. The university takes into account the recommendations of professional associations and the Croatian Employment Service	The University records and implements recommendations from professional associations regarding	as necessary	Committee for Lifelong Learning Programs, Vice-Rector for Development Strategy and Finance

	the need to launch lifelong learning programs		
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STRATEGIC OBJECTIVE 1.2. Revise existing and develop new lifelong learning programs aligned with social needs, as well as the needs of the labor market

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.2.1. Revise and launch new lifelong learning programs	Number of revised and new lifelong learning programs	continuously	Committee for Lifelong Learning Programs, Vice-Rector for Development Strategy and Finance

STRATEGIC OBJECTIVE 1.3. Recognition of formal, non-formal and informal learning

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.3.1. Include formal, non-formal and informal learning programs in the ECTS system	Number of ECTS awarded within recognition of formal, non-formal and informal learning	continuously	Committee for Lifelong Learning Programs, Vice-Rector for Development Strategy and Finance

STRATEGIC OBJECTIVE 1.4. Launch *online* lifelong learning programs

Task	Performance indicator	Implementation dynamics	Responsible for implementation
1.4.1. Launch <i>online</i> lifelong learning programs	Number of <i>online</i> lifelong learning programs	continuously	Committee for Lifelong Learning Programs, Vice-Rector for Development Strategy and Finance
1.4.2. Application of advanced technologies in lifelong learning programs	The University and University constituents provide the necessary IT support	continuously	Vice deans for lifelong learning, Quality assurance offices deans, University Departments' heads
	Training of teachers to apply advanced technologies in teaching		

II. Tasks within the strategic area RESEARCH, INNOVATION AND TECHNOLOGY TRANSFER

STRATEGIC OBJECTIVE 2.1. Development of a stimulating multidisciplinary scientific environment with the aim of achieving scientific excellence and maximizing the scientific potential of the University

Task	Performance indicator	Implementation dynamics	Responsible for implementation
2.1.1. Defining the main research areas of the University in accordance with the National Development Strategy of the Republic of Croatia 2030 and the objectives of the cohesion policy 2021 - 2027	Defined areas of research of the University adopted at the Senate session	2022	all vice-rectors, Vice-Deans for Science at the University constituents Office for Science, Technology, Projects and Programs
2.1.2. Establishment of multidisciplinary research teams at the University and development of a system of institutional support for their development	Multidisciplinary research teams formed; support system developed through acts adopted by the Senate/constituents	support system 2022, first teams – 2023 team establishment and system development – continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Deans for Science at the University constituents, academic secretary, Office for Science, Technology, Projects and Programs
2.1.3. Strengthening existing and forming new research/scientific-teaching constituents/organizational constituents of the University with the aim of multidisciplinary scientific development	New organizational research constituents established; existing ones provided with human and material resources	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Rector for Development Strategy and Finance, deans and vice-deans for science, academic secretary, Office for Science, Technology, Projects and Programs
2.1.4. Development of institutional support for research activity by strengthening the capacities and activities of the Office for Science,	New organizational research constituents established; existing	2025	rector, Vice-Rector for Science, Technology, Projects and

Technology, Projects and Programs and the Office for EU Funds, Professional and Development Projects with the Economy	ones provided with human and material resources		International Cooperation, Vice-Rector for Development Strategy and Finance, academic secretary
2.1.5. Development of a system for encouraging scientific excellence	Developed system for encouraging scientific excellence	2023	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Deans for Science at the University constituents
2.1.6. Development of new interdisciplinary postgraduate studies at the University	New interdisciplinary postgraduate studies developed	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Deans for Science at the University constituents
2.1.7. Systematic assurance of transparency and objectivity in science by applying the principles of the European Charter for Researchers and the Code of Conduct for the Recruitment of Researchers	Reports on the application of the principles of the European Charter and the action plan for its implementation	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Deans for Science at the University constituents

STRATEGIC OBJECTIVE 2.2. Strengthening and developing innovation at the University as an important prerequisite for its future development and strengthening its research capacities

Task	Performance indicator	Implementation dynamics	Responsible for implementation
2.2.1. Assessment of the University's innovation capacity	Assessment report prepared	2022	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Deans for Science at the University constituents, Office for Science,

			Technology, Projects and Programs
2.2.2. Development of activities aimed at encouraging innovation and implementing innovation projects	A system of activities to encourage innovation has been developed in accordance with the estimated capacity	first system activities developed – 2023 continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Deans for Science at the University constituents, Office for Science, Technology, Projects and Programs
2.2.3. Strengthening cooperation with economic entities and scientific organizations with the aim of forming joint research and development teams	Meetings held with business representatives; teams formed	continuously	rector, Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Rector for Development Strategy and Finance; deans and vice-deans for science
2.2.4. Strengthening innovation capacity by creating institutional prerequisites for the procurement of capital equipment	Developed institutional prerequisites	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Rector for Development Strategy and Finance
2.2.5. Development of innovation-oriented research through the development of institutional support for young researchers	Developed system of institutional support for young researchers	2023	Vice-Rector for Science, Technology, Projects and International Cooperation, academic secretary, Office for Science, Technology, Projects and Programs

2.2.6. Development of innovation-oriented research through the development of institutional support and the legal framework for the employment of foreign researchers	Developed institutional support system	2023	Vice-Rector for Science, Technology, Projects and International Cooperation, academic secretary
2.2.7. Development of innovation-oriented research through the development of institutional support and encouraging the employment of returning scientists	Developed institutional support system	2023	Vice-Rector for Science, Technology, Projects and International Cooperation, academic secretary

STRATEGIC OBJECTIVE 2.3. Creating conditions for strengthening technology transfer activities, through which, in addition to research activities, the University also contributes to strengthening of its third mission - contribution to community

Task	Performance indicator	Implementation dynamics	Responsible for implementation
2.3.1. Ensuring institutional support for technology transfer by establishing a Technology Transfer Office at the University	Technology Transfer Office established	2022	rector, Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Rector for Development Strategy and Finance, academic secretary
2.3.2. Strengthening technology transfer activities through stronger ties with alumni	Developed prerequisites for connecting with alumni	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Rector for Education and Students
2.3.3. Encouraging the use of EU funds for technology transfer projects by providing training and information activities	Training and information activities carried out	continuously	Office for EU funds, professional and development projects with the economy, Technology Transfer Office

2.3.4. Development of activities to strengthen the third mission of the University – science in the community	Developed and implemented activities	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Rector for Arts, Culture and Interinstitutional Cooperation, Office for Science, Technology, Projects and Programs, Office for EU funds, professional and development projects with the economy
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STRATEGIC OBJECTIVE 2.4. Positioning of Josip Juraj Strossmayer University of Osijek as an artistic, scientific and educational center of the Republic of Croatia that systematically develops the creative industry and connects science, economy and artistic practice

Task	Performance indicator	Implementation dynamics	Responsible for implementation
2.4.1. Ensuring institutional support for positioning the University as a strong regional artistic, scientific and educational center	Developed institutional support	2023	Vice-Rector for Arts, Culture and Interinstitutional Cooperation, Vice-Rector for Science, Technology, Projects and International Cooperation
2.4.2. Strengthening the active role of the University in connecting with the local community and civil society representatives in creating scientific and artistic development programs	Realized programs with the local community and with civil society representatives	continuously	Vice-Rector for Arts, Culture and Interinstitutional Cooperation
2.4.3. Creating a creative environment by organizing or participating in the organization of panels, conferences, seminars, workshops, exhibitions, etc.	Organization of panels, conferences, seminars, workshops, exhibitions	continuously	Vice-Rector for Arts, Culture and Interinstitutional Cooperation

III. Tasks within the strategic area INTERNATIONALIZATION

STRATEGIC OBJECTIVE 3.1. Development of an incentive framework and climate for the internationalization of the University's study programs at all three levels of education with the aim of achieving recognition of the University, increasing the total number of students and increasing the number of students from third countries

Task	Performance indicator	Implementation dynamics	Responsible for implementation
3.1.1. Ensuring institutional support for the development of new study programs in a foreign language by creating and adopting all necessary supporting documents, procedures and protocols	Necessary documentation adopted	2023	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Rector for Education and Students, academic secretary
3.1.2. Analysis of existing and development of new courses and modules in English for foreign students of the Erasmus+ or other programs	Analyses conducted, new courses and modules developed	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Rector for Education and Students, vice deans for teaching, International Relations Office
3.1.3. At the University level, develop a system of incentive measures for teaching staff to create teaching materials and deliver teaching in a foreign language	Developed incentive measures	2022	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Rector for Education and Students, vice deans for teaching
3.1.4. Providing content in a foreign language for postgraduate studies and increasing the number of dual doctorates	Developed content in foreign languages; increased number of dual doctorates	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, vice deans for science, Office for

			Science, Technology, Projects and Programs
3.1.5. Strengthening existing and designing new activities to raise awareness of the need for internationalization of the University through the work and strengthening of the capacities of the International Relations Office	Strengthened capacities of the Office; new activities developed	development of activities – continuously strengthening of capacities – 2024	rector, Vice-Rector for Science, Technology, Projects and International Cooperation, academic secretary, International Relations Office
3.1.6. Intensifying University promotion activities in social media in cooperation with the University Student Union	University profiles created on social networks; increased activity on social networks	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Rector for Arts, Culture and Interinstitutional Cooperation, Student Union
3.1.7. Intensifying University promotional activities by participating in international education fairs	Participation in international education fairs	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Rector for Education and Students, International Relations Office, Student Union
3.1.8. Raising the quality of conditions for foreign students at the University/constituents	Improved conditions for foreign students	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Rector for Education and Students,

			Vice-Rector for Development Strategy and Finance
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STRATEGIC OBJECTIVE 3.2. Strengthening the role and participation of the University in international research activities and international research networks

Task	Performance indicator	Implementation dynamics	Responsible for implementation
3.2.1. Strengthening activities for inclusion in European university network programs	Participation in European University Alliance	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Rector for Education and Students, vice deans for teaching, International Relations Office
3.2.2. Strengthen institutional support for applications for international scientific competitive programs by strengthening the capacities of the Office for Science, Technology, Projects and Programs and the Service for International and Interuniversity Cooperation at the University level and related services at the University constituents	Strengthened institutional support and capacities of offices	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation
3.2.3. Intensification of activities in international programs and networks such as COST, etc.	Participation of University constituents in COST actions and similar programs	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, vice deans for science, Office for Science, Technology, Projects and Programs
3.2.4. Systematically increase the number of international conferences organized by the University and its constituents	Number of organized meetings	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-

			Rector for Arts, Culture and Interinstitutional Cooperation, vice deans for science
3.2.5. Development of a system to encourage teacher participation in the organization of international conferences and events	Developed system for encouraging conference organization	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation; Vice-Rector for Arts, Culture and Interinstitutional Cooperation, vice deans for science

STRATEGIC OBJECTIVE 3.3. Ensuring increased international visibility, scientific and artistic excellence through stimulating conditions for human resource development and mobility

Task	Performance indicator	Implementation dynamics	Responsible for implementation
3.3.1. Ensuring favorable and stimulating conditions for long-term scientific training of teachers at foreign institutions	Developed institutional framework	2023	Vice-Rector for Science, Technology, Projects and International Cooperation, vice deans for science
3.3.2. Developing a favorable environment for foreign scientists and artists at University constituents	Activities focused at developing a favorable environment	continuously	Vice-Rector for Science, Technology, Projects and International Cooperation, vice deans for science, Vice-Rector for Arts, Culture and Interinstitutional Cooperation, Office for Science, Technology, Projects and Programs

3.3.3. Increasing the activities of organizing invited lectures by foreign scientists and artists by using modern technology	Number of invited lectures held	continuously	Vice deans for science, Vice-Rector for Science, Technology, Projects and International Cooperation, Vice-Rector for Arts, Culture and Interinstitutional Cooperation
3.3.4. Analysis of the implementation of existing international cooperation agreements at the University/constituents, intensification of existing agreements and finding new partners	Analysis conducted, new cooperation agreements signed	continuously	Vice deans for science, Vice-Rector for Science, Technology, Projects and International Cooperation, International Relations Office

IV. Tasks within the strategic area UNIVERSITY AND ITS SURROUNDINGS

STRATEGIC OBJECTIVE 4.1. Continuously work on improving existing and creating new partnerships and cooperation at the regional, national and international level

Task	Performance indicator	Implementation dynamics	Responsible for implementation
4.1.1. Cooperation with local authorities with the aim of actively participating in the development of the local community and shaping research and defining educational profiles depending on the needs of the community	Cooperation with the local community achieved, cooperation agreements signed	continuously	University management, deans, University Departments' heads
4.1.2. University is actively involved in local community activities and helps solve current problems and create strategic projects	Registered projects, participation of the University in solving local community problems, in developing strategies and other documents of importance to the community	continuously	University management, deans, University Departments' heads
4.1.3. University makes its material resources available to the local community and economy	Publicly published capital equipment database with all data for collaboration	2022 – continuously	Vice-Rector for Development Strategy and Finance, Vice-Rector for Science, Technologies, Projects and International Cooperation
4.1.4. University encourages the activities of its constituents in the establishment and organization of infrastructure and systems, which would include external stakeholders as necessary, with the aim of improving activities and contributing to the community	Assistance in the organization with the aim of connecting University constituents with the economy and institutions with the aim of improving the activities and promotion of the University	continuously	University management, deans, University Departments' heads

4.1.5. Establish a body for cooperation with the local community composed of representatives of the five Slavonian counties and the University with the aim of improving strategic partnerships and cooperation in education, research, innovation and entrepreneurship	A joint body composed of representatives of the University and Slavonian counties established, with defined tasks aimed at improving cooperation in all segments of stakeholder activities	2022 – 2023	University management
4.1.6. At the constituent level, establish bodies for cooperation with community	Each constituent of the University has an established body for cooperation with the economy/institutions	2022	Vice-Rector for Development Strategy and Finance, deans, University Departments' heads
4.1.7. Establish measures to encourage volunteer work and willingness to help in the community of students, teaching and non-teaching staff	Support for the volunteering of employees and students and logistical support for the aforementioned activities	continuously	University management, deans, University Departments' heads
4.1.8. Establish a public relations office with the aim of increasing the visibility of our activities and branding our achievements in order to increase public attention to the University's activities	Public relations office established	2023	University management

STRATEGIC OBJECTIVE 4.2. Increase cooperation with alumni associations with the aim of improving curricula, the quality of students' professional practice, intensifying cooperation and improving the system in which alumni work

Task	Performance indicator	Implementation dynamics	Responsible for implementation
4.2.1. Initiate the establishment of alumni associations at all University constituents and establish an organization of alumni association at the University level.	Alumni associations established at all University constituents, as well as a body for coordinating alumni associations at the University level	2022 – 2023	University management, deans, University Departments' heads

4.2.2. Involve alumni in the processes of creating strategic documents and planning study programs, all with the aim of continuous cooperation with the community	Members of alumni associations involved in University committees	continuously	University management, deans, University Departments' heads
4.2.3. Involve members of alumni associations in the work of teaching bases and professional practice mentoring, with appropriate training provided	Increasing the number of alumni association members who are mentors to students at professional practice. Once a year, a meeting with professional practice mentors is organized to provide training on conducting professional practice	continuously	deans, University Departments' heads, vice deans
4.2.4. Open a space for information about alumni associations at the University level	Provide information about the work of alumni associations in the University News and other publications that promote the University	continuously	Vice-Rector for Arts, Culture and Interinstitutional Cooperation

V. Tasks within the strategic area HUMAN AND MATERIAL RESOURCES

STRATEGIC OBJECTIVE 5.1. Ensure the optimal number and structure of teachers and other employees at all University constituents, taking into account the specificities of individual constituents and their studies, as well as the development goals of individual constituents. Create conditions and criteria for attracting, selecting and retaining the highest quality academic and other staff.

Task	Performance indicator	Implementation dynamics	Responsible for implementation
5.1.1. Development of an annual promotion and employment plan in accordance with needs, expected teacher workload and teacher: student ratio	Annual plan adopted	continuously	Vice-Rector for Development Strategy and Finance, academic secretary
5.1.2. In order to ensure excellence in work when selecting employees for individual positions, implement appropriate selection methods and encourage the introduction of additional criteria for individual positions, which will ultimately guarantee the selection of the best candidates	Defined methods and criteria	2023. continuously	Vice-Rector for Development Strategy and Finance, Vice-Rector for Science, Technologies, Projects and International Cooperation, academic secretary, deans, University Departments' heads
5.1.3. In accordance with the development plans of the University constituents, take into account the employment of teaching and non-teaching staff in order to ensure the prescribed standards and quality	Ensure an appropriate teacher-student ratio at the University constituents	continuously	University management, deans, University Departments' heads
5.1.4. In cooperation with the economy and institutions, engage recognized experts in carrying out part of the teaching process	Increased number of recognized experts involved in the teaching process	continuously	deans, University Departments' heads
5.1.5. Establish unique university database of teachers and associates, as well as employees at the University	Established database	2023 continuously	Vice-Rector for Development Strategy and Finance, academic secretary, deans, University Departments' heads

STRATEGIC OBJECTIVE 5.2. Continuously work on the career development of all employees. Develop an effective reward system in leadership, research, student education, quality and professional service, and a special reward system for the success and quality of work of university non-teaching staff

Task	Performance indicator	Implementation dynamics	Responsible for implementation
5.2.1. Work on developing and strengthening the competencies of all employees through training in workshops at home and abroad	Increased outgoing mobility of teaching and non-teaching staff for the purpose of training. A plan for the training of non-teaching staff adopted	2022 (plan) continuously	deans, University Departments' heads
5.2.2. Establish a support system for young researchers	Every assistant at the University receives grant for the implementation of scientific research	continuously	University management, deans, University Departments' heads
5.2.3. Establish a mandatory system of education and training for teacher candidates at higher education or scientific institutions abroad	Defined obligation to be trained abroad for a minimum of two months for each candidate for assistant professor. Adjusted conditions for obtaining Erasmus+ grants and other support for the aforementioned candidates	2022 (in use from 2028)	Vice-Rector for Science, Technologies, Projects and International Cooperation, Vice-Rector for Development Strategy and Finance
5.2.4. Adopt regulations on rewarding University employees with the aim of encouraging excellence	Adopted regulations on rewards	2023	University management, deans, University Departments' heads
5.2.5. Establish various lifelong learning programs for professional and administrative staff to acquire additional knowledge and special skills in performing individual tasks in the university system	Adopted lifelong learning programs for professional and administrative staff of the University	continuously	University management, deans, University Departments' heads

STRATEGIC OBJECTIVE 5.3. Conduct business analyses and, as necessary, integrate activities in order to achieve better efficiency and cost-effectiveness. Work on improving the system that will ensure transparent and responsible spending of funds.

Task	Performance indicator	Implementation dynamics	Responsible for implementation
5.3.1. Encourage the development and improvement of activities through additional sources of financing.	Increased income from projects and collaborations	continuously	Vice-Rector for Development Strategy and Finance, deans, University Departments' heads

VI. Tasks within the strategic area INFRASTRUCTURAL DEVELOPMENT OF THE UNIVERSITY

STRATEGIC OBJECTIVE 6.1. Provide adequate space for education, research and artistic activity

Task	Performance indicator	Implementation dynamics	Responsible for implementation
6.1.1. Equip and open the student dormitory on the University Campus	Equipped student dormitory in use	2016 – 2022	Vice-Rector for Development Strategy and Finance Office for Assets and University Campus Construction
6.1.2. Complete the construction of the new University Library and Multimedia Center			
6.1.2.1. Redesign the existing project documentation for the construction of the University Library and Multimedia Center on the University Campus	Project documentation prepared for completion of construction	2015 – 2024	Vice-Rector for Development Strategy and Finance Office for Assets and University Campus Construction Head of the Osijek City and University Library
6.1.2.2. Develop a project for furnishing and interior design of the University Library and Multimedia Center on the University Campus	Project documentation prepared for furnishing		
6.1.2.3. Complete the construction of the University Library and Multimedia Center on the University Campus	New building of the University Library and Multimedia Center completed		
6.1.2.4. Equip the University Library and Multimedia Center building on the University Campus	New building of the University Library and Multimedia Center furnished and in use		
6.1.2.5. Construction of an access road and parking lot for the University Library and Multimedia Center on the University Campus	Construction of access road and parking lot completed		

6.1.3. Construction of outdoor sports fields on the University Campus			
6.1.3.1. Preparation of project documentation for obtaining permits and other documents necessary for the construction of outdoor sports fields on the University Campus	Project documentation prepared and all necessary documents for construction obtained	2022 – 2024	Vice-Rector for Development Strategy and Finance Office for Assets and University Campus Construction
6.1.3.2. Construction of outdoor sports fields on the University Campus	Outdoor sports fields built		
6.1.4. Construction and furnishing of the new building of the scientific research center for electrical engineering and computing			
6.1.4.1. Preparation of project documentation for construction and equipping, as well as obtaining permits and other documents necessary for the construction of a scientific and research center for electrical engineering and computing on the University campus	Project documentation prepared and all necessary documents for construction obtained		Vice-Rector for Development Strategy and Finance
6.1.4.2. Construction of the building of the scientific and research center for electrical engineering and computing on the University campus	The building of the scientific research center for electrical engineering and computing constructed		Office for Assets and University Campus Construction
6.1.4.3. Equipping the building of the scientific research center for electrical engineering and computing	The building of the scientific research center for electrical engineering and computing equipped and in use	2021 – 2027	Dean of the Faculty of Electrical Engineering, Computer Science and Information Technology
6.1.4.4. Preparation of project documentation for the construction of an access road and parking lot next to the building of the scientific and research center for electrical engineering and computing, and obtaining permits and other documents necessary for construction	Project documentation prepared and all necessary construction permits obtained		
6.1.4.5. Construction of an access road and parking lot next to the building of the scientific and research center for electrical engineering and computing	Access road and parking lot built		

<p>6.1.5. Construction and equipping of the new building of the Faculty of Food Technology</p> <p>6.1.5.1. Public call for architectural and urban planning competition for the development of a conceptual design for the building of the Faculty of Food Technology on the University Campus</p>	<p>Conceptual design for the Faculty of Food Technology building developed</p>		<p>Vice-Rector for Development Strategy and Finance</p>
<p>6.1.5.2. Preparation of project documentation for the construction and equipping of the building of the Faculty of Food Technology and obtaining permits and other documents necessary for construction</p> <p>6.1.5.3. Construction of the building of the Faculty of Food Technology on the University Campus</p> <p>6.1.5.4. Equipping of the building of the Faculty of Food Technology on the University Campus</p> <p>6.1.5.5. Preparation of project documentation for the construction of an access road and parking lot for the building of the Faculty of Food Technology and obtaining permits and other documents necessary for construction</p> <p>6.1.5.6. Construction of an access road and parking lot for the building of the Faculty of Food Technology on the University Campus</p>	<p>Project documentation prepared and necessary construction documents obtained</p> <p>The building of the Faculty of Food Technology constructed</p> <p>New building of the Faculty of Food Technology equipped and in use</p> <p>Project documentation prepared and all necessary construction permits obtained</p> <p>Access road and parking lot constructed</p>	<p>2021 – 2026</p>	<p>Office for Assets and University Campus Construction</p> <p>Dean of the Faculty of Food Technology</p>
<p>6.1.6. Landscaping, traffic and pedestrian areas, and communal infrastructure on the University Campus</p> <p>6.1.6.1. Preparation of a study of the current state of landscaping, traffic and pedestrian areas, and utility infrastructure on the University Campus</p> <p>6.1.6.2. Development of a conceptual urban design solution for landscaping, traffic and pedestrian areas, and utility infrastructure on the University Campus</p>	<p>Prepared study of the current state</p> <p>Preliminary urban design developed</p>	<p>2022 –</p>	<p>Vice-Rector for Development Strategy and Finance</p> <p>Office for Assets and University Campus Construction</p>

<p>6.1.6.3. Preparation of project documentation for obtaining all necessary documents for the construction of traffic and pedestrian areas and utility infrastructure on the University Campus</p> <p>6.1.6.4. Landscaping works, traffic and pedestrian areas and communal infrastructure</p>	<p>Project documentation prepared and all necessary construction permits obtained</p> <p>Landscape, traffic and pedestrian areas, and utility infrastructure works completed</p>		
<p>6.1.7. Construction and equipping of the new Faculty of Law building</p> <p>6.1.7.1. Preparation of a study and implementation of a public architectural and urban planning competition for the development of a conceptual design for the new Faculty of Law building on the University Campus</p> <p>6.1.7.2. Preparation of project documentation for the construction and equipping of the Faculty of Law building and obtaining permits and other documents necessary for construction</p> <p>6.1.7.3. Construction of the Faculty of Law building on the University Campus</p> <p>6.1.7.4. Furnishing the Faculty of Law building on the University Campus</p> <p>6.1.7.5. Preparation of project documentation for the construction of an access road and parking lot for the Faculty of Law building and obtaining permits and other documents necessary for construction</p> <p>6.1.7.6. Construction of an access road and parking lot for the Faculty of Law building</p>	<p>Conceptual design of the Faculty of Law building prepared</p> <p>Project documentation prepared and all necessary documents for construction obtained</p> <p>New Faculty of Law building constructed</p> <p>New Faculty of Law building equipped and in use</p> <p>Project documentation prepared and all necessary permits obtained for construction of access road and parking lot</p> <p>Access road and parking lot constructed</p>	2022 –	<p>Vice-Rector for Development Strategy and Finance</p> <p>Office for Assets and University Campus Construction</p> <p>Dean of the Faculty of Law</p>

6.1.8. Building of an annex and adaptation of the Faculty of Medicine building 6.1.8.1. Annex building and adaptation of the building of the Faculty of Medicine at the location of J. Huttler 4	Annexed and renovated building of the Faculty of Medicine	2022 –	Vice-Rector for Development Strategy and Finance Dean of the Faculty of Medicine Office for Assets and University Campus Construction
6.1.9. Reconstruction aimed at improving the functionality of the faculty buildings, library and student dormitory in Đakovo			Vice-Rector for Development Strategy and Finance
6.1.9.1. Preparation of a conceptual design and study for the adaptation and furnishing of the buildings of the Catholic Faculty of Theology in Đakovo, the student dormitory and the library 6.1.9.2. Carrying out works on the adaptation and equipping of faculty buildings, student dormitory and library	Project documentation and study prepared Adapted and equipped faculty buildings, student dormitory and library	2022 –	Office for Assets and University Campus Construction Dean of the Catholic Faculty of Theology
6.1.10. Construction of a multi-purpose sports hall on the University Campus 6.1.10.1. Conduct protective archaeological research in the southwestern part of the campus planned for the construction of a multi-purpose sports hall 6.1.10.2. Preparation of a study and implementation of a public architectural and urban planning competition for the development of a conceptual design for a multi-purpose sports hall 6.1.10.3. Preparation of project documentation for the construction and equipping of a multi-purpose sports hall and obtaining permits and other documents necessary for construction 6.1.10.4. Construction of a multi-purpose sports hall on the University Campus	Protective archaeological research for the multi-purpose sports hall completed Conceptual design of the new multi-purpose sports hall building prepared Project documentation prepared and all necessary construction permits obtained Multi-purpose sports hall built	2022 –	Vice-Rector for Development Strategy and Finance Office for Assets and University Campus Construction University Sports Office

6.1.10.5. Equipping the multi-purpose sports hall on the University campus	Equipped multi-purpose sports hall		
6.1.11. Reconstruction of the building for the Center for Creative Industry and Cultural Tourism Manjež 6.1.11.1. Preparation of a study of the existing condition of the Manjež Center building on the University Campus 6.1.11.2. Obtaining special conservation protection conditions for the reconstruction of the Manjež Center building	A study of the existing condition prepared Special conditions for protection issued by the Conservation Department in Osijek	2022 –	Vice-Rector for Development Strategy and Finance Office for Assets and University Campus Construction Dean of the Academy of Arts and Culture
6.1.11.3. Preparation of project documentation and obtaining a building permit for the reconstruction of the Manjež Center building 6.1.11.4. Reconstruction of the Manjež Center building on the University Campus 6.1.11.5. Furnishing the Manjež Center building on the University Campus	Project documentation prepared and building permit obtained Manjež Center building completed Manjež Center building equipped and in use		
6.1.12. Construction of a new building next to the existing building of the Faculty of Education 6.1.12.1. Preparation of a study and implementation of a public architectural and urban planning competition for the development of a conceptual design for the extension of the building of the Faculty of Education on the campus 6.1.12.2. Creation of project documentation for the extension and furnishing of the Faculty of Education building and obtaining permits and other documents necessary for construction 6.1.12.3. Extension of the Faculty of Education building on the University campus	Prepared conceptual solution for the extension of the Faculty of Education building Project documentation prepared and all necessary construction permits obtained Completed extension of the Faculty of Education building	2022 –	Vice-Rector for Development Strategy and Finance Office for Assets and University Campus Construction Dean of the Faculty of Education

<p>6.1.12.4. Furnishing the extended Faculty of Education building on the University Campus</p> <p>6.1.12.5. Creation of project documentation for the access road and parking lot for the Faculty of Education building and obtaining permits and other documents necessary for construction</p> <p>6.1.12.6. Construction of an access road and parking lot for the Faculty of Education building</p>	<p>Equipped Faculty of Education building</p> <p>Project documentation prepared and all necessary construction permits obtained</p> <p>Access road and parking lot built</p>		
<p>6.1.13. Start of the construction of a building for university departments of natural sciences</p> <p>6.1.13.1. Conducting protective archaeological research in the eastern part of the campus in the area planned for the construction of the building for the university departments of natural sciences</p> <p>6.1.13.2. Development of a project for the building of the university departments of natural sciences</p> <p>6.1.13.3. Preparation of a study and implementation of a public architectural and urban planning competition for the development of a conceptual design for a new building for the university departments of natural sciences on the University Campus</p>	<p>Archaeological research for the building of the university departments of natural sciences completed</p> <p>Project for the building of the university departments of natural sciences prepared</p> <p>Conceptual design for the building of the university departments of natural sciences prepared</p>	2022. –	<p>Vice-Rector for Development Strategy and Finance</p> <p>Office for Assets and University Campus Construction</p> <p>Heads of University Departments</p>
<p>6.1.14. Adaptation of the building of the Faculty of Humanities and Social Sciences in Osijek on the location L. Jägera 9</p> <p>6.1.14.1. Preparation of project documentation and study for roof renovation, attic renovation and attic furnishing</p> <p>6.1.14.2. Works on the restoration of roof, adaptation and furnishing of the attic</p>	<p>Project documentation and cost estimate prepared</p> <p>Roof renovation, attic adaptation and furnishing carried out</p>		<p>Vice-Rector for Development Strategy and Finance</p>

<p>6.1.14.3. Obtaining all necessary permits, preparing project documentation and study for facade renovation</p> <p>6.1.14.4. Carrying out facade renovation works</p> <p>6.1.14.5. Obtaining all necessary permits, preparing project documentation and study for the repair of exterior joinery</p>	<p>Project documentation prepared and all necessary permits obtained for facade renovation</p> <p>Facade renovation carried out</p> <p>Project documentation prepared and all necessary permits obtained for exterior joinery renovation</p>	2022 –	<p>Office for Assets and University Campus Construction</p> <p>Dean of the Faculty of Humanities and Social Sciences</p>
<p>6.1.14.6. Carrying out works on the repair of exterior joinery</p> <p>6.1.14.7. Preparation of project documentation and study for fire alarm systems and execution of fire alarm system installation works</p>	<p>Exterior joinery repair work completed</p> <p>Fire alarm system installed</p>		
<p>6.1.15. Adaptation of the building of the Faculty of Humanities and Social Sciences in Osijek in Osijek at the location Školska 4</p> <p>6.1.15.1. Obtaining all necessary permits, preparing project documentation and study for facade renovation</p> <p>6.1.15.2. Carrying out facade renovation works</p> <p>6.1.15.3. Obtaining all necessary permits, preparing project documentation and study for the repair of exterior joinery</p> <p>6.1.15.4. Carrying out work on the repair of exterior joinery</p>	<p>Project documentation prepared and all necessary permits obtained for facade renovation</p> <p>Facade renovation work carried out</p> <p>Project documentation prepared and all necessary permits obtained for exterior joinery renovation</p> <p>Exterior joinery renovation work carried out</p>	2022 –	<p>Vice-Rector for Development Strategy and Finance</p> <p>Office for Assets and University Campus Construction</p> <p>Dean of the Faculty of Humanities and Social Sciences</p>

6.1.15.5. Preparation of project documentation and study for the adaptation and equipping of a courtyard building	Prepared project documentation for the adaptation and furnishing of the courtyard building		
6.1.15.6. Carrying out adaptation and furnishing works of the courtyard building	Performed works of adaptation and furnishing of the courtyard building		
6.1.16. Adaptation and extension of the building for lifelong learning of the Faculty of Economics			
6.1.16.1. Preparation of project documentation and obtaining permits and other documents necessary for the extension of the building for lifelong learning of the Faculty of Economics	Project documentation prepared and all necessary documents for the extension obtained	2022 –	Vice-Rector for Development Strategy and Finance Office for Assets and University Campus Construction Dean of the Faculty of Economics
6.1.16.2. Extension of the building for lifelong learning of the Faculty of Economics	Faculty of Economics building annex completed		
6.1.16.3. Equipping of the annexed building for lifelong learning of the Faculty of Economics	Furnished Faculty of Economics building annex		
6.1.17. Construction of a building for the University Center for Technology Transfer			
6.1.17.1. Implementation of protective archaeological research on the University Campus in the area planned for the construction of the University Center for Technology Transfer	Archaeological research for the University Center for Technology Transfer building completed	2022 –	Vice-Rector for Development Strategy and Finance Vice-Rector for Science, Technologies, Projects and International Cooperation Office for Assets and University Campus Construction
6.1.17.2. Development of a project for the building of the University Center for Technology Transfer	Project for the University Center for Technology Transfer building prepared		
6.1.17.3. Preparation of a study and implementation of a public urban planning and architectural competition for the development of a conceptual design for the building of the University Center for Technology Transfer	Conceptual design for the University Center for Technology Transfer building prepared		

6.1.18. Construction and furnishing of the building of the Mandićevac Scientific and Research Center for Viticulture			Vice-Rector for Development Strategy and Finance
6.1.18.1. Construction of the building of the Scientific Research Center for Viticulture in Mandićevac	Scientific Research Center for Viticulture in Mandićevac built	2021 – 2023	Office for Assets and University Campus Construction
6.1.18.2. Equipping of the building of the Scientific Research Center for Viticulture in Mandićevac	Scientific Research Center for Viticulture in Mandićevac equipped		Dean of the Faculty of Agrobiotechnical Sciences
6.1.19. Preparation of project documentation and construction of an educational science park		2022 –	Vice-Rector for Development Strategy and Finance
6.1.19.1. Preparation of project documentation for the construction of an educational science park and obtaining permits and other documents necessary for construction	Project documentation prepared and all necessary permits obtained		Office for Assets and University Campus Construction
6.1.19.2. Construction of an educational science park	Educational science park built on the University campus		
6.1.20. Establishment of a scientific-artistic research and teaching center in Baranja		2022 –	Vice-Rector for Development Strategy and Finance
6.1.20.1. Defining of the site	Defined facility		Vice-Rector for Arts, Culture and Interinstitutional Cooperation
6.1.20.2. Preparation of project documentation and obtaining permits and other documents necessary for renovation and expansion	Documentation necessary for project implementation created		Office for Assets and University Campus Construction
6.1.20.3. Construction and equipping of the center	Center built and equipped		
6.1.21. Establishment of the University Center for Dental Medicine		2022 –	
6.1.21.1. Preparation of a study of the existing condition of the building on the campus planned for the Center	Prepared study		

6.1.21.2. Obtaining special conservation conditions	Conditions obtained		Vice-Rector for Development Strategy and Finance
6.1.21.3. Preparation of project documentation and obtaining a building permit	Documentation prepared and permit obtained		Office for Assets and University Campus Construction
6.1.21.4. Construction and equipping of the University Center of Dental Medicine	Building constructed and equipped		Dean of the Faculty of Dental Medicine and Health

6.1.22. Adaptation of buildings owned by the University for the needs of other constituents			
6.1.22.1. Adaptation and equipping of the building at Franje Kuhača 18 for other constituents	Adapted and equipped building	2026 –	Vice-Rector for Development Strategy and Finance
6.1.22.2. Adaptation and equipping of the building on the University Campus, Ulica cara Hadrijana 10 b, for other constituents	Adapted and equipped building	2027 –	Deans and heads of University departments
6.1.22.3. Extension, adaptation and equipping of buildings used by University constituents for the purpose of improving studying and working conditions	Adapted and equipped building	continuously	Office for Assets and University Campus Construction

STRATEGIC OBJECTIVE 6.2. Increase the accessibility of studies for students with reduced mobility and people with disabilities

Task	Performance indicator	Implementation dynamics	Responsible for implementation
6.2.1. Develop a plan to remove architectural barriers for students with disabilities	Plan developed	2022	Vice-Rector for Development Strategy and Finance Office for Assets and University Campus Construction

6.2.2. Create conditions and implement activities to remove obstacles for people with reduced mobility and people with disabilities	Obstacles removed	2023 – 2025	Vice-Rector for Development Strategy and Finance Office for Assets and University Campus Construction
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STRATEGIC OBJECTIVE 6.3. Optimize the use of space and equipment

Task	Performance indicator	Implementation dynamics	Responsible for implementation
6.3.1. Create a database of real estate owned by the University and all its constituents	Database created	2022 – 2023 continuously	Vice-Rector for Development Strategy and Finance Office for Assets and University Campus Construction
6.3.2. Create a database of capital equipment of the University and all its constituents	Database created	2022 – 2023 continuously	Vice-Rector for Development Strategy and Finance Office for Assets and University Campus Construction

VII. Tasks within the strategic area QUALITY ASSURANCE SYSTEM

STRATEGIC OBJECTIVE 7.1. Strengthening an effective organizational structure for implementing quality assurance system at all levels of Josip Juraj Strossmayer University of Osijek

Task	Performance indicator	Implementation dynamics	Responsible for implementation
7.1.1. Continuously improve the Quality Assurance System at scientific and professional level	Quality assurance manual and other relevant documents, implementation of internal audits of the quality assurance system at all management levels	continuously	Chair of the Quality Assurance Committee
7.1.2. Develop and adopt a Quality Assurance System Strategy	Quality Assurance Strategy adopted at the University	2025	Chair of the Quality Assurance Committee
7.1.3. Harmonize quality assurance system documents at the University level and at its constituents	Harmonized documents	continuously	Head of the Quality Assurance Center

STRATEGIC OBJECTIVE 7.2. Improving the level of development and efficiency of the quality assurance system according to all criteria of standards and guidelines for quality assurance in the European Higher Education Area (ESG)

Task	Performance indicator	Implementation dynamics	Responsible for implementation
7.2.1. Implement improvement measures based on external evaluation of the quality assurance system	Quality Assurance Manual Workshops, good practices, final external evaluation report	continuously	Quality Assurance Committee Quality Assurance Center Head of the Quality Assurance Center

7.2.2. Implement improvement activities and measures based on the Action Plan of the Quality Assurance Center of Josip Juraj Strossmayer University of Osijek	Internal evaluation, audit of learning outcomes, improvement of the QA system according to the <i>Follow-up plan</i> , Unified University Student Survey, Reports on the work of the Quality Assurance Center, public relations, University Career Week	continuously	Quality Assurance Committee Quality Assurance Center Head of the Quality Assurance Center
7.2.3. Improve the level of development of all ESG standards and guidelines	Improved visibility Incorporated science into the quality assurance system (procedures)	continuously	Quality Assurance Center
7.2.4. Review the documents and elements of the quality assurance system	Five-year report on the functioning of the quality assurance system with audit guidelines	2025	Head of the Quality Assurance Center
7.2.5. Establish an effective risk management system	Risk management system with defined responsibilities and internal control <i>Procedure on Risk Management</i>	2022 continuously	Quality Assurance Committee, Quality Assurance Center
7.2.6. Implement a social component into the quality assurance system at the University of Osijek	Career counseling for students, support for students with disabilities, academic recognition of foreign higher education qualifications and periods of study	continuously	Quality Assurance Center