

Accredited University of Applied Sciences Baltazar Zaprešić
Zaprešić

Strategic Development Plan 2021 – 2026
of the
Accredited University of Applied Sciences Baltazar Zaprešić

Zaprešić, November 2020

The following expert working group appointed by the Decision of the Dean, coll. prof. Ivan Ružić, PhD (Registration number: 189-01/2020 of 14 July 2020) participated in the preparation of the Strategic Development Plan of the Accredited University¹ of Applied Sciences Baltazar Zaprrešić (hereinafter: the University) for the period from 2021 to 2026:

- Antal Balog, PhD, head of the working group
- Ivana Lacković, univ. spec. oec., member
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- Suzana Herman, mag. oec, member
- Dubravka Maras, M.Sc., member
- Matej Galić, PhD, member.

All employees of the University participated in the public e-consultation on the Strategic Development Plan of the University for the period 2021–2026, which was held 1 - 10 November 2020. Based on the conducted e-consultation, the working group refined the initial draft of the Strategy and submitted it for discussion at the session of the Governing Council.

The Strategic Development Plan of the University for the period 2021–2026 was adopted at the xx session of the Governing Council, held on xx.xx.2020 (reference number: xxxxxx, dated xx November 2020).

The strategy and strategic development goals of the University for the period 2021–2026 have been harmonized with the following documents:

- (1) The Strategy of Education, Science, and Technology of the Republic of Croatia²
- (2) Standards and guidelines for quality assurance in the European Higher Education Area (ESG)³
- (3) Standards for evaluating the quality of universities of applied sciences and colleges in the reaccreditation process of higher education institutions, Agency for Science and Higher Education, Zagreb⁴
- (4) The Croatian Qualifications Framework⁵
- (5) The Expert Panel Report on the reaccreditation of the Accredited University of Applied Sciences Baltazar Zaprrešić, January 2020
- (6) The opinion of the Accreditation Council in the reaccreditation process of the Accredited University of Applied Sciences Baltazar Zaprrešić, dated 30 April 2020

¹ In this document, all job positions, duties, and functions written in the masculine form equally apply to both genders, and the use of the masculine form does not constitute gender nor sex discrimination.

² Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). Official Gazette 124/2014. Available at <http://www.propisi.hr/print.php?id=13299>, accessed on 17 July 2020.

³ Standards and Guidelines for Quality Assurance in the European Higher Education Area (ESG). Available at https://enqa.eu/indirme/esg/ESG%20in%20Croatian_by%20ASHE.pdf, accessed on 17 July 2020.

⁴ Standards for Evaluating the Quality of the Universities of Applied Sciences and Colleges in the Reaccreditation Process of Higher Education Institutions. Available at https://www.azvo.hr/images/stories/novosti/Standardi_za_veleu%C4%8Dili%C5%A1ta_i_visoke_%C5%A1kole.pdf, accessed on 17 July 2020.

⁵ Croatian Qualifications Framework. Available at <http://www.kvalifikacije.hr/hr/node/4>, accessed on 17 July 2020.

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1. Basic information about the University and its organization

The Accredited University of Applied Sciences Baltazar Zaprëšić, based in Zaprëšić, commenced its academic activities in the academic year 2001/2002 under the name Accredited College of Business and Management “Baltazar Adam Krčelić” Zaprëšić. The University was officially registered under its current name in the Court Register of the Ministry of Justice of the Republic of Croatia on 11 April 2014.

The founder of the University is the City of Zaprëšić, located at Trg Źrtava fašizma 1. The University's seat and address is in Vladimira Novaka Street 23, Zaprëšić. The University's registration number is 080394131, and its OIB (personal identification number) is 70921936463.

According to the Statute of the University of Applied Sciences Baltazar Zaprëšić, the governing bodies of the University include: the Governing Council, the Dean, the Academic Council, the Management Board, and other expert and advisory bodies, whose establishment, composition, and responsibilities are regulated by the Statute and/or other general acts of the University.

The University is managed by the Governing Council, which ensures legality in operations, oversees the execution of activities, supervises the implementation of decisions made by the Academic Council, ensures the rational use of material, human, and other resources, and carries out other tasks within its jurisdiction in accordance with the laws of the Republic of Croatia and the general acts of the University.

The Dean is the head of the University, representing and managing its operations and activities.

Decisions regarding professional, scientific, and educational matters are made by the Academic Council of the University.

The Management Board is a supportive and executive body of the Dean, participating in the preparation, adoption, and implementation of business and managerial decisions.

Registered activities of the University:

- Organization and delivery of undergraduate professional study programs in accordance with the law, the Statute, and relevant accreditations.
- Organization and delivery of specialist graduate professional study programs in accordance with the law, the Statute, and relevant accreditations.
- Organization and delivery of various forms of professional training in the field of social sciences within the lifelong learning system.
- Conducting highly specialized professional and scientific research.
- Organizing professional and scientific conferences, symposiums, round tables, seminars, and other academic events.
- Publishing and co-publishing books and journals.
- Selling books, journals, scripts, and printed materials for student use.

The University delivers the following study programs:

- Undergraduate professional study program in Business and Management, in the field of social sciences, discipline of economics, with specializations in Business Economics and Finance, Management in Culture and Office Management
- Undergraduate professional study program in Information Technologies, in the field of social sciences, discipline of information and communication sciences
- Specialist graduate professional study program in Financial Management, in the field of social sciences, discipline of economics
- Specialist graduate professional study program in Project Management, in the interdisciplinary field of science, discipline of project management

- Specialist graduate professional study program in Communication Management, in the field of social sciences, discipline of information and communication sciences
- Specialist graduate professional study program in Public Sector Management, in the field of social sciences, discipline of economics
- Specialist graduate professional study program in Innovation Management, in the field of social sciences, discipline of economics.

The University is organized as a unified business, teaching, professional, scientific and research entity aimed at achieving its core objectives.⁶

The internal organization of the University integrates the work of:

- (1) The Office of the Dean
- (2) University departments
- (3) Study programs and specializations
- (4) Chairs
- (5) External organizational units
- (6) The University Secretariat

The Office of the Dean coordinates the work of the Dean, Vice-Deans for relevant areas, assistants to the Dean, the Chief secretary, and the Head of the Office of the Dean.

The following departments operate within the University:

- (1) Department of undergraduate professional studies
- (2) Department of specialist graduate professional studies
- (3) Department of scientific and professional research
- (4) Department of lifelong learning and education
- (5) Department of quality assurance, distance learning, and IT development
- (6) Department of mobility and international cooperation

Study programs function as organizational units within university departments, where teaching, professional, and research activities are conducted:

- (1) Undergraduate professional study programs
 - 1.1. Business and Management, with specializations in:
 - 1.1.1. Business Economics and Finance
 - 1.1.2. Management in Culture
 - 1.1.3. Office Management
 - 1.2. Information Technology
- (2) Specialist graduate professional study programs
 - 2.1. Communication Management
 - 2.2. Public Sector Management
 - 2.3. Financial Management
 - 2.4. Project Management
 - 2.5. Innovation Management.

⁶ Prepared in accordance with Articles 20, 27, 37, 44, and 59 of the Statute of the University Baltazar Zaprëšić, reference number 0009-05/2-1-2014, dated 28 January 2014; Articles 5 to 16 of the Internal Organization Regulation of the University Baltazar, reference number 201-05/8-2018, dated 13 November 2018; and Articles 1, 2, 3, 4, 5, and 6 of the Regulation on Amendments to the Internal Organization Regulation of the University Baltazar Zaprëšić, dated 30 September 2020.

Chairs are academic units that bring together all lecturers and associates involved in teaching courses within their respective disciplines:

- (1) Chair of Finance and Accounting
- (2) Chair of Economics and Quantitative Analysis
- (3) Chair of Marketing and Communications
- (4) Chair of Management and Entrepreneurship
- (5) Chair of Law and General Courses
- (6) Chair of Sociology and Related Disciplines

The University's external units include:

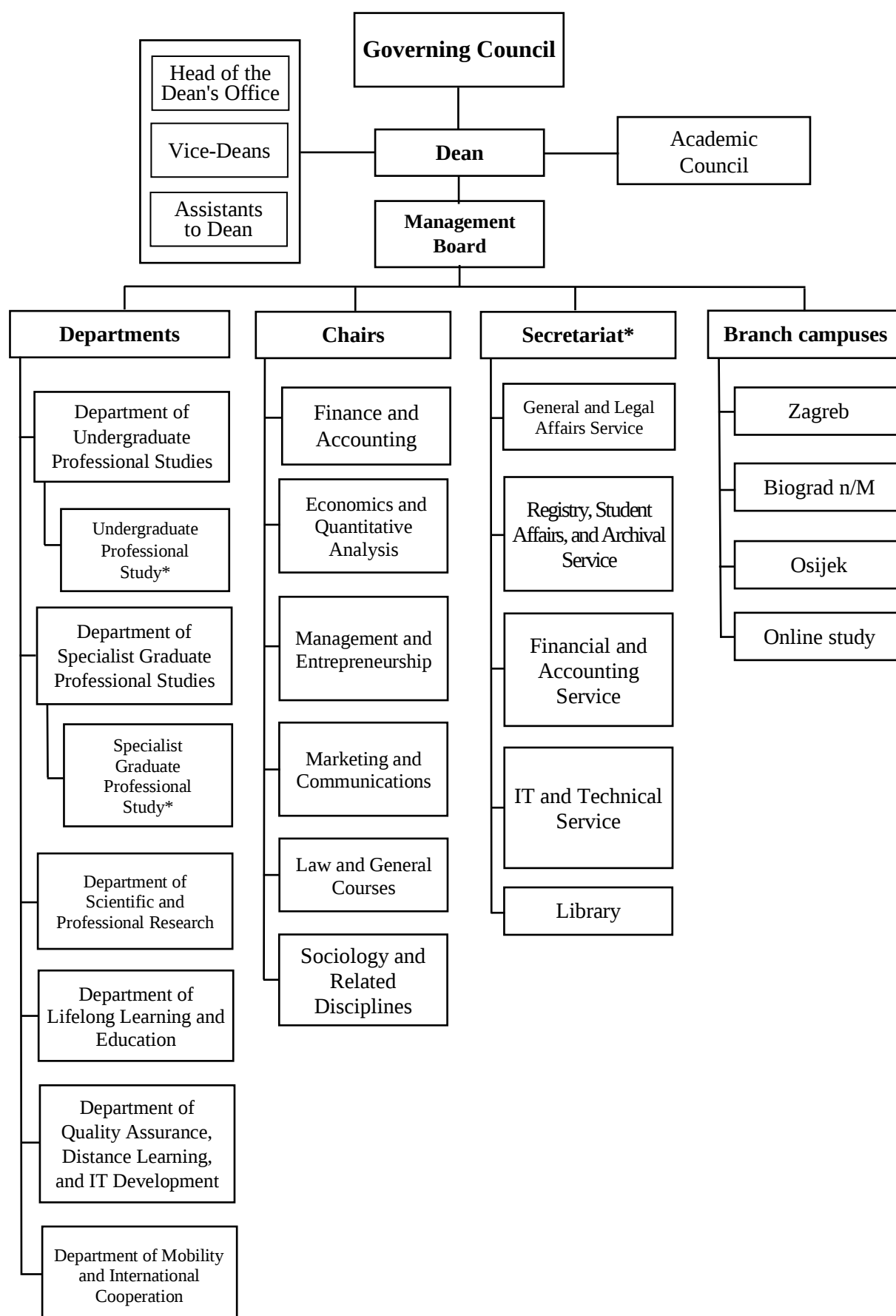
- (1) Branch campus in Zagreb
- (2) Branch campus in Biograd na Moru
- (3) Branch campus in Osijek and
- (4) online study.

The University Secretariat is a common organizational unit that brings together services and staff involved in legal, administrative, human resources, financial and accounting, IT, publishing, administrative-technical, general, and other shared-interest activities. The organizational structure of the University Secretariat is as follows:

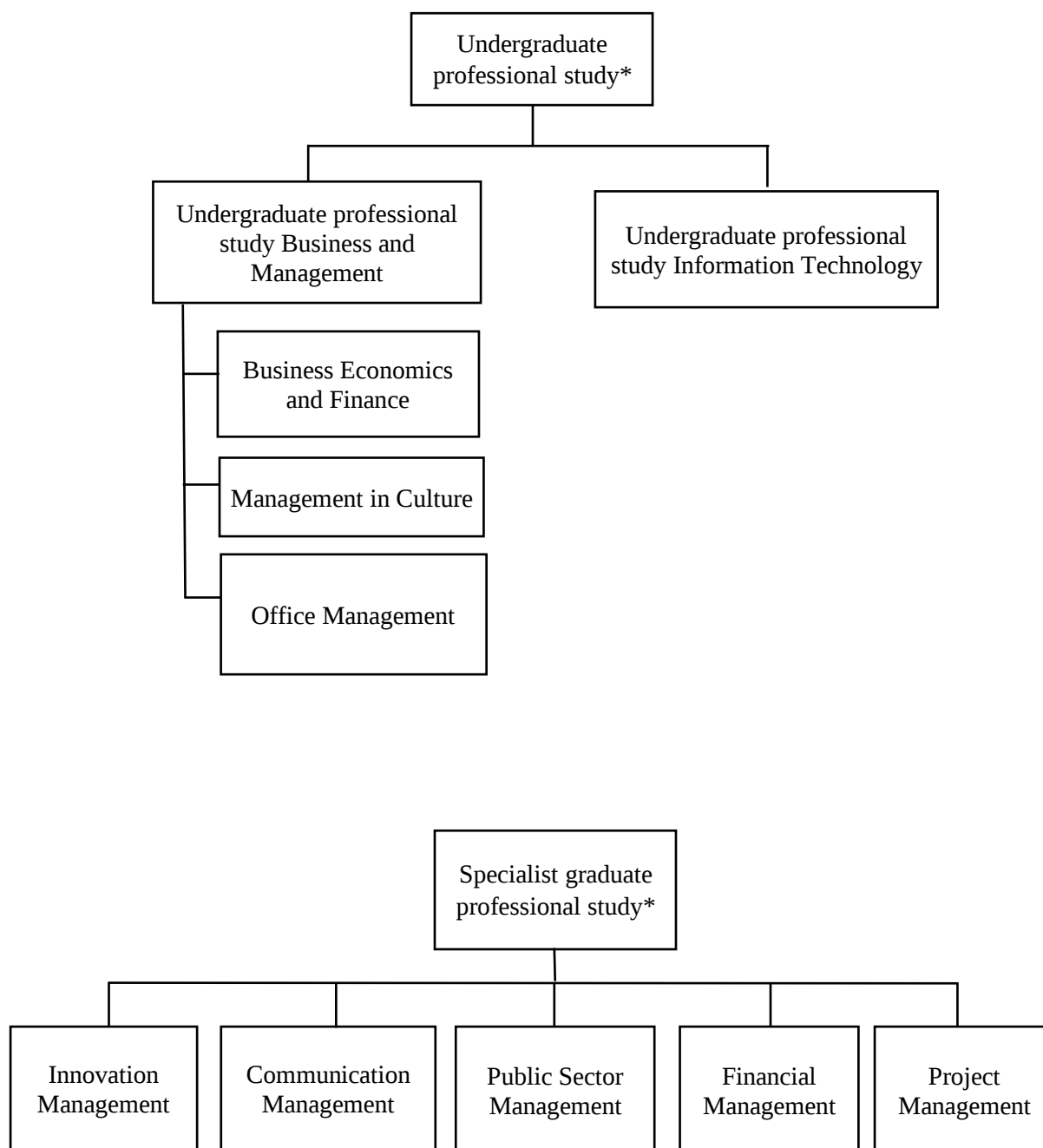
- (1) General and Legal Affairs Service, with the following departments:
 - 1.1. Legal Affairs and HR Department
 - 1.2. Procurement Department
 - 1.3. Digitalization, Occupational Safety, and Public Relations Department
 - 1.4. Projects Department
 - 1.5. Maintenance Department
- (2) Registry, Student Affairs, and Archival Service, with the following departments:
 - 2.1. Registry and Teaching Organization Department
 - 2.2. Student Affairs Department
 - 2.3. Archival Department
- (3) Financial and Accounting Service
- (4) IT and Technical Service
- (5) University Library.

The following section presents the organizational structure of the University.

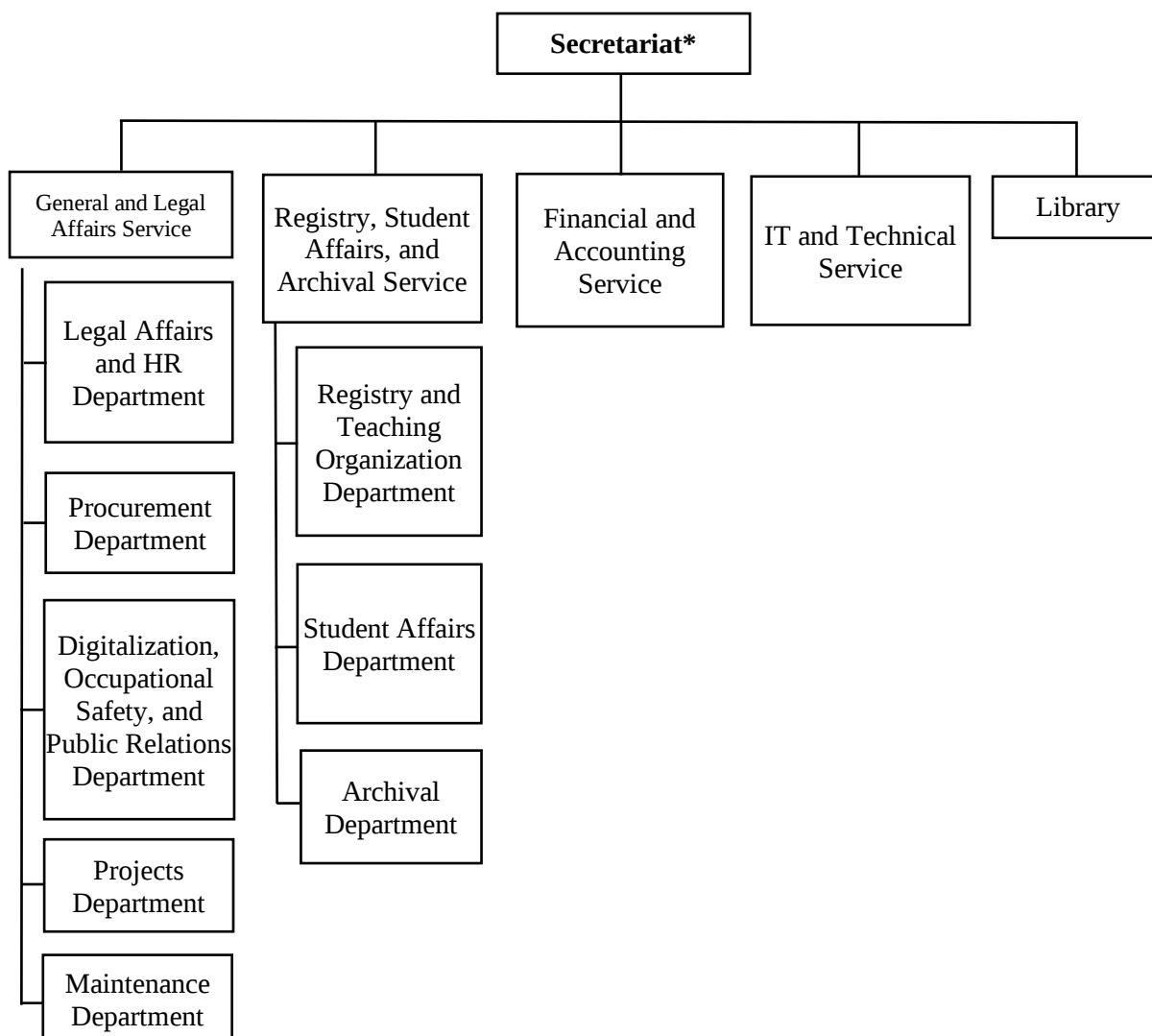
Organizational structure chart of the University Baltazar Zaprëšić



Continuation:



Continuation:



The University Baltazar Zuprešić is located in central Croatia, in close proximity to Zagreb. It has an extensive network of remote study programs, from Dalmatia (in Biograd na Moru), to Slavonia (in Osijek), and in Zagreb.

In addition to its well-developed network of remote study programs, the University also delivers two of its study programs in an online format. This makes the University appealing and accessible to prospective students from all parts of Croatia, as well as those from neighboring countries.

2 . Vision, mission and core organizational values

2.1. Vision statement

The vision of the University of Applied Sciences Baltazar Zuprešić is to become an advanced higher education institution, with recognizable educational programs that empower students for a changing and unpredictable business environment.

2.2. Mission statement

The mission of the University of Applied Sciences Baltazar Zuprešić is to provide quality education and support to students in the development of their careers and to promote new knowledge through market-oriented study programs. In cooperation with the economy, the University enables students to actively participate in the labor market and connects students and the business community. The University encourages the development of creative individuals capable of managing business processes that will contribute to the sustainable development of society as a whole.

2.3. Social responsibility

Through its operations, the University positively impacts its stakeholders, society and the environment.

2.4. Core objectives

- developing a proactive approach in applying theoretical and empirical achievements to improve business processes
- creating an atmosphere of ethics, transparency and responsibility of work in order to achieve long-term sustainable business
- continuously striving for excellence by providing support for personal and professional growth and development of all employees and students of the University

2.5. Fundamental organizational values

The educational and research activities of the University will be based on the following organizational values:

- quality and striving for excellence and comparison with international quality standards and striving for international accreditation
- creativity of students and teachers of the University based on scientific achievements and applied research, as well as on changes and knowledge of modern society, but also of the specific community in which we operate
- freedom of academic expression and creative activity within the framework of civilization and humanities
- autonomy and independence from any influence of politics, religion, ideology and capital
- openness to all changes in the realization of the program and to other ideas, constructive criticism and alternative concepts, through encouraging the creative and innovative potential of the institution and the environment
- openness to cooperation with other Croatian and foreign higher education institutions on joint projects
- high academic quality on the one hand and connection to practice on the other will direct the overall activities of the University and define the management style.

3. Assessment of the environment

The concept and design of the Strategic Development Plan of the University of Applied Sciences Baltazar Zaprëšić from 2021 to 2026 was influenced by, among others, the following factors:

- (1) a continuous demographic crisis in which, according to the Croatian Bureau of Statistics, the Republic of Croatia is losing its population both naturally and mechanically, and the most significant forms of population loss are:
 - (a) depopulation, i.e. the gradual and steady reduction of the total population over the past few decades
 - (b) population ageing, i.e. a decrease in the share of younger age groups in the total population
 - (d) persistent emigration processes from the Republic of Croatia, especially of the working-age population in younger and middle adulthood, who are of reproductive age
 - (c) the demographic depletion of certain geographical areas.
- (2) new business circumstances after the declaration of the COVID-19 epidemics caused by the SARS-CoV-2 virus on 11 March 2020
- (3) earthquakes in the area of Zagreb and the wider Zagreb area during March and April 2020
- (4) the economic and social consequences of the abovementioned factors
- (5) Report of the Expert Committee on the re-accreditation of the University of Applied Sciences Baltazar Zaprëšić from January 2020
- (6) Contents of the letter of expectation of the Ministry of Science and Education of 28 July 2020.

4. Quality policy

The quality policy of the University of Applied Sciences Baltazar Zuprešić was adopted on 1 October 2020. As a public document, it is available to all stakeholders of the University. It contains a permanent commitment and obligation of all employees to respect and improve the quality of all activities of the University.

The quality policy is based on the laws and regulations of the Republic of Croatia, the Bologna Declaration of Higher Education, the Standards and guidelines for quality assurance in the European Higher Education Area (ESG), the criteria for external evaluation of the Agency for Science and Education, examples of good practice and valid normative documents of the University.

The responsibility for the organization and functioning of the quality policy falls under the jurisdiction of the Dean and the Governing Council of the University.

5. SWOT analysis

The University of Applied Sciences Baltazar Zuprešić conducted a survey and made conclusions about its strengths, weaknesses, opportunities and threats. The research was conducted during September 2020 and included stakeholders in the teaching process – all students of the University, employers with whom the University has concluded cooperation agreements and employees of the University.

Based on the results of the survey, a SWOT matrix was created.

Table 1: SWOT matrix

STRENGTHS	WEAKNESSES
• low tuition fee compared to the competition • a professional staff who has theoretical knowledge and practical expertise • availability and approachability of teachers, as well as their adaptability to students in work, and student-centered teaching • technical equipment of the University, use of new technologies and online classes • quality of teaching achieved by applying different teaching methods • recognizability, i.e., the long-standing tradition of the University • operations in several locations (Zagreb, Zuprešić, Biograd na Moru, Osijek) • study programs that meet the needs of the labor market • the ability to self-organize and adapt to crisis circumstances • high proportion of full-time teaching staff • international cooperation and mobility through the Erasmus+ program • contemporary designed facilities, a well-equipped reading room and library • working in small groups and tutoring system • international accreditation (IPMA REG) of the study of Project Management and implementation of IPMA international certification for students • success of students and teachers in various domestic and international projects and competitions • the possibility of professional development of staff and upgrading the teachers' academic and professional career • professional and highly educated non-teaching staff	• poor communication between individual organizational levels • poor visibility and poor promotion of the University in the public with a negative <i>brand</i> identity • disrupted interpersonal relationships and continuous and sudden changes in all business segments with frequent changes in management structures • lack of cooperation with the economy • lack of established and media-recognized experts in the teaching process • high workload of teachers in teaching duties and uneven workload distribution among staff (non-teaching personnel) across various departments and services • the connection between theoretical and applied knowledge is insufficiently emphasized in certain study programs • insufficiently defined mission, vision and objectives of the University • insufficient recognition and rewarding of excellence in the work of employees • insufficient sanctioning of poor-quality work • poor foreign mobility of students • inconsistency of exam criteria among teachers • insufficient education of teaching and non-teaching staff • lack of student placement in some studies • inadaptation of the Infoeduka information system to the needs of the University • insufficiently differentiated range of study programs, which attract mostly the same target groups • shortage of teaching staff from certain areas • lack of a teacher's development policy • insufficient number of teachers in the highest academic ranks

	• great underutilization of the infrastructure capacities of the University • lack of infrastructure facilities for the needs of students (photocopying room, restaurant, kiosk, bakery)
OPPORTUNITIES	THREATS
• online classes in all study programs • growing need for professional studies in relation to university studies • professional development of employees through lifelong learning, the need for specialized courses/seminars • cooperation with the economy • a growing need for IT professionals • a growing need for adult learning • geostrategic position and presence in two different regions of Croatia (at four locations) • opening up to foreign markets • international professional and scientific cooperation and activity of the University • implementation of new study programs (in the field of healthcare, crisis management, gastronomy) • restructuring into a HEI with university study programs • organizing professional thematic lectures • better marketing visibility and activation of <i>web</i> editorship • improvement and development of new lifelong learning programs.	• increasing, market-driven aggressive competition • economic situation • insufficient recognition of students' competencies with employers • a decrease in the number of enrolments due to the COVID-19 crisis • reduced purchasing power of students • lowering the criteria of knowledge • reduced need of the labor market for certain professions • the unequal position of students of private higher education institutions in relation to university students and the uncertain position of professional studies within the CROQF • reduced funds from employers who finance students' tuition fees • strengthening of the competition in the field of online teaching • reduced interest in studying in the field of economics.

The analysis of the SWOT matrix established the main determinants of the development of the University of Applied Sciences, which are defined by the internal and external factors.

The most important **strengths** of the University of Applied Sciences are student-centered teaching, teaching staff with a high number of experts from the real sector, information and communication infrastructure of the University, modern technology, online teaching and modern teaching methods. In addition, the University gains a competitive advantage with low tuition fees and presence at four locations in Croatia.

The analysis established that the most significant **weaknesses** of the University of Applied Sciences are the constant changes of management and impaired interpersonal relations among employees, poor cooperation with the economy and the absence of project activities of the University. In addition, the key weakness of the University is the lack of the developmental policy in all operational segments and the focus on short-term goals instead of defining and implementing strategically important and long-term goals.

Significant **opportunities** arise from the external factors, such as an increase in demand for online studies, opening up to foreign markets, launching new study programs in the field of gastronomy, healthcare and innovation.

Along with the opportunities, **threats** come from the external factors, such as the deteriorating demographic situation in Croatia and the reduction of the student population, global crises such as the current pandemic, the uncertainty of the position of professional studies in the Croatian Qualifications Framework and the strengthening of the competition in the field of professional studies.

By identifying the most significant factors of strengths, weaknesses, opportunities and threats, the University of Applied Sciences develops a strategy for utilizing strengths to capitalize on opportunities and overcome threats, as well as minimizing and eliminating weaknesses, with the TOWS matrix being defined.⁷

Table 2: TOWS matrix

	STRENGTHS	WEAKNESSES
	• student-centered teaching • industry experts • modern teaching methods • online classes • low tuition fees.	• frequent changes in leadership and poor interpersonal relationships • poor cooperation with the economy • lack of long-term developmental policy.
OPPORTUNITIES • an increase in demand for online study • an increase in demand from the field of gastronomy, healthcare and crisis management.	Maxi-maxi strategy • implementation of online studies in all study programs • development of new study programs with emphasis on teachers' competencies in teaching methods.	Mini-maxi strategy • by forming a stable management and focusing on continuous development, the University can focus on the development of new studies and projects • by defining a long-term development policy, the University can increase the quality of its operations.
THREATS • poor demographic situation • global crises • the status of the professional studies within the CROQF • strengthening of the competition.	Maxi-mini strategy • to gain a competitive advantage of lower tuition fees and strengthen the online studies • to attract students by student-centered teaching and modern teaching methods.	Mini-mini strategy • focusing on the development of quality and continuous pursuit of excellence will contribute to a firmer positioning in the market and seizing competitive advantages • it is necessary to define a stable and sustainable Management Board to strengthen the quality.

⁷ Weihrich, H. (1993), Daimler-Benz's move towards the next century with the TOWS Matrix, *European Business Review*, (93), 1: 4–11.

6. General strategic development goals of the University of Applied Sciences 2021 – 2026

The starting point of the general development orientation of the University of Applied Sciences Baltazar Zaprešić is in the vision, mission and fundamental organizational values. Furthermore, the strategy and strategic development goals are harmonized with the following documents: (1) Strategy for Education, Science and Technology, (2) Standards and guidelines for quality assurance in the European Higher Education Area (ESG).

Table 3. General and specific strategic goals

No.	General strategic goals	Specific strategic objectives
1.	Management, leadership and organization	1.1. Continuously evaluate the organizational structure 1.2. Ensure a successful management and leadership system 1.3. Establish efficient operations of the University 1.4. Build the institutional identity of the University.
2.	Quality management system	2.1. Revise and improve existing documents and procedures for monitoring and developing the quality of all areas of the University's operations 2.2. Improve quality system monitoring mechanisms 2.3. Improve the competencies of the quality management system holders 2.4. Develop an institutional culture of quality.
3.	Study programs	3.1. Establish frameworks and guidelines for the systematic monitoring of the study programs' quality 3.2. Continuously evaluate and improve the quality of study programs 3.3. Improve existing study programs 3.4. Establish new study programs 3.5. Foster cooperation with the University's stakeholders in valorization, planning, organizing, and delivering study programs.
4.	Teaching process and student support	4.1. Foster teachers' professional development 4.2. Improve the quality of teaching content 4.3. Improve the work of mentors and tutors 4.4. Improve the system of rewarding and recognizing top students 4.5. Strengthen the cooperation with former students (Alumni Club "Baltazar") 4.6. Improve the work of the Career Center.
5.	Teaching and institutional capacities	5.1. Improve the material conditions necessary for teaching – equipment and space 5.2. Strengthen human resources 5.3. Continuously upgrade the library fund and library operations 5.4. Improve publishing activities.
6.	Professional and scientific activity	6.1. Organize the implementation of new lifelong learning and education programs

		6.2. Initiate the publication of a scientific and professional e-journal 6.3. Strengthen support for the professional and scientific activities of teachers and students 6.4. Organize professional and scientific conferences.
7.	Social role of the University	7.1. Inform the public about the University's operations and achievements 7.2. Continuously develop cooperation with the stakeholders from the economy and the local community 7.3. Organize public events (panels, round tables, public lectures, etc.).
8.	International cooperation and internationalization of the University	8.1. Increase the inbound and outbound mobility of students, teachers and non-teaching staff 8.2. Increase activities within international projects 8.3. Deliver instruction in English 8.4. Establish, maintain and enhance strategic partnerships with educational institutions abroad.
9.	Long-term sustainable and financially stable operations of the University	9.1. Preserve the liquidity of the University 9.2. Operate in a long-term sustainable manner.

The Management Board of the University will consider and accept the annual reports on the operational achievement of the goals, tasks and implementation activities specified in the University's Strategy.

6.1. Strategic goal – Management, leadership and organization

In order to ensure sustainable operations, it is necessary to continuously improve the functions of management, leadership and operational organization of the University. Their development, in line with the conditions of the immediate and broader environment as well as current social and economic challenges, ensures the achievement of the University's other strategic goals.

The specific objectives related to the development of management, leadership and operational organization of the University of Applied Sciences are as follows:

- Specific objective 1.1. Continuously evaluate the organizational structure
- Specific objective 1.2. Ensure a successful management and leadership system
- Specific objective 1.3. Establish efficient operations of the University
- Specific objective 1.4. Build the institutional identity of the University

Specific objective 1.1. Continuously evaluate the organizational structure

Key indicator 1	Annual inventory and evaluation of the effectiveness of existing general acts
Expected outcome	A quality starting point for improving the quality of general acts
Holders	Governing Council, Dean, Academic Council, Chief secretary, heads of departments

Impact indicator	Number of internal evaluations of the effectiveness of general acts
Monitoring mechanism	Conclusions and minutes of the competent authorities' meetings

Key indicator 2	Preparation of annual reports of the University of Applied Sciences and reports of its organizational units
Expected outcome	Effective comparison of achieved and planned work results
Holders	Dean, Academic Council, heads of departments, heads of studies, heads of professional services and others
Impact indicator	Differences between planned and realized operational objectives
Monitoring mechanism	Individual reports of the University's organizational units according to the specified format

Key indicator 3	Evaluation of existing business procedures and processes
Expected outcome	A quality starting point for improving the quality of existing business procedures and processes
Holders	Dean, Academic Council, Chief secretary, heads of departments
Impact indicator	Number of improved procedures
Monitoring mechanism	Conclusions and minutes of the competent authorities' meetings

Specific objective 1.2. Ensure a successful management and leadership system

Key indicator 1	Annual plans of the University's organizational units
Expected outcome	More efficient planning and coordination of the operational implementation of the University's strategic objectives
Holders	Governing Council, Dean, Academic Council, heads of departments, heads of professional services, heads of studies, heads of chairs
Impact indicator	Individual plans prepared according to the specified format
Monitoring mechanism	Annual plans of organizational units and the University's annual plan

Key indicator 2	Internal and external harmonization of general normative acts and drafting of new general normative acts ⁸
Expected outcome	Improved mutual harmonization of general normative acts of the University and their harmonization with laws and other regulations of the Republic of Croatia

⁸ Ordinance on Office Operations. Plan of classification and numerical codes of creators and recipients of acts for 2021. Ordinance on Testing for Drugs, Alcohol and Other Addictive Substances at the Workplace. Unique PowerPoint presentation form. Form of records of attendance of classes. Quality Policy. Manual for Ensuring and Improving the Quality of the University's Operations. Ordinance on the Security Policy of Information Systems. (Recommendation: place on the website the Instruction of the Ministry of Science and Education for Scientists when going abroad). Rules of Procedure of the Academic Council. Procedure for recording and archiving contracts. Procedure for business trips. Cash register procedure, etc.

Holders	Dean, Chief secretary, heads of departments
Impact indicator	General normative acts drafted: amended, supplemented or new
Monitoring mechanism	Minutes of competent authorities' meetings, decisions, conclusions etc

Key indicator 3	Aligning and improving the management and leadership system of the University
Expected outcome	More efficient and successful management and leadership of the University's operations
Holders	Governing Council, Dean, Academic Council, heads of departments, heads of studies, heads of departments, heads of professional services
Impact indicator	Adopted decisions, instructions and procedures
Monitoring mechanism	Minutes of competent authorities' meetings, decisions, conclusions

Specific objective 1.3. Establish efficient operations of the University

Key indicator 1	Evaluation of the existing work of the professional services
Expected outcome	A quality starting point for determining measures to improve the quality of work of the University's professional services
Holders	Dean, Academic Council, Chief secretary, heads of departments, heads of professional services
Impact indicator	Internal evaluation of the efficiency of the work of the University's professional services
Monitoring mechanism	Minutes and conclusions of the sessions held

Key indicator 2	Increasing the efficiency of the work of professional services
Expected outcome	Improved efficiency of professional services
Holders	Dean, Vice-Dean, Chief secretary and heads of professional services
Impact indicator	Adopted decisions, measures and procedures on the work of professional services
Monitoring mechanism	Minutes and conclusions of held sessions on adopted measures, student and teacher surveys on satisfaction with the work of professional services

Key indicator 3	Professional training of employees
Expected outcome	Improved employee competencies
Holders	Dean, Vice-Dean, Chief secretary
Impact indicator	Employee training program, presentation slides, report on the evaluation of the trainings held for employees of professional services
Monitoring mechanism	Annual report of the University, invitations to trainings and list of participants

Specific objective 1.4. Build the institutional identity of the University

Key indicator 1	Establishing and marking the University's Day
Expected outcome	Contribution to building the institutional culture of the University
Holders	Governing Council, Dean, Chief secretary
Impact indicator	A joint ceremonial session of the Governing and Academic Councils on the University's Day, with the presence of representatives of the founder, faculty members, student representatives, key stakeholders, and other invited dignitaries
Monitoring mechanism	Annual report of the University of Applied Sciences, invitation with the program of the joint ceremonial session

Key indicator 2	Annual award ceremony for employees, students and external associates of the University on the University's Day
Expected outcome	Contribution to building the organizational culture of the University
Holders	Governing Council, Dean, Chief secretary
Impact indicator	Awards and recognitions awarded to the best students, employees, deserving stakeholders and other dignitaries, awarding scholarships and support to employees for formal and informal education and professional development
Monitoring mechanism	Annual report of the University of Applied Sciences, invitation with the program of the joint ceremonial session, list of laureates and list of recipients of scholarships for lifelong learning (doctoral studies, etc.)

6.2. Strategic goal – Quality management system

The specific objectives related to the development of quality management of the University are:

Specific objective 2.1. Revise and improve existing documents and procedures necessary for monitoring and developing the quality of all areas of the University's operations

Specific objective 2.2. Improve quality system monitoring mechanisms

Specific objective 2.3. Improve the competencies of the quality management system holders

Specific objective 2.4. Develop the institutional culture of quality.

Specific objective 2.1. Revise and improve existing documents and procedures necessary for monitoring and developing the quality of all areas of the University's operations

Key indicator 1	Revision of existing documents and procedures for monitoring and developing the quality of all areas of the University's operations
Expected outcome	Revision of documents and procedures for monitoring and developing the University's quality, as a basis for improving the quality system
Holders	Dean, head of the Department of Quality Assurance
Impact indicator	Number of revised documents and procedures

Monitoring mechanism	Annual Report of the Department of Quality Assurance
Key indicator 2	Improvement of existing documents and procedures for monitoring and developing the quality of all areas of the University's operations
Expected outcome	Improvement of the quality system of the University
Holders	Dean, head of the Department of Quality Assurance, Chief secretary, heads of departments and head of studies
Impact indicator	Number of improved and amended documents and procedures
Monitoring mechanism	Annual Report of the Department of Quality Assurance

Specific objective 2.2. Improve quality system monitoring mechanisms

Key indicator 1	Adoption of the Rules of Procedure of the University's management system
Expected outcome	A publication that includes all relevant information necessary for quality assurance of the University
Holders	Department of Quality Assurance of the University
Impact indicator	Rules of Procedure of the University's management system
Monitoring mechanism	Annual report of the University, working group meetings' minutes

Key indicator 2	Monitoring the application of mechanisms for improving the quality of the University defined in the Rules of Procedure of the University's management system, normative acts and procedures
Expected outcome	Improved quality of work of all organizational units and the University's areas of operations
Holders	Dean, Chief secretary, heads of departments, heads of studies, heads of departments
Impact indicator	Percentage of improved areas, conclusions of the Quality Committee
Monitoring mechanism	Annual report of the University, annual report of the Department of Quality Assurance

Specific objective 2.3. Improve the competencies of the quality management system holders

Key indicator 2	Professional training of quality management system holders
Expected outcome	Improved competencies of quality management system holders
Holders	Dean, heads of university departments, heads of studies, heads of departments, heads of professional services
Impact indicator	Training programs for quality management system holders, presentation slides, report on the evaluation of the quality management system holders' trainings
Monitoring mechanism	Invitations to training and list of participants

Specific objective 2.4. Develop the institutional culture of quality

Key indicator	Raising awareness of the importance of developing the University's quality
Expected outcome	Understanding the interconnection between the quality of the University's operations, institutional identity and culture
Holders	Dean, Chief secretary, heads of departments, heads of studies, heads of departments, heads of professional services
Impact indicator	Number of meetings of organizational units, results of research on the perception of the quality of work of the University of Applied Sciences
Monitoring mechanism	Annual reports of the Department of Quality Assurance

6.3. Strategic goal – Study programs

The specific strategic goals related to the strategic development of the study programs of the University of Applied Sciences are as follows:

- Specific objective 3.1. Establish frameworks and guidelines for the systematic monitoring of the study programs' quality
- Specific objective 3.2. Continuously evaluate and improve the quality of study programs
- Specific objective 3.3. Improve existing study programs
- Specific objective 3.4. Establish new study programs
- Specific objective 3.5. Foster cooperation with the University's stakeholders in valorization, planning, organizing, and delivering study programs.

Specific objective 3.1. Establish frameworks and guidelines for the systematic monitoring of the study programs' quality

Key indicator	Preparation of normative and operational documents necessary for the systematic evaluation and revision of existing study programs, their termination, development and implementation of new study programs
Expected outcome	Established system for monitoring the quality of study programs
Holders	Dean, heads of departments, heads of studies, teachers
Impact indicator	Adopted normative documents, prepared operational documents (decisions, procedures, instructions, etc.)
Monitoring mechanism	Annual reports of the University, minutes of working groups, decisions

Specific objective 3.2. Continuously evaluate and improve the quality of study programs

Key indicator 1	Internal evaluation and improvement of the quality of study programs
Expected outcome	Evaluated study programs as a starting point for improving the quality of study programs and the quality of their delivery

Holders	Dean, Department of Quality Assurance, Study Programs Evaluation Committees, heads of university departments and head of studies
Impact indicator	Recommendations for improving the quality of study programs
Monitoring mechanism	Reports of the Quality Assurance Committee

Key indicator 2	Continuous monitoring of the quality of study programs' delivery
Expected outcome	Compliance with the desired quality of study programs' delivery
Holders	Dean, Department of Quality Assurance, heads of departments, heads of studies
Impact indicator	Number of adopted recommendations for improving the quality of study programs' delivery
Monitoring mechanism	Reports of the heads of university departments and head of studies

Specific objective 3.3. Improve existing study programs

Key indicator 1	Harmonization of ECTS credits, student workload and learning outcomes with the level of education of study programs
Expected outcome	Continuous improvement of the quality of study programs
Holders	Dean, Department of Quality Assurance, heads of departments, heads of studies
Impact indicator	Number of improved study programs
Monitoring mechanism	Annual report of the University, minutes of the sessions of the Academic Council; minutes and decisions of working groups

Key indicator 2	Integrating student placement with study programs and teaching
Expected outcome	Continuous improvement of the quality of student placement
Holders	Dean, Department of Quality Assurance, heads of departments, heads of studies, heads of student placement
Impact indicator	Contracts with employers, student placement programs, evaluation questionnaires of employers, students and heads of student placement
Monitoring mechanism	Annual report of the University of Applied Sciences, consolidated reports of the head of student placement

Specific objective 3.4. Establish new study programs

Key indicator 1	Preparation and development of feasibility studies for new study programs (with an emphasis on online studies)
Expected outcome	Introduction of a new study program in line with the needs of the labor market

Holders	Dean, heads of departments, heads of studies, appointed working groups
Impact indicator	Prepared study program
Monitoring mechanism	Annual report of the University, minutes and decisions of the working group

Key indicator 2	Improving institutional cooperation with external stakeholders in planning, organization and delivery of new study programs
Expected outcome	Enhanced institutional cooperation with external stakeholders
Holders	Dean, Chief secretary, heads of departments, heads of studies
Impact indicator	Number of signed cooperation agreements
Monitoring mechanism	Annual Report of the University, Annual Report of the Secretariat

Specific objective 3.5. Foster cooperation with the University's stakeholders in valorization, planning, organizing and delivering study programs

Key indicator 1	Analysis and evaluation of existing cooperation with the University's stakeholders in the valorization, planning, organization and delivery of study programs
Expected outcome	A quality starting point for determining measures to improve the existing cooperation with the University's stakeholders in the valorization, planning, organization and delivery of study programs
Holders	Dean, Chief secretary, heads of university departments and studies
Impact indicator	Analytical reports, working group meetings
Monitoring mechanism	Annual Report of the University of Applied Sciences

Key indicator 2	Improvement of institutional cooperation with the University's existing external stakeholders in the valorization, planning, organization and delivery of study programs
Expected outcome	Improved institutional cooperation with external stakeholders of the University of Applied Sciences
Holders	Dean, Chief secretary, heads of university departments, head of studies
Impact indicator	Minutes of meetings with external stakeholders, communication documentation
Monitoring mechanism	Annual reports of the University, agreements with stakeholders, contract annexes

Key indicator 2	Establishment of institutional cooperation with the University's new external stakeholders in the valorization, planning, organization and delivery of study programs
Expected outcome	Extended institutional cooperation with external stakeholders
Holders	Dean, Chief secretary, heads of univ. departments and professional studies

Impact indicator	Number of new cooperation agreements with external stakeholders
Monitoring mechanism	Annual reports of the University of Applied Sciences, contracts with stakeholders

6.4. Strategic goal – Teaching process and student support

The specific strategic goals related to the strategic development of teaching processes and support to students of the University of Applied Sciences are the following:

Specific objective 4.1. Foster teachers' professional development

Specific objective 4.2. Improve the quality of teaching content

Specific objective 4.3. Improve the work of mentors and tutors

Specific objective 4.4. Improve the system of rewarding and recognizing top students

Specific objective 4.5. Strengthen the cooperation with former students (Alumni Club "Baltazar")

Specific objective 4.6. Improve the work of the Career Center.

Specific objective 4.1. Foster teachers' professional development

Key indicator 1	Encouraging the continuation of formal education of teachers and teaching associates
Expected outcome	Increased teaching and professional competencies of teachers
Holders	Dean, Department of Quality Assurance
Impact indicator	Number of teachers and teaching associates who have continued formal education/training
Monitoring mechanism	Annual reports of the University, annual reports of the Department of Quality Assurance

Key indicator 2	Organizing workshops and courses for teachers and teaching associates
Expected outcome	Increased professional competencies of teachers and teaching associates with the purpose of teaching improvement
Holders	Dean, Department of Quality Assurance
Impact indicator	Number of workshops and courses for teachers and teaching associates
Monitoring mechanism	Annual reports of the University of Applied Sciences and annual reports of the Department of Quality Assurance

Specific objective 4.2. Improve the quality of teaching content

Key indicator 1	Encouraging the organization of lectures by domestic and foreign distinguished teachers and experts
Expected outcome	Increased number of guest lectures
Holders	Dean, Department of Quality Assurance, heads of university departments, heads of studies

Impact indicator	Number of guest lectures
Monitoring mechanism	Annual report of the University of Applied Sciences, annual report of the Department of Quality Assurance

Key indicator 2	Monitoring the quality of classes
Expected outcome	More efficient and successful instruction delivery
Holders	Dean, Department of Quality Assurance, course holders
Impact indicator	Student surveys
Monitoring mechanism	Quarterly reports of the Department of Quality Assurance, reports of the holders of individual courses

Key indicator 3	Analyzing the use of e-tools in teaching
Expected outcome	Increased use of e-tools in teaching
Holders	Dean, Vice-Dean, IT and Technical Service, online coordinator
Impact indicator	Number of courses that continuously use the distance learning system "Baltazar"
Monitoring mechanism	Annual Analysis of the Department of Quality Assurance on the use of distance learning systems by courses and teachers

Specific objective 4.3. Improve the work of mentors and tutors

Key indicator 1	Conducting an analysis of the functioning of the mentoring system and mentors, as well as the tutoring system and tutors
Expected outcome	Improved mentoring and tutoring system
Holders	Dean, Vice-Dean for Academic Affairs, heads of departments and heads of studies
Impact indicator	Report of the conducted analysis of the functioning of the mentoring system and mentors
Monitoring mechanism	Annual report of the University of Applied Sciences, minutes of the meeting of the heads of departments and heads of studies, analysis of the functioning of the mentoring system and mentors, as well as tutoring systems and tutors, surveys of graduate students

Key indicator 2	Drafting instructions for mentors and tutors
Expected outcome	Structured and uniform conduct of mentors and tutors
Holders	Dean, Chief secretary, Vice-Dean for Academic Affairs
Impact indicator	Drafted instructions for mentors and tutors

Monitoring mechanism	Annual report of the University of Applied Sciences, minutes of held sessions and decisions of working groups
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Specific objective 4.4. Improve the system of rewarding and recognizing top students

Key indicator 1	Adoption of the Regulation on rewarding and recognizing top students
Expected outcome	Increased motivation of students of the University of Applied Sciences to achieve better results
Holders	Dean, Chief secretary, Vice-Dean for Academic Affairs, Department of Quality Assurance, Committee for rewarding and recognizing top students
Impact indicator	Regulation on rewarding and recognizing the most successful students, accompanying documents (design of reward and recognition forms, publishing information on awarded and recognized students on the University's website)
Monitoring mechanism	Annual report of the University, number of awarded and recognized students

Key indicator 2	Promoting the system of rewarding and recognizing top students
Expected outcome	Building an organizational culture that strives for excellence
Holders	Dean, Vice-Dean for Academic Affairs, Department of Quality Assurance, Committee for rewarding and recognizing top students
Impact indicator	Notices and announcements, circular emails about the system of rewarding and recognizing top students
Monitoring mechanism	Annual report of the University of Applied Sciences, minutes of the meetings of the Committee for rewarding and recognizing top students

Specific objective 4.5. Strengthen the cooperation with former students (Alumni club "Baltazar")

Key indicator 1	Strengthening the operations of the Alumni Club "Baltazar"
Expected outcome	Active and proactive Alumni Club "Baltazar"
Holders	Chief secretary, Alumni Club Presidency, Head of the Career Center of the University of Applied Sciences
Impact indicator	Up-to-date database of the Alumni Club "Baltazar", held gatherings (workshops, lectures, courses, etc.)
Monitoring mechanism	Minutes of the meetings of the Alumni club Presidency and Supervisory Board members

Key indicator 2	Engaging Alumni Club volunteers for specific University activities
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Expected outcome	Active involvement of Alumni Club members in volunteering for various University services, Alumni Club, Career Center, library
Holders	Chief secretary, Head of the Library, Head of the Career Center
Impact indicator	Number of volunteers, number of annual volunteering hours
Monitoring mechanism	Annual report of the University, annual report of the Alumni Club "Baltazar", records kept in accordance with the Act on Volunteering

Specific objective 4.6. Improve the work of the Career Center

Key indicator 1	Provision of legal, spatial, material, financial and other resources for the Career Centre operations
Expected outcome	Improved operations of the Career Center of the University of Applied Sciences
Holders	Dean, Chief secretary, Head of the Career Center
Impact indicator	Adopted Rules of Procedure of the Career Centre operations, provided spatial, material and financial resources for the Career Centre operations
Monitoring mechanism	Annual report of the University of Applied Sciences, annual report on the Career Centre operations, the amount of funding allocated to the Career Centre operations

Key indicator 2	Professional training of the Head of the Career Center
Expected outcome	Improved competencies of the Head of the Career Center
Holders	Dean, Chief secretary
Impact indicator	Participation in workshops and other forms of training for managing the Career Center
Monitoring mechanism	Annual report of the University of Applied Sciences, invitations and participation in trainings

6.5. Strategic goal – Teaching and institutional capacities

The specific strategic goals related to the strategic development of teaching and institutional capacities of the University of Applied Sciences are as follows:

Specific objective 5.1. Improve the material conditions necessary for teaching – equipment and space

Specific objective 5.2. Strengthen human resources

Specific objective 5.3. Continuously upgrade the library fund and library operations

Specific objective 5.4. Improve publishing activities

Specific objective 5.1. Improve the material conditions necessary for teaching – equipment and space

Key indicator 1	Inclusion of organizational units of the University of Applied Sciences in the operational (annual) planning of the procurement of material resources
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Expected outcome	Optimal procurement of material resources of the University of Applied Sciences
Holders	Dean, Procurement Department, Financial and Accounting Service, heads of university departments collegium
Impact indicator	Minutes of meetings of heads of university departments, operational plans for procurement of material resources
Monitoring mechanism	Annual reports of the University of Applied Sciences

Key indicator 2	Modernization and improvement of the equipment of teaching and working spaces of employees and students
Expected outcome	Improved teaching and working spaces for employees and students in Zaprešić, Zagreb, Biograd n/M and Osijek
Holders	Dean, Chief secretary, Procurement Department, Financial and Accounting Service
Impact indicator	Improved teaching and workspaces
Monitoring mechanism	Annual reports of the University of Applied Sciences

Specific objective 5.2. Strengthen human resources

Key indicator 1	Material support for teachers and associates in professional services in their professional and scientific education and development
Expected outcome	Improved expert, scientific and professional competencies of teachers
Holders	Dean, teachers and employees in professional services
Impact indicator	Number of teachers and staff in professional services who have been trained
Monitoring mechanism	Annual report on the operations of the University of Applied Sciences, analysis of the allocated funds

Key indicator 2	Assistance in publications of teachers' works (textbooks, manuals, monographs, course materials, scientific papers in collaboration with students, translations in foreign languages, proofreading, editing, layout) that are part of their advancement in academic titles
Expected outcome	Increased volume of published works
Holders	Dean, Editorial board of publishing activities, teachers, executive editor
Impact indicator	Number of published works
Monitoring mechanism	Annual report on the work of the University of Applied Sciences, allocated funds, annual report of the Editorial board of publishing activities

Key indicator 3	Lifelong professional development of professional services staff (formal and informal): courses, professional trainings, educations
Expected outcome	Improved work of professional services employees
Holders	Dean, Chief secretary, heads of professional services
Impact indicator	Number of participations in courses and professional trainings
Monitoring mechanism	Reports of courses and professional trainings held

Key indicator 4	Organizing preventive medical check-up of employees
Expected outcome	Preventive healthcare for employees
Holders	Dean, Chief secretary, Legal Affairs and HR Department
Impact indicator	Number of employees who attended the preventive medical check-up
Monitoring mechanism	Decision of the competent administrative body, contract with the health institution that performed the preventive medical check-up of employees

Specific objective 5.3. Continuously upgrade the library fund and library operations

Key indicator 1	Increasing the number of copies of mandatory, supplementary and other scientific and professional literature (textbooks, scientific monographs, professional books, journals, proceedings and other publications)
Expected outcome	Increased number of copies of compulsory, supplementary and other professional literature
Holders	Dean, teachers, Head of the Library
Impact indicator	Number and titles of new publications
Monitoring mechanism	Annual report on the library's operations

Key indicator 2	Educating library users on how to successfully use the library fund and find information
Expected outcome	Educated users (students, teachers, external stakeholders)
Holders	Dean, Head of the Library
Impact indicator	Number and name of the trainings held, lists of participants
Monitoring mechanism	Annual report on the library's operations

Key indicator 3	Establishment and organization of reference libraries for branch campuses in Zagreb, Biograd na Moru and Osijek
Expected outcome	Facilitated access to the book fund for students of branch campuses
Holders	Dean, Head of the Library, librarian, heads of branch campuses

Impact indicator	Number of books in reference libraries of branch campuses
Monitoring mechanism	Annual report on library's operations, annual report on branch campuses' operations

Key indicator 4	Exchange of own publications with publications of other higher education institutions and publishers
Expected outcome	Enrichment of the library's fund with domestic publications
Holders	Dean, Head of the Library, librarian
Impact indicator	Number of publications exchanged; titles of publications exchanged
Monitoring mechanism	Annual report on the library's operations

Key indicator 5	Procurement of publications in foreign languages
Expected outcome	Enrichment of the library fund with foreign titles
Holders	Dean, teachers, Head of the Library
Impact indicator	Number and titles of new publications
Monitoring mechanism	Annual report on the library's operations

Key indicator 6	Involvement of volunteers in the library's operations
Expected outcome	Increased efficiency of library functions
Holders	Dean, Head of the Library
Impact indicator	Number of volunteers, number of volunteer hours
Monitoring mechanism	Annual report on the library's operations

Specific objective 5.4. Improve publishing activities

Key indicator 1	Cooperation with external stakeholders (HEIs, publishers) on joint publishing projects (textbooks, manuals, scientific monographs, professional monographs, proceedings, etc.)
Expected outcome	Published publications
Holders	Dean, head of publishing activities, executive editor, Head of the Library
Impact indicator	Number and titles of new publications
Monitoring mechanism	Annual report on cooperation with external stakeholders, concluded contracts and agreements

Key indicator 2	Encouraging teachers to publish scientific and professional papers, projects, professional studies and expert opinions
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Expected outcome	Increased number of scientific and professional papers, projects, professional studies and expert opinions
Holders	Dean, head of publishing activities, heads of departments, executive editor
Impact indicator	Number of published scientific and professional papers, projects, professional studies and expert opinions
Monitoring mechanism	Submitted teachers' proposals, minutes of meetings of competent authorities

6.6. Strategic goal – Professional and scientific activity

The specific objectives related to the development of professional and scientific activities of the University of Applied Sciences are as follows:

Specific objective 6.1. Organize the delivery of new lifelong learning and education programs

Specific objective 6.2. Initiate the publication of a scientific and professional e-journal

Specific objective 6.3. Strengthen support for the professional and scientific activities of teachers and students

Specific objective 6.4. Organize professional and scientific conferences.

Specific objective 6.1. Organize the delivery of new lifelong learning and education programs

Key indicator 1	Preparation of new lifelong education and learning programs
Expected outcome	Prepared and documented new lifelong learning and education programs
Holders	Dean, Head of the Department of Lifelong Learning and Education, expert associate for lifelong learning and education, Committee for lifelong learning and education, Academic Council of the University
Impact indicator	Number of prepared lifelong learning and education programs
Monitoring mechanism	Recommendations of the Committee for lifelong learning and education regarding the acceptance of new lifelong learning programs, decisions of the Academic Council on the adoption of new lifelong learning programs

Key indicator 2	Implementation of new lifelong learning and education programs
Expected outcome	Implementation of new lifelong learning and education programs
Holders	Dean, Head of the Department of Lifelong Learning and Education, expert associate for lifelong learning and education, program holders and instructors of individual programs
Impact indicator	Number of lifelong learning and education programs held (courses, seminars, workshops, lectures, etc.)
Monitoring mechanism	Lists of enrolled participants in lifelong learning and education, records of conducted classes, surveys on participant satisfaction with the delivered classes in lifelong learning and education

Key indicator 3	Involving external stakeholders in lifelong learning and education programs
Expected outcome	External stakeholders involved in lifelong learning and education programs
Holders	Dean, Head of the Department of Lifelong Learning and Education, expert associate for lifelong learning and education, holders of individual lifelong learning and education programs
Impact indicator	Number of external stakeholders involved in individual lifelong learning and education programs
Monitoring mechanism	Records of delivered classes

Specific objective 6.2. Initiate the publication of a scientific and professional e-journal

Key indicator 1	Making a decision on initiating and publishing a professional e-journal: scientific field, form of review, number of reviewers, number of annual issues, name of the e-journal (e.g.: <i>Business and Management</i>), deadline for publication of the first issue
Expected outcome	Publishing preparation for the publication of a professional e-journal (editorial board, journal registration, etc.)
Holders	Dean, University's Editorial Board, executive editor, Academic Council
Impact indicator	Published issues
Monitoring mechanism	Minutes, conclusions and decisions at meetings of competent authorities

Key indicator 2	Preparation and e-publication of the first and subsequent issues of the scientific and professional e-journal
Expected outcome	The first and subsequent issues of the e-journal
Holders	Dean, e-journal editorial board, University teachers, external stakeholders, IT and Technical Service
Impact indicator	The first and subsequent issues of the scientific and professional e-journal
Monitoring mechanism	Contacting potential authors of articles and reviewers, reviews, proofreading, editing, lay-out, publishing

Specific objective 6.3. Strengthen support for the professional and scientific activities of teachers and students

Key indicator 1	Financial support for teachers to participate in professional and scientific conferences
Expected outcome	Fulfilment of conditions for appointment to academic positions
Holders	Dean, heads of departments, teachers
Impact indicator	Amount of allocated funds

Monitoring mechanism	Annual Report of the University of Applied Sciences
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Specific objective 6.4. Organize professional and scientific conferences

Key indicator 1	Participation in the joint organization of professional and scientific conferences
Expected outcome	Development of cooperation with related HEIs, greater visibility of the professional and scientific work of the University teachers
Holders	Dean, Academic Council, Conference coordination committee, teachers
Impact indicator	Number of professional and scientific conferences
Monitoring mechanism	Annual report on professional and scientific work, annual financial report

Key indicator 2	Publication of proceedings of professional and scientific conferences
Expected outcome	Contribution to the profession and science, availability of research results, increasing the academic reputation of the University
Holders	Dean, Editorial board of publishing activities, Conference coordination committee
Impact indicator	Proceedings with the number of published articles
Monitoring mechanism	Annual report on professional and scientific work, annual financial report

6.7. Strategic goal – Social role of the University

The specific objectives related to the development of the social role of the University of Applied Sciences, specifically its connection with the economy and the community, are as follows:

Specific objective 7.1. Inform the public about the University's operations and achievements

Specific objective 7.2. Continuously develop cooperation with the stakeholders from the economy and the local community

Specific objective 7.3. Organize public events (panels, round tables, public lectures, etc.)

Specific objective 7.1. Inform the public about the University's operations and achievements

Key indicator 1	Development of the marketing plan of the University
Expected outcome	Stronger positioning of the University on the market
Holders	Dean, Academic Council, PR expert associate, appointed working group
Impact indicator	Marketing plan of the University of Applied Sciences

Monitoring mechanism	Minutes of meetings, conclusions and decisions of competent authorities and working groups
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Key indicator 2	Public participation of teachers (public debates, round tables, interviews, participation in radio and television shows, presentation of university publications, etc.)
Expected outcome	Increased visibility and public recognition of the University of Applied Sciences in the public, especially in the media
Holders	Dean, teachers
Impact indicator	Number of participations, newspaper articles, video clips, etc.
Monitoring mechanism	Annual Report on the operations of the University of Applied Sciences

Key indicator 3	Creation of printed and audio-visual promotional content about the University in order to maintain and increase the number of students
Expected outcome	Printed and audio-visual promotional content created
Holders	Dean, PR expert associate for public relations, working group, hired marketing agency
Impact indicator	Number of printed and audio-visual promotional content produced
Monitoring mechanism	Funds allocated, minutes of meetings, conclusions and decisions of competent authorities and working groups

Specific objective 7.2. Continuously develop cooperation with the stakeholders from the economy and the local community

Key indicator 1	Establishment of a database of the University's stakeholders from the economic sector (business entities, public enterprises, business associations, etc.)
Expected outcome	Information basis for establishing cooperation between the University and business entities
Holders	Dean, Chief secretary, Chairman of the Quality Assurance Committee
Impact indicator	Database of concluded cooperation agreements with business entities
Monitoring mechanism	Annual report of the University of Applied Sciences, Annual report of the Quality Assurance Committee

Key indicator 2	Holding regular annual thematic consultations with business entities
Expected outcome	Mutual exchange of scientific knowledge and practical experience
Holders	Dean, heads of departments, President of the Economic council

Impact indicator	Annual thematic consultations held
Monitoring mechanism	Annual Report of the University of Applied Sciences, annual report of the Quality Management Committee

Specific objective 7.3. Organize public events (panels, round tables, public lectures, etc.)

Key indicator 1	Preparation of annual program of public events organized by the University of Applied Sciences
Expected outcome	Articulated plan of public events that connect the University of Applied Sciences with interested members of the community
Holders	Dean, PR expert associate
Impact indicator	Document of the annual program of public events organized by the University of Applied Sciences
Monitoring mechanism	Annual report of the University of Applied Sciences, minutes of meetings with conclusions and decisions

Key indicator 2	Holding public events (panels, round tables, public lectures, etc.) according to the University's annual public events programs
Expected outcome	Social contribution of the University to the needs of the community
Holders	Dean, PR expert associate, teachers
Impact indicator	Public events held
Monitoring mechanism	Public calls, photographs, video clips, copies of press articles, reports on held public events

6.8. Strategic goal – International cooperation and internationalization of the University

The specific objectives related to the development of international cooperation and internationalization of the University of Applied Sciences are the following:

Specific objective 8.1. Increase the inbound and outbound mobility of students, teachers and non-teaching staff

Specific objective 8.2. Increase activities within international projects

Specific objective 8.3. Deliver instruction in English

Specific objective 8.4. Establish, maintain and enhance strategic partnerships with educational institutions abroad.

Specific objective 8.1. Increase the inbound and outbound mobility of students, teachers and non-teaching staff

Key indicator 1	Removing administrative obstacles to student mobility
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Expected outcome	Easier use and recognition of student mobility periods and earned ECTS credits
Holders	Dean, Head of the Department of mobility and international cooperation
Impact indicator	Ordinance (or instructions) on the recognition of ECTS credits, decisions on the recognition of ECTS credits at other HEIs
Monitoring mechanism	Minutes of the Academic Council meetings, individual decisions on the recognition of ECTS credits at other higher education institutions

Key indicator 2	Increasing the outgoing and incoming mobility of students, teachers and professional staff
Expected outcome	Increased number of participants (students and teachers) in mobility programs
Holders	Dean, Head of the Department of mobility and international cooperation
Impact indicator	Number of participants in inbound and outbound mobility programs for students, teachers and professional staff
Monitoring mechanism	Annual reports on international cooperation of the University of Applied Sciences

Specific objective 8.2. Increase activities within international projects

Key indicator 1	Applying for international projects with partner institutions
Expected outcome	Increased number of international projects
Holders	Dean, Head of the Department of mobility and international cooperation
Impact indicator	Number of international project contracts concluded with partner institutions
Monitoring mechanism	Annual report of the University of Applied Sciences and the Department of mobility and international cooperation

Key indicator 2	Appointment of project teams for applying for international projects with partner institutions
Expected outcome	Facilitated and accelerated application for international projects with partner institutions
Holders	Dean, Academic Council, Head of the Department of mobility and international cooperation
Impact indicator	Number and composition of project teams for each international project
Monitoring mechanism	Annual Report of the University of Applied Sciences and the Department of mobility and international cooperation

Key indicator 3	Education of teachers and administrative associates for the application and implementation procedures of the project
Expected outcome	Increasing the capacity of teachers and administrative associates for the application and implementation procedures of the project
Holders	Dean, Academic Council, Head of the Department of mobility and international cooperation
Impact indicator	Number and type of lectures or workshops, number of participants
Monitoring mechanism	Annual Report of the University of Applied Sciences and the Department of mobility and international cooperation

Specific objective 8.3. Deliver instruction in English

Key indicator 1	Preparation of syllabi for individual courses in English and other teaching and administrative resources in English (professional and scientific literature, tests, etc.)
Expected outcome	Providing teaching and administrative resources necessary for delivering instruction in English
Holders	Head of the Department of mobility and international cooperation, heads of studies, heads of departments, course holders and instructors, mixed working groups
Impact indicator	Adopted syllabi and corresponding teaching and administrative resources in English
Monitoring mechanism	Working meetings and minutes of the Department of mobility and international cooperation, working meetings and minutes of mixed working groups for the preparation of teaching and administrative resources for delivering instruction in English

Key indicator 2	Training of teachers and professional associates for teaching in English
Expected outcome	Improving the competencies of teachers and professional associates in using the English language
Holders	Department of lifelong learning and education, Department of international cooperation
Impact indicator	Vocational English language courses held
Monitoring mechanism	Annual reports of the Department of lifelong learning and education

Specific objective 8.4. Establish, maintain and enhance strategic partnerships with educational institutions abroad

Key indicator 1	Drafting the Internationalization Strategy of the University 2021 - 2026
Expected outcome	Improvement of the University's internationalization and more successful operational (annual) internationalization strategy planning

Holders	Governing Council, Dean, Academic Council, Department of mobility and international cooperation.
Impact indicator	University's Internationalization Strategy 2021 - 2026 adopted
Monitoring mechanism	Document entitled Internationalization Strategy of the University of Applied Sciences, minutes of the Governing Council and the Academic Council of the University of Applied Sciences

Key indicator 2	Conclusion of agreements on scientific and teaching cooperation with foreign educational institutions
Expected outcome	Improvement of international cooperation between the University of Applied Sciences and foreign educational institutions
Holders	Dean, Head of the Department of mobility and international cooperation
Impact indicator	Number of signed contracts on scientific and teaching cooperation with foreign HEIs, number and type of activities carried out on the basis of signed agreements on scientific and teaching cooperation
Monitoring mechanism	Signed agreements on scientific and teaching cooperation, annual reports on international scientific and teaching cooperation

6.9. Strategic goal – Long-term sustainable and financially stable operations of the University

The specific objectives related to the sustainable and financially stable operation of the University of Applied Sciences are as follows:

9.1. Preserve the liquidity of the University

9.2. Operate in a long-term sustainable manner.

Specific objective 9.1. Preserve the liquidity of the University

Key indicator 1	Liquidity management based on safety and performance criteria
Expected outcome	Effective liquidity management
Holders	Dean, Financial and Accounting Service
Impact indicator	Financial statements, business indicators
Monitoring mechanism	Monthly and annual reports on the operations of the University of Applied Sciences, audit report

Key indicator 2	Ensuring the transparency of the University's revenues and expenditures
Expected outcome	Publicly available data on the operations of the University
Holders	Dean, Financial and Accounting Service
Impact indicator	Data on revenues and expenditures of the University
Monitoring mechanism	Annual report on the operations of the University, audit report

Specific objective 9.2. Operate in a long-term sustainable manner

Key indicator 1	Making long-term sustainable business decisions
Expected outcome	Stable and long-term sustainable business of the University
Holders	Governing Council, Dean
Impact indicator	Decisions of the Governing Council on investments
Monitoring mechanism	Annual report on the operations of the University of Applied Sciences, audit report

Key indicator 2	Rental of business premises of the University of Applied Sciences that are not in use
Expected outcome	Supplementary income
Holders	Dean, Chief secretary, Legal Affairs and HR Department, Financial and Accounting Service
Impact indicator	Concluded lease agreements
Monitoring mechanism	Annual report on the operations of the University of Applied Sciences, audit report

7. Key performance indicators for the implementation of the University's strategy

For the purpose of acting, monitoring and measuring the realization of the set strategic goals of the University of Applied Sciences, key performance indicators (KPIs) have been determined:

KEY PERFORMANCE INDICATORS	RESPONSIBLE PERSONS	DELIVERY DEADLINE	STRATEGIC GOAL
Annual inventory and evaluation of the effectiveness of existing general acts	Governing Council, Dean, Academic Council, Chief secretary, heads of department	Q4	1
Preparation of annual reports of the University and reports of its organizational units	Dean, Academic Council, heads of departments, heads of studies, heads of chairs, heads of professional services	Q4	1
Evaluation of existing business procedures and processes	Dean, Academic Council, Chief secretary, heads of departments	Continuously throughout the year	1
Annual plans of the University and its organizational units	Governing Council, Dean, Academic Council, heads of departments, managers, heads of studies, heads of chairs, heads of professional services	Q4	1
Internal and external harmonization of general normative acts and drafting of new general normative acts	Dean, Chief secretary, heads of department	Continuously throughout the year	1
Harmonization and improvement of the leadership and management system of the University	Governing Council, Dean, Academic Council, heads of departments, heads of studies, heads of chairs	Continuously throughout the year	1
Evaluation of the existing operations of the University's professional services	Dean, Academic Council, Chief secretary, heads of departments, heads of professional services	Q1, Q2 2021 and continuously once a year	1
Increasing the efficiency of the work of professional services	Dean, Vice-Dean, Chief secretary and heads of professional services	Continuously	1
Professional and operational training of employees in professional services	Dean, Vice-Dean, Chief secretary	Q4 adoption of the plan, implementation continuously	1
Establishing and marking the University Day	Governing Council, Dean, Chief secretary	Annually	1
Annual award ceremony for employees, students and external associates on the University Day	Governing Council, Dean, Chief secretary	Q2	1
Revision of existing documents and procedures for monitoring and developing the quality of the University's operations	Dean, Head of the Department of Quality Assurance	Q1 2021	2

Improvement of existing documents and procedures for monitoring and developing the quality of the University's operations	Dean, Head of the Department of Quality Assurance, Chief secretary, heads of departments and head of studies	Q1 2021 and continuously	2
Adoption of the Rules of Procedure of the University management system	Department of Quality Assurance	Q1 2021	2
Monitoring the application of mechanisms for improving the quality of the University defined in the Rules of Procedure of the University management system, normative acts and procedures	Dean, Chief secretary, heads of departments, heads of studies, heads of chairs	Continuously	2
Professional training of quality management system holders	Dean, heads of university departments, heads of studies, heads of chairs, heads of professional services	Continuously	2
Raising awareness of the importance of developing the quality of the University of Applied Sciences	Dean, Chief secretary, heads of departments, heads of studies, heads of chairs, heads of professional services	Continuously	2
Preparation of normative and operational documents necessary for the systematic evaluation and revision of existing study programs, their termination, development and implementation of new study programs	Dean, heads of departments, heads of studies, teachers	Q2 2021	3
Internal evaluation and improvement of the study programs quality	Dean, Department of Quality Assurance, study programs evaluation committees, heads of university departments and head of studies	Continuously	3
Continuous monitoring of the study programs delivery quality	Dean, Department of Quality Assurance, heads of departments, heads of studies	Continuously	3
Alignment of ECTS credits, student workload and learning outcomes with the level of education of study programs	Dean, Department of Quality Assurance, heads of departments, heads of studies	Q1 2021 and continuously	3
Integrating student placement with study programs and teaching	Dean, Department of Quality Assurance, heads of departments, heads of studies, heads of student placement	Q2 2021	3
Preparation and drafting of feasibility studies for new study programs (with an emphasis on online studies)	Dean, heads of departments, heads of studies, appointed working groups	Q4 2021	3
Improving institutional cooperation with external stakeholders in the planning, organization and delivery of new study programs	Dean, Chief secretary, heads of departments, heads of studies	Continuously	3

Analysis and evaluation of existing cooperation with stakeholders of the University of Applied Sciences in the valorization, planning, organization and delivery of study programs	Dean, Chief secretary, heads of university departments, head of studies	Q1 2021	3
Improvement of institutional cooperation with existing external stakeholders of the University of Applied Sciences in the valorization, planning, organization and delivery of study programs	Dean, Chief secretary, heads of university departments, head of studies	2021 and continuously	3
Establishment of institutional cooperation with new external stakeholders of the University of Applied Sciences in the valorization, planning, organization and delivery of study programs	Dean, Chief secretary, heads of university departments, heads of professional studies	Continuously	3
Encouraging the continuation of formal education of teachers and teaching associates	Dean, Department of Quality Assurance	Continuously	4
Organizing workshops and courses for teachers and teaching associates	Dean, Department of Quality Assurance	Continuously	4
Encouraging the organization of lectures by domestic and foreign distinguished teachers and experts	Dean, Department of Quality Assurance, heads of university departments, heads of studies	Continuously	4
Monitoring the quality of delivered classes	Dean, Department of Quality Assurance, course holders	Continuously	4
Analysis of the use of e-tools in teaching	Dean, Vice-Dean, IT and Technical Service, online coordinator	Continuously	4
Conducting an analysis of the functioning of mentoring system and mentors, as well as tutoring system and tutors	Dean, Vice-Dean for Academic Affairs, heads of departments and heads of studies	Q2 2021 and continuously	4
Creating instructions for mentors and tutors	Dean, Chief secretary, Vice-Dean for Academic Affairs	Q1 2021	4
Adoption of the Ordinance on rewarding and recognizing top students	Dean, Chief secretary, Vice-Dean for Academic Affairs, Department of Quality Assurance, Committee for rewarding and recognizing top students	Throughout 2021	4
Promoting the system of rewarding and recognizing top students	Dean, Vice-Dean for Academic Affairs, Department of Quality Assurance, Committee for rewarding and recognizing top students	Establishment in 2021 and continuously	4
Strengthening the operations of the Alumni Club "Baltazar"	Chief secretary, Presidency of the Alumni Club "Baltazar", Head of the Career Center	Throughout 2021 and continuously	4

Involving volunteers from the Alumni Club "Baltazar" in various activities of the University of Applied Sciences	Chief secretary, Head of the Library, Head of the Career Center	Throughout 2021 and continuously	4
Provision of legal, spatial, material, financial and other resources for the operations of the Career Centre	Dean, Chief secretary, Head of the Career Center	Q1, Q2 2021 and continuously	4
Professional training of the Head of the Career Center	Dean, Chief secretary	Continuously	4
Inclusion of organizational units of the University of Applied Sciences in the operational (annual) planning of material resources procurement	Dean, Procurement Department, Financial and Accounting Service, heads of university departments collegium	Annually	5
Modernization and improvement of the equipment of employees' and students' teaching and working spaces	Dean, Chief secretary, Procurement Department, Financial and Accounting Service	Continuously	5
Material support for teachers and professional services associates in their professional and scientific education and professional development	Dean, teachers and employees in professional services	Continuously	5
Assistance in publications of teachers' works (textbooks, manuals, monographs, course materials, scientific papers in collaboration with students, translations in foreign languages, proofreading, editing, lay-out) that are part of their advancement in academic titles	Dean, Editorial board of publishing activities, teachers, executive editor	Continuously	5
Lifelong professional development of professional services staff (formal and informal): courses, professional training, education	Dean, Chief secretary, heads of professional services	Continuously	5
Organizing preventive medical check-ups of employees	Dean, Chief secretary, Legal Affairs and HR Department	Annually	5
Increasing the number of copies of mandatory, supplementary and other scientific and professional literature (textbooks, scientific monographs, professional books, journals, proceedings and other publications)	Dean, teachers, Head of the Library	Continuously, annual plan	5
Educating library users on how to successfully use the library fund and find information	Dean, Head of the Library	Continuously	5

Establishment and organization of reference libraries in branch campuses in Zagreb, Biograd na Moru and Osijek	Dean, Head of the Library, librarian, heads of branch campuses	Throughout 2021	5
Exchange of own publications with publications of other higher education institutions and publishers	Dean, Head of the Library	Continuously	5
Procurement of publications in foreign languages	Dean, teachers, Head of the Library	Continuously	5
Involvement of volunteers in the work of the library	Dean, Head of the Library	Continuously	5
Cooperation with external stakeholders (higher education institutions, publishers) on joint publishing projects (textbooks, manuals, scientific monographs, professional monographs, proceedings, etc.)	Dean, head of publishing activities, executive editor, Head of the Library	Continuously	5
Encouraging teachers to publish scientific and professional papers, projects, professional studies and expert opinions	Dean, head of publishing activities, heads of departments, executive editor	Continuously	5
Preparation of new lifelong learning and education programs	Dean, Head of the Department of Lifelong Learning, expert associate for lifelong learning and education, Committee for lifelong learning and education, Academic Council of the University of Applied Sciences	Continuously	6
Implementation of new lifelong learning and education programs	Dean, Head of the Department of Lifelong Learning, expert associate for lifelong education and learning, holders and instructors of individual programs	Continuously	6
Involving external stakeholders in lifelong learning and education programs	Dean, Head of the Department of Lifelong Learning, expert associate for lifelong learning and education, holders of individual lifelong learning and education programs	Continuously	5
Making a decision on the launch of a professional e-journal: scientific field, form of review, number of reviewers, number of annual issues, name of the e-journal (e.g.: <i>Business and Management</i>), deadline for publication of the first issue	Dean, Editorial board of the University of Applied Sciences, executive editor, Academic Council	Q1 2021	6

Preparation and e-publication of the first and subsequent issues of the scientific-professional e-journal	Dean, e-journal editorial board, University of Applied Sciences teachers, external stakeholders, IT and Technical Service	Q3 2021	6
Financial support for teachers to participate in professional and scientific conferences	Dean, heads of departments, teachers	Continuously according to the annual plan	6
Participation in the joint organization of professional and scientific conferences	Dean, Academic Council, Program coordination committee, teachers	Minimum of two conferences over 5 years	6
Publication of proceedings of held professional and scientific conferences	Dean, Editorial board of publishing activities, Conference coordination committee	After the conference	6
Development of the marketing plan of the University of Applied Sciences	Dean, Academic Council, PR expert associate, appointed working group	Q4	7
Public participation of teachers (public debates, round tables, interviews, participation in radio and television shows, presentation of university publications, etc.)	Dean, teachers	Continuously	7
Creation of printed and audio-visual promotional content about the University of Applied Sciences in order to maintain and increase the number of enrolled students	Dean, PR expert associate, working group, hired marketing agency	Continuously	7
Establishment of a database of stakeholders of the University of Applied Sciences in the field of economy (business entities, public companies, business associations, etc.)	Dean, Chief secretary, Chairman of the Quality Assurance Committee	Q2 2021, continuous database update	7
Holding regular annual thematic consultations with business entities	Dean, heads of departments, President of the economic council	Continuously	7
Preparation of annual programs of public events organized by the University of Applied Sciences	Dean, PR expert associate	Q4	7
Holding public events (panels, round tables, public lectures, etc.) according to the annual programs of public events organized by the University of Applied Sciences	Dean, PR expert associate, teachers	Continuously	7
Removing administrative obstacles to student mobility	Dean, Head of the Department for Mobility and International Cooperation	Continuously	8

Increasing the outgoing and incoming mobility of students, teachers and professional staff	Dean, Head of the Department for Mobility and International Cooperation	Continuously	8
Applying for international projects with partner institutions	Dean, Head of the Department for Mobility and International Cooperation	Continuously	8
Appointment of project teams for applying for international projects with partner institutions	Dean, Academic Council, Head of the Department for Mobility and International Cooperation	Continuously	8
Education of teachers and administrative associates for the application and implementation procedures of the project	Dean, Academic Council, Head of the Department for Mobility and International Cooperation	Continuously	8
Preparation of syllabi of individual courses in English and other teaching and administrative resources in English (professional and scientific literature, tests, etc.)	Head of the Department for Mobility and International Cooperation, heads of studies, heads of departments, course holders and instructors, mixed working groups	Continuously	8
Training teachers and professional associates for delivering instruction in English	Department of Lifelong Learning, Department for International Cooperation	Continuously	8
Development of the Internationalization Strategy of the University of Applied Sciences for the period from 2021 to 2026	Governing Council, Dean, Academic Council, Department for Mobility and International Cooperation	Q1 2021	8
Conclusion of agreements on scientific and teaching cooperation with foreign educational institutions	Dean, Head of Mobility and International Cooperation Department	Continuously	8
Liquidity management based on safety and performance criteria	Dean, Financial and Accounting Service	Continuously	9
Ensuring the transparency of revenues and expenditures of the University of Applied Sciences	Dean, Financial and Accounting Service	Continuously	9
Making long-term sustainable business decisions	Governing Council, Dean	Continuously	9
Rental of business premises of the University of Applied Sciences that are not used	Dean, Chief secretary, Legal Affairs and HR Department, Financial and Accounting Service	Continuously	9

8. Conclusion

The Strategic Development Plan of the University of Applied Sciences Baltazar Zaprešić for the period 2021-2026 articulates, integrates and harmonizes nine strategic goals related to: (1) leadership, management and business organization, (2) quality management system, (3) study programs, (4) teaching processes and student support, (5) teaching and institutional capacities, (6) professional and scientific activities, (7) the social role of the University, (8) international cooperation and internationalization of the University and (9) long-term sustainable and financially stable operations of the University.

These strategic goals are based on the University's mission, vision and fundamental organizational values, as well as on an environmental assessment, quality assurance policy and an internal analysis of strengths and weaknesses, opportunities and threats. The outlined strategic goals represent key development priorities of the University, with their implementation being adapted to environmental conditions.

This Strategic Development Plan serves as the foundation for developing the University's annual operational plans and work programs between 2021 and 2026.

The implementation of this strategic development plan will be monitored based on annual reports from the University and its organizational units.

The following administrative and academic bodies, as well as designated officials are in charge for implementing the Development Strategy, each within their respective authorities and responsibilities:

- Governing Council
- Dean
- Vice-Deans
- Assistant Deans
- Chief secretary
- Academic Council
- Head of the Department of undergraduate professional studies
- Head of the Department of specialist graduate professional studies
- Head of the Department of scientific and professional research
- Head of the Department of lifelong learning and education
- Head of the Department of quality assurance, distance learning and information technology development
- Head of the Department of mobility and international cooperation
- Head of the Undergraduate professional study of Business and Management
- Head of the Undergraduate professional study program of Business Economics and Finance
- Head of the Undergraduate professional study program of Management in Culture
- Head of the Undergraduate professional study program of Office Business Management
- Head of the undergraduate professional study of Information Technology
- Head of the Specialist graduate professional study of Innovation Management
- Head of the Specialist graduate professional study of Communication Management
- Head of the Specialist graduate professional study of Public Sector Management
- Head of the Specialist graduate professional study of Financial Management
- Head of the Specialist graduate professional study of Project Management
- Head of the Chair of sociology and related disciplines
- Head of the Chair of economics and quantitative analysis

- Head of the Chair of finance and accounting
- Head of the Chair of management and entrepreneurship
- Head of the Chair of marketing and communications
- Head of the Chair of law and general courses
- Head of the Library
- Head of the Registry, Student Affairs, and Archival Service
- Head of the Student Affairs Department
- Head of the Branch Campus in Zagreb
- Head of the Branch Campus in Biograd na Moru
- Head of the Branch Campus in Osijek
- Head of Accounting
- Permanent and temporary committees established by the Academic Council or the Dean
- Higher education teachers and teaching associates
- Associations operating at the University of Applied Sciences
- Employees
- Representatives of the Student Council and other stakeholders.

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