

Development Strategy of the University of Applied Sciences of Rijeka 2025- 2029

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LETTER FROM THE DEAN

Higher education in the Republic of Croatia, and especially in the narrower area of operation of the University of Applied Sciences of Rijeka, including the Primorje-Gorski Kotar and Istria Counties, is facing numerous challenges, but also opportunities. The University of Rijeka, with more than 8,500 graduates educated through its various study programmes, has the responsibility and obligation to continuously and vigilantly reflect on its role and direction of development within the higher education system and Croatian society as a whole. A special imperative is placed on creating value for current and future students.

The higher education system in the Republic of Croatia, including the University of Applied Sciences of Rijeka, is facing dynamic changes in its social, economic and technological environment. The University of Rijeka is aware of these changes, both at the national and global level, and recognizes its own capacities and responsibility to respond to challenges in a thoughtful and effective manner. Students remain at the centre of all activities – as active participants in the educational process and future experts who will contribute to the future development of their community with their knowledge.

The foundation for further development of the University of Applied Sciences of Rijeka are diverse and above all else relevant study programmes, the ability to quickly adapt to changes, and professional and dedicated teaching staff. Students and employees, in this sense, represent a key strength and potential for the future of the University of Applied Sciences of Rijeka.

For this reason, the Strategy of the University of Applied Sciences of Rijeka for the period 2025 – 2029 that is based on clearly defined strategic goals aimed at strengthening the quality and relevance of education, has been adopted. The first objective refers to the development of quality, relevant and practice-oriented educational programmes that respond to the real needs of the labour market and society as a whole. This is followed by strengthening of professional and scientific research activities through systematic investment in research capacities and the encouragement of applied research. Special emphasis is placed on improving the national and international competitiveness of the University of Applied Sciences, through more intensive cooperation with higher education institutions, the economy and other relevant partners. In order to create a stimulating and sustainable environment for work and learning, the strategy envisages the development and optimization of human, spatial, financial and information resources. The establishment of an efficient, transparent and sustainable quality assurance system will enable the continuous improvement of all activities of the University of Applied Sciences of Rijeka. Finally, the Strategy seeks to increase the social impact of the University of Rijeka through systematic forms of cooperation with the local community, the economy and the civil sector, which further strengthens the role of the University of Rijeka as an important foundation for social development in the area in which it operates, and beyond.

The Development Strategy of the University of Rijeka for the period 2025 – 2029 is not just a document – it is a signpost for future, a tool for decision-making and the foundation for building an institution that will be recognized for its excellence, relevance and social responsibility. The University of Applied Sciences of Rijeka, at its core, remains committed to its mission of educating professionals who will be the bearers of development, innovation and positive changes in society.

Dean

MSc Marino Golob, Senior Lecturer

ABOUT THE UNIVERSITY OF APPLIED SCIENCES OF RIJEKA

Brief History and Development

The University of Applied Sciences of Rijeka was founded in 1998 with the aim of providing professional higher education focused on the needs of the labour market. During the 26 years of its existence, it has educated more than 8,500 students, and today it has about 1,200 active students. Classes take place at three locations: Rijeka, Pazin and Poreč.

The University of Applied Sciences stands out for its:

- *Diverse study programmes* in the social, technical and biotechnical fields.
- *Research and professional work*: institutional care is taken for the development of teachers' research careers in the field of professional and scientific activity by supporting and co-financing training at postgraduate studies, participation in professional and scientific conferences, publication of papers in relevant publications and other forms of training, encouraging the publication of papers with students, etc. It is particularly important to highlight the journal of the University of Applied Sciences of Rijeka *Proceedings of the University of Rijeka* indexed in the bibliographic database (ESCI) – Web of Science Core Collection, which classifies the papers published in our journal as scientific papers of the first category.
- *Practical orientation*: Teaching is focused on acquiring specific skills and knowledge applicable in practice (the participation of practitioners in the teaching process as external associates, guest lecturers, connecting with alumni, working on case studies and practical projects, etc. is encouraged).
- *Cooperation with the economy*: More than 130 signed contracts with business entities enable students to carry out professional practice, which is a mandatory part of all study programmes, which directly enables easier entry of our students into the labour market.
- *International cooperation*: Encouraging and supporting student and teacher participation in mobility programmes such as Erasmus+ and CEEPUS (more than 40 cooperation agreements with international institutions have been signed) and plans to introduce study programmes in English.
- *Active development of the quality assurance system*: Practice orientation, continuous evaluation of teaching, as well as all other polytechnic business processes following the standards of quality assurance in higher education and the ISO 9001:2015 standard, effective mentoring of students

and active cooperation with the economy through guest lectures, professional excursions and development projects, all these contribute to the quality of education and the creation of competitive experts.

- *Innovation and digitalisation*: Continuous revision and innovation of existing and development of new study programmes (e.g. the study programme in the field of applied artificial intelligence is in the process of initial accreditation) taking into account modern trends and needs of the labour market and digitization of key business processes. The University of Rijeka is actively improving its website and introducing advanced digital solutions – such as Merlin, systems for performance plans, lecture hall reservation, digital classrooms, webinars, chatbots, CRM and ERP – with the aim of raising the quality of education, cooperation and relationships with all stakeholders in the educational process.
- *Contribution to the community*: Organization of events such as Career Day and cooperation with local government and self-government in the organization of various events, engagement of polytechnic experts in professional bodies, development of professional projects and other modalities of cooperation (e.g. cooperation with the Croatian National Theatre Ivan pl. Zajc, the Croatian Chamber of Commerce, the Startup Incubator Rijeka, etc.).

Our departments and study programmes

The University of Applied Sciences of Rijeka comprises the following departments and study programmes:

- Department of Information and Communication Technologies:
 - Professional Undergraduate Study of Informatics
 - Professional Graduate Study of Information Technologies in Business Systems
- Business Department:
 - Professional Undergraduate Study of Entrepreneurship with Modules Sustainable Entrepreneurship and Digital Entrepreneurship – Rijeka
 - Professional Undergraduate Study of Entrepreneurship - Pazin
 - Professional Graduate Study of Entrepreneurship
- Transport Department:
 - Professional Undergraduate Studies in Road Transport and Railway Transport
 - Professional Graduate Study of Transport
- Electrical Engineering Department:
 - Professional Undergraduate Study of Telematics
- Occupational Safety Department

- Professional Undergraduate Study of Safety at Work
- Professional Graduate Study of Safety at Work
- Agricultural Department
 - Professional Undergraduate Study of Winemaking – Poreč
 - Professional Undergraduate Study of Mediterranean Agriculture – Poreč
 - Professional Undergraduate Study of Sustainable Agritourism - Rijeka
 - Professional Graduate Study of Winemaking - Poreč

Our employees

On 31.12.2024, the University of Applied Sciences of Rijeka employed 81 employees, of which 57 were teaching staff, 24 were employees in professional services and 60 were external associates.

Staff of the University of Rijeka as of 31.12.2024.

Where	Overall	External associates	Employment		
			Total	Employees at the expense of the Ministry of Science, Education and Sports	Own resources
Scientific and teaching positions	8	8	0	0	0
Teachers	79	27	52	50	2
Associates (Assistants, Senior Assistants)	26	21	5	5	0
Total teaching staff	113	56	57	55	2
Total non-teaching staff	28	4	24	24	0
<u>Overall</u>	141	60	81	79	2

In the structure of its own teaching staff, 50% are teachers who have the highest teaching titles (college professors and college professors with tenure). This is the result of continuous investment in employees and their scientific and professional development.

Teaching staff of the University of Rijeka on 31.12.2024.

Teachers	Overall	Employees	External associates
Scientific and teaching positions	8	0	8
Full Professor	3	0	3
Associate Professor	3	0	3
Associate Professor	2	0	2
Teaching positions	79	52	27
College Professors with Tenure	17	12	5
College Professors	16	14	2
Senior lecturer	22	15	7
Lecturer	24	11	13
Assistants	25	5	20
Senior Assistant	1	0	1
Overall	113	57	56

Space and equipment

The University of Applied Sciences of Rijeka performs its higher education activities for the most part at the location in Rijeka, Vukovarska Street 58, while the Dean's Office with part of the supporting services is located in Trpimirova Street No. 2/5.

The Professional Undergraduate Studies of Winemaking and Mediterranean Agriculture and the Professional Graduate Study of Winemaking are carried out in Poreč at Carla Huguesa 6, while the Professional Undergraduate Study of Entrepreneurship is also carried out in Pazin, at the address 154. brigade Hrvatske vojske 7.

A total of 4,947 m² of usable area is available at all locations, of which 2,437 m² or 2.1 m² per student is intended for direct teaching activities.

For all locations, the University of Applied Sciences has signed contracts on the lease/use of space, and certainly one of the important goals in the future strategic period is to solve the issue of its own space. Important activities have already been initiated to enable the realization of this goal.

VISION

To be a leading partner to students in their personal and professional development through cooperation with the economy and the community to create sustainable and socially responsible innovations.

MISSION

We educate our students so that they become top experts in the labour market recognizable for their excellence.

We create a supportive corporate culture where students and employees come first.

We are responsibly focused on excellence in education, scientific, professional and research work and cooperation with the economy; we actively contribute to the sustainable and innovative development of the local community.

VALUES

Our key values are:

- *Caring for students*

Our students always feel welcome and highly valued. They are our primary focus and we are continuously working to support them through constant questioning of future and relevant competencies that we need to provide them with in order to complete our study programmes. We also give them active and concrete support during their studies through a unique mentoring system, as well as connecting them with potential employers, enabling the acquisition of generic skills, encouraging them to gain international, research and project experience and various other activities.

- *Responsibility*

We are responsible and credible towards students and business partners, we are an attentive employer that cares about our employees, we support social science and we are committed to preserving the environment.

- *Pride*

We are proud of our students and alumni and of being part of the large family of the University of Rijeka in which all stakeholders have their own value and purpose.

- *Differentiation*

The University of Rijeka nurtures its own identity through clearly profiled, practically oriented study programmes and close cooperation with the economy. We are distinguished by an approach that combines academic quality, expertise and the immediate application of knowledge, creating recognition at the regional and national level. In the future, additional focus will be on creating new learning formats for new generations of adults with advanced technologies, quick responses to the needs of the economy, new professions and flexibly organized programmes and modules.

- *Excellence*

We strive for high quality in all areas of activity – education, professional work and organizational development – by continuously improving our standards and practices.

- *Proactivity*

We take a proactive approach to challenges, constantly looking for opportunities for improvement and innovation. We act anticipatory – in education, cooperation with external partners and within the organization – to stay one step ahead of changes in society, technology and the labour market.

- *Openness*

We are committed to transparency, equity and accessibility in education, creating an inclusive and supportive environment for all.

- *Humanity*

We act in the interest of the wider community, promoting inclusion, sustainability, ethics and civic awareness, with a particular focus on the well-being of students and employees.

- *Digital*

Digital transformation is the foundation of our development. By continuously investing in digital tools, infrastructure and the development of student and teacher competencies, we promote modern learning methods, including hybrid and online teaching, and ensure transparency in process management.

- *Dedication*

We work with dedication in the interest of students, colleagues and the community. We approach everyday tasks in a responsible way, conscientiously and with enthusiasm, creating a stimulating and reliable work and educational environment.

- *Green and sustainable*

Sustainable development is the foundation of our strategic direction. We respect a long-term perspective in all segments of our activities – from education to management – and act responsibly towards future generations, the community and the environment.

SWOT ANALYSIS OF THE UNIVERSITY OF APPLIED SCIENCES OF RIJEKA

POWER (S)

- Recognizability and uniqueness of the majority of study programmes focused on practical application and needs of the labour market
- High score of student satisfaction with the quality of teaching and study programmes
- Multidisciplinary with opportunities for the development of interdisciplinary programmes and micro-credentials
- Implemented a unique system of mentoring students during their studies
- Active international mobility of teachers and students
- Developed relations with the economy and alumni (more than 60 partner entities and more than 130 signed contracts with business entities for professional practice) and very intensive activities within the Career Center, which provide a direct connection with the labor market
- Continuous investment in equipment, digital tools and laboratories
- Active Office for the Enhancement of Teaching Competencies
- A high level of social responsibility and involvement in the local community
- Our own publishing activity and indexed *Proceedings of the University of Applied Sciences*
- Quality certificates and a developed institutional culture of quality
- The involvement of a large number of experts from practice in the teaching process (external associates and guest lecturers) and a significant share of practical classes in the student study workload and field teaching
- Several locations where the University of Applied Sciences performs its activities, which enables accessibility to individual study programmes of the University of Applied Sciences, increases regional coverage and ensures cooperation with local partners from practice

CONS (W)

- Lack of own space, which limits flexibility and access to EU funds for infrastructure projects
- Difficulties in employing teachers in the STEM field due to the lack of staff in the labour market
- Insufficient differentiation of part of the programme and slower dynamics of revisions of some curricula
- Limited opportunities to reward employees within the public sector system, which can reduce their motivation
- Decline in the number of enrolled students, especially in the status of part-time students
- Most of the employees are 40 years old and older
- Untapped potentials of internal interdepartmental and external inter-institutional cooperation
- There is still insufficient public perception of professional studies
- Difficult employment of highly competent employees in the IT support service

OPPORTUNITIES (O)

- The growing need for professional staff with quickly applicable knowledge in the labour market
- Digital transformation of education and opportunities for hybrid/online forms of study
- Development of short and flexible educational programmes (short studies, micro-credentials, lifelong learning) especially in the part of application of new technologies in various professional fields
- Availability of EU funds for research, development, innovation, education, internationalisation and competence development
- Cooperation with local self-government units and the economy (e.g. joint programmes and teaching bases) with the aim of providing students with practical experience and connecting them with the labour market
- Strengthening partnerships with international institutions in student exchange.
- Attracting foreign students (from the region and the diaspora), with linguistic and cultural closeness
- Strengthening the brand through digital marketing and targeted content
- Development of our own innovations in cooperation with students
- Green and sustainable initiatives as part of strategic positioning (e.g. eco-certificates, curricula containing competencies from various aspects of green and sustainable)
- Participation in European networks of higher education institutions and joint programmes
- Providing our own spatial solution in cooperation with the competent Ministry
- Cooperation with large business organizations (250 or more employees) on continuous education of their employees
- Strengthening the brand of the institution in the surrounding area
- Development of a CRM system that enables efficient personalized communication with users (e.g. mobile application for students)

THREATS (T)

- Insufficiently technologically and innovatively competitive regional/national economy based on the provision of low-level knowledge and technological development services
- Negative demographic trends and the emigration of young people lead to a decrease in the base of potential students
- Growing competition from other public and private higher education institutions, including universities introducing traineeships.
- The obsolescence of technology and the rise in equipment prices reduce the possibility for continuous modernisation of infrastructure, while the resources to invest in technology are limited
- The perception of professional studies as less valuable, despite the improvement of legal regulations
- Instability of renting space (dependence on the will of the landlord and costs)

- Economic changes and increases in the cost of living that affect enrollment motivation
- Global geopolitical instabilities and potential disruptions in mobility and international cooperation

CONNECTION OF THE STRATEGY OF THE UNIVERSITY OF APPLIED SCIENCES OF RIJEKA WITH KEY REGIONAL, NATIONAL AND EUROPEAN STRATEGIC DOCUMENTS

The Strategy of the University of Rijeka for the period 2025 – 2029 is aligned with the basic guidelines for the development of higher education and research and innovation activities in the Republic of Croatia and the European Union.

Development Plan of Primorje-Gorski Kotar County for the period 2022-2027

The Strategy of the University of Applied Sciences is fully aligned with the Development Plan of the Primorje-Gorski Kotar County for the period 2022-2027 through:

- Priority 4. Educated residents with competencies and skills for the jobs of the future, specific objectives:
 - 4.1. Development of a modern education system adapted to societal challenges
 - 4.2. Competitive higher education institutions linked to the needs of the regional economy
 - 4.3. Contemporary regional concept of upskilling, reskilling and lifelong learning

National Development Strategy of the Republic of Croatia until 2030 (Official Gazette 13/21)

The Strategy of the University of Applied Sciences directly contributes to the goals of the National Development Strategy, especially in the field of:

- *Education and the labour market*, through the modernisation of study programmes, encouraging lifelong learning, digitalisation and strengthening students' competencies for the labour market.
- *Innovation, digital transition and competitive economy*, through strengthening applied research and cooperation with the economy.
- *Demographic revitalization and retention of young people*, through the development of attractive and flexible educational models that enable better employability and connection with the community.

[Recovery and Resilience Plan of the Republic of Croatia \(2021-2026\)](#) (NN 78/21)

The strategic goals of the University of Applied Sciences support the reform goals and investment priorities of this plan, especially through:

- *Digital transition* (investment in digital tools, hybrid and online education),
- *Modernisation of higher education* and adaptation to the labour market,
- *Development of micro-credentials* and short programmes, in line with lifelong learning needs.

[National Plan for the Development of the Education System for the Period until 2027](#)

The Strategy of the University of Applied Sciences is in accordance with the goals arising from this National Plan, which relate to higher education:

- Continuous strengthening of the quality and relevance of study programmes,
- Fostering innovative forms of teaching and assessment, with a particular focus on strengthening teachers' competencies for teaching in the digital environment,
- Development of an institutional quality culture and an internal quality assurance system that enables the monitoring of all relevant indicators,
- Further development of internationalisation with a special focus on increasing the recognition rate of ECTS credits and increasing the number of courses taught in foreign languages.

European Higher Education Area (EHEA) and European Research Area (ERA)

The University of Applied Sciences actively implements the goals of the Bologna Process and participates in the construction of EHEA and ERA through:

- Mobility of students and teachers (Erasmus+, CEEPUS),
- Development of joint studies and courses (programmes) in English,
- Open science, transparency and ethics in research,
- Strengthening digital competencies and internationalisation of curricula.

[European Green Deal](#)

Through the values of *"green and sustainable"* and strategic goals that include green transition, energy-efficient infrastructure and sustainable education, the University of Applied Sciences contributes to the creation of educational and social models aimed at a sustainable future.

European Skills Agenda

Through the development of digital skills, fostering lifelong learning, micro-credentials and cooperation with employers, the Strategy responds to the European need to develop adaptive and transferable skills for the 21st century.

Digital Education Action Plan (2021/2027)

The University of Applied Sciences is actively working on its digital transformation through the inclusion of digital competencies in curricula, the implementation of hybrid and flexible learning models, the inclusion of digital technologies in scientific and professional research, the development of micro-credentials in digital competencies and inclusion in European projects.

STRATEGIC GOALS AND SUB-OBJECTIVES OF THE UNIVERSITY OF APPLIED SCIENCES OF RIJEKA

Objective 1: Quality of Education

Description of the goal:

To increase the quality, relevance and accessibility of our study programmes through modern teaching methods, the development of study programmes aligned with the needs of the labour market, the encouragement of lifelong learning and continuous work on improving the quality and application of digital solutions in education.

Sub-objectives:

1. Continuous improvement of the teaching process and teaching methodology, including digital tools and interactive approaches.
2. Development of new and improvement of the existing study programmes with a constant focus on ensuring a high level of quality, with special emphasis on strengthening cooperation with partners from the real sector, incorporating online and hybrid models and encouraging interdisciplinary cooperation between polytechnic departments through joint courses and other modalities.
3. Further improvement of student standards and student support systems and their active involvement in the processes of quality assurance of the teaching process, especially including their active engagement in the evaluation of teaching and the revision of study programmes.
4. Development of digital educational resources and strengthening the digital competencies of teachers and students.

5. Development of a sustainable lifelong learning system according to the needs of the economy and the wider community by introducing modular educational units and flexible study pathways for working-age students and students from vulnerable groups.

Objective 2: Strengthen Research and Development

Description of the goal:

Strengthening professional and scientific research activities through the development of research capacities, digitization of processes, application of quality standards and increasing cooperation with the economy.

Sub-objectives:

1. Increasing the number and quality of scientific research and professional papers and projects.
2. Encouraging the research work of teachers and students, especially in the field of applied research through professional projects in cooperation with the economy and the wider social community, with the provision of digital support (databases, etc.).
3. Organization of professional and scientific conferences, round tables and workshops.
4. Development of a database of applied research topics in cooperation with external stakeholders.
5. Development of innovations that seek to provide new revenues that will ensure the long-term sustainability of the University of Applied Sciences.

Objective 3: Expansion of Partnerships, Internationalisation and Projects

Description of the goal:

To improve domestic and international visibility and competitiveness through digitalisation of support, domestic and international projects and the development of joint programmes with domestic and international institutions, thus providing access to new ideas, practices, resources and markets.

Sub-objectives:

1. Increasing the number of domestic and international partnerships (Erasmus+, CEEPUS, etc.) by further exploiting the possibilities of digital networking and online cooperation.
2. Introduction of courses/study programmes in English, including online delivery.
3. Strengthening institutional capacities for the realization of incoming and outgoing international mobilities and the creation of joint study programmes.
4. Encouraging employees to apply for domestic and international scientific and professional projects through a reward system, educating and providing administrative support in project applications.
5. Activation of the alumni network for the promotion of polytechnic study programmes and the development of other modalities of cooperation.

Objective 4: Resource Development (human, spatial, financial)

Description of the goal:

To ensure the acquisition and sustainable development of human, spatial, financial and information resources based on the principles of efficiency, transparency and quality, and to enable a high level of institutional excellence and flexibility, while encouraging innovation and supporting teachers, students and employees.

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Sub-objectives:

1. Development of employees through professional development programmes, taking into account the improvement of skills and innovations in teaching, more efficient management and administration, and opportunities for acquiring new digital and sustainable competencies.
2. Ensuring sustainable institutional financing.
3. Improvement of IT infrastructure and cyber security that will enable fast, secure and flexible use of digital resources, primarily focused on the digitalisation of administrative and teaching processes for simpler and more efficient administration, data protection and employee training.
4. Providing new and/or modernisation/equipping of (existing) space taking into account the principles of energy efficiency and digital equipment.

5. Development and implementation of specific measures to attract foreign and domestic students.

Objective 5: Quality Assurance System

Description of the goal:

Furthermore, to strengthen and improve an efficient, transparent and sustainable quality assurance system that will enable continuous improvement of all activities of the University of Applied Sciences, in accordance with national and European standards, and to encourage the development of a quality culture among all stakeholders.

Sub-objectives:

1. Continuous improvement of internal quality assurance and improvement processes in accordance with applicable quality standards in higher education.
2. Strengthening the role of all stakeholders in the quality assurance system.
3. Systematic monitoring and evaluation of key aspects of the educational process, ensuring feedback analysis and implementation of corrective measures.
4. Linking the quality assurance system with institutional management (integrate the quality assurance system with strategic planning and reporting processes).
5. Promoting a culture of quality and transparency.

Goal 6: Active Social Impact and Community Engagement

Description of the goal:

To increase the social impact of the University of Rijeka through systematic forms of engagement with the local community, the economy and the civil society sector and other relevant stakeholders.

Sub-objectives

1. Development of volunteer and socially useful projects with involved students and teachers (e.g. digital support for vulnerable groups, socially useful student projects, green initiatives, etc.).
2. Organizing a series of events "doors open days of science and profession" for citizens and high school pupils (e.g. workshops on the use of artificial intelligence,

demonstrations of digital tools, traffic safety education for target groups, promotion of sustainable business practices, digital ethics issues, etc.).

3. Development of collaborative projects with secondary schools, local institutions and other relevant stakeholders with the aim of popularizing science and profession.

STRATEGIC OBJECTIVES AND BASIC PERFORMANCE INDICATORS

In monitoring the implementation of the proposed strategic goals, annual Action Plans will be adopted, which will precisely state the key indicators, responsibilities and deadlines.

Below are the basic indicators of the success of the implementation of strategic goals, which will be adapted to the planned annual implementation through the Action Plans.

Objective 1: Quality of Education

Area	Performance indicators
Teaching and Methodology	Number of teachers involved in training on modern teaching methods. Number of new teaching formats implemented (e.g. hybrid, online, project-based learning).
Study Programmes	Number of revised and improved courses/programmes per year. Examples of interdepartmental cooperation.
New Programmes	Number of new study programmes introduced (including online and hybrid).
Student Standard	Student satisfaction with teaching and institutional support (surveys, interviews, focus groups).
Digital Resources	Number of developed e-educational content. Number of digital tools used in teaching.
Lifelong Learning	Number of new study programmes. Number of participants per year.

Objective 2: Strengthen Research and Development

Area	Performance indicators
Publications	Number of scientific and professional papers per teacher. Number of papers published in relevant databases. Impact factor of the <i>Proceedings of the University of Rijeka</i> .
Projects	Submitted research and professional projects. Approved research and professional projects.
Involvement	Number of teachers and students involved in research activities. Number of final/graduate theses based on research from practice.
Digital Support	Number of databases and other digital research tools available.
Promotion of Research	Number of professional and scientific conferences, workshops, round tables held.
Cooperation	Number and type of collaborations with external research stakeholders.

Objective 3: Expansion of Partnerships, Internationalisation and Projects

Area	Performance indicators
Partnerships	Number of new domestic and international cooperation agreements.
Mobility	Number of incoming and outgoing student and teacher mobilities.
Programmes in English	Number of courses in English. Number of programmes in English.
Joint Programmes	Number of joint and joint study programmes with domestic and international institutions.
Project Activities	Number of domestic and international projects applied and financed.
Visibility	Number of joint activities with partners (events,

	workshops, announcements). Number of alumni involved in promotion and other polytechnic processes.
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Objective 4: Development of Resources

Area	Performance indicators
Personnel Development	Number of employees in professional training per year. Number of trainings in digital and sustainable competencies.
Digitalisation and IT Infrastructure	Digitized administrative and teaching processes. Number of new IT security measures and equipment procured.
Marketing Activities	The number and type of activities aimed at attracting domestic and foreign students.
The Space	Area of new or modernized space in m2
Equipment	Number of lecture halls equipped with modern digital technologies.

Objective 5: Quality Assurance System

Area	Performance indicators
Documentation	Number of updated and implemented quality system documents.
Evaluations	Number of internal evaluations carried out and reports produced.
Stakeholder Involvement	Number of stakeholders involved in evaluations (students, alumni, employers, associates).
Corrective Actions	Number of corrective actions based on data analysis.
Governance	Number of decisions and reports based on the quality system.
Transparency	Number of publicly available quality reports and disclosures.
Education	Number of employees and students involved in quality training.
Satisfaction and Employability	Results of student and employee satisfaction

	surveys. Results of the mentoring system. Annual reports on the employability of graduates. Reports of the Career Center.
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Goal 6: Active Social Impact and Community Engagement

Area	Performance indicators
Volunteer Projects	Number of implemented socially useful projects. Number of students and teachers involved. Number of civil society partners.
Open Science and Profession Cooperation with Stakeholders Green Initiatives	Number of events organized for the community. Number of participants. Number of events targeting vulnerable groups.
Visibility	Number of posts and appearances in the media and social networks.