



Juraj Dobrila University of Pula



CAREER DEVELOPMENT STRATEGY FOR RESEARCHERS OF THE JURAJ DOBRILA UNIVERSITY OF PULA



Juraj Dobrila University of Pula



Career Development Strategy for Researchers of the Juraj Dobrila University of Pula

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Juraj Dobrila University of Pula

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1. INTRODUCTION

The Career Development Strategy for Researchers of the Juraj Dobrila University of Pula provides a comprehensive framework for improving career opportunities, improving the quality of research work and strengthening the international recognition of the University.

Career development of researchers is a key area for achieving excellence in scientific research and for strengthening the competitiveness of the Juraj Dobrila University of Pula at the national and international level. This strategy aims to provide guidance and an operational framework for improving the working conditions and career development of all researchers at the University.

Juraj Dobrila University of Pula recognizes the importance of continuous investment in human resources, especially in the segment of scientific research staff. The career development of researchers not only contributes to the personal professional development of each individual, but also significantly affects the overall scientific productivity and innovation of the institution. Through this strategy, the goal is to create a supportive environment that will attract and retain the best scientists and enable their continuous professional development.

The basis of the Strategy lies in the analysis of the current situation and needs of researchers, as well as the recognition of the key challenges they face. This analysis includes an assessment of the current organizational structure, available resources, financing systems, and existing support and education mechanisms. Based on these insights, specific goals and activities aimed at improving each segment of career development have been developed.

The vision of the University is to become recognizable for excellence in scientific research, with a special emphasis on interdisciplinarity and international cooperation. The mission of this Strategy is to provide conditions for the continuous professional development of researchers, encourage innovation and ensure high-quality research results that will contribute to the development of society as a whole.

This Strategy encompasses various aspects of career development, including a mentoring system, education, financial support, and promotion of research achievements. The strategy also addresses issues of work-life balance, ensuring equal opportunities for all researchers, and strengthening cooperation with industry and other relevant sectors.

In the following chapters, specific goals, activities and operational plans that will enable the effective implementation of this strategy will be presented in detail. Through systematic monitoring and evaluation of the achieved results, we will strive to continuously adjust the strategy in order to achieve the set goals and ensure the long-term career development of researchers at the Juraj Dobrila University of Pula.

2. CONDITION

2.1 Field of Work and Research

Juraj Dobrila University of Pula covers a wide range of scientific disciplines and research areas. His main areas of work include social sciences and humanities, natural and technical sciences, biomedical sciences and artistic creation. Research activities are focused on theoretical and applied research that contribute to the understanding and solution of contemporary scientific and social challenges. Special emphasis is placed on interdisciplinary research that connects different scientific disciplines to achieve innovative and sustainable solutions.

The University includes the following Faculties and an Academy:

- Faculty of Economics and Tourism "Dr. Mijo Mirković"
- Faculty of Educational Sciences
- Faculty of Philosophy
- Music Academy
- Faculty of Informatics
- Faculty of Engineering
- Faculty of Natural Sciences
- Faculty of Medicine

Also, the University offers a multidisciplinary University undergraduate degree program: Design and Audiovisual Communications.

Other constituents of the University include:

- Center for Cultural and Historical Research of Socialism
- Center for Competence in Education
- Student Center Pula
- University Library of Pula
- University Computing and Information Centre in Pula
- Evolve Uni Tech d.o.o.

2.2 Organization of Business and Structure of the Institution

The organizational structure of the University of Pula consists of several components that together form an integrated system for conducting scientific research activities. The management of scientific research is coordinated through the Office for Science and the Service for Research/Arts, Technology and Entrepreneurship, which provide administrative support and resources necessary for the successful implementation of research projects. The University Administration, together with the faculties, ensures the strategic management and direction of research activities towards priority areas of national and international importance.

2.3 Sources of Funding and Resources

Funding for research activities at the University of Pula comes from various sources, including the state budget, European funds, private donations, and cooperation with industry and the business sector. State funds provide basic infrastructure and salaries, while European funds and international projects allow for additional investment in advanced research projects and equipment. Private donations and partnerships with industry help in technology transfer and commercialization of research results, which further increases the financial sustainability of research activities.

2.4 Human Resources and the Current Situation Regarding Research Staff

Currently, the University of Pula employs a significant number of researchers, including professors (149), research associates (18), assistants (22), and postdoctoral fellows (3).

Also, the University employs a large number of external associates (174) and administrative staff (84).

The quality of human resources is crucial for the success of research activities, and great attention is paid to their professional development. Research staff regularly participate in international conferences, seminars and workshops, and are involved in cooperation networks with other universities and research institutes. Despite this, challenges such as securing long-term funding, improving working conditions and encouraging young scientists to stay in academia remain.

The university is continuously working to improve conditions for its researchers through various initiatives, including mentoring systems, professional development programs, and the provision of administrative support for application and project management. The goal is to provide attractive working conditions that will attract and retain talented researchers, and enable them to realize their full potential in scientific research.

3. VISION AND MISSION

3.1 The Vision of the University of Pula for the Development of Researchers' Careers

The vision of the Juraj Dobrila University of Pula for the development of researchers' careers is to become the leading institution in Croatia and the wider region, recognized for excellence in scientific research, innovation and interdisciplinary research. The University strives to create a supportive environment that will attract and retain top researchers, enabling them to develop their careers through ongoing support, professional growth, and international collaboration. The aim is to provide a platform for researchers to reach their full potential and contribute to scientific and societal progress.

3.2 Mission and Key Values

The mission of the University is to ensure the continuous professional development of researchers through high-quality educational programs, mentoring, financial support and international mobility. The University is committed to promoting innovative research that responds to contemporary challenges and contributes to the development of knowledge and technology.

The key values that guide the University's mission include:

- Excellence: Constant striving for high quality standards in all aspects of scientific research.
- Innovation: An incentive for creative thinking and the development of new ideas and technologies.
- Interdisciplinarity: Connecting different scientific disciplines to achieve innovative solutions.
- International cooperation: Active participation in global research networks and projects.
- Sustainable development: Promoting research that contributes to sustainable social, economic and environmental development.
- Equality and Inclusivity: Ensuring equal opportunities for all researchers, regardless of their gender, age, nationality or social background.

3.3 Long-term and Short-term Goals

Long-term goals:

- Increase international recognition: Develop internationally recognized research centers and programs that will attract top researchers from around the world.
- Sustainable Research Infrastructure: Build and maintain modern research laboratories and centers equipped with advanced technology.

- Strengthening interdisciplinary research: Promote projects that connect different scientific disciplines and offer innovative solutions to complex problems.
- Human Resource Development: To create ongoing professional development and training programs for researchers of all levels.

Short-term goals:

- Improving mentoring systems: Establish and improve a mentoring system for young researchers, including regular workshops and consultations.
- Increase financial support: Provide additional funding for research projects through national and international funds, and private donations.
- Project application support: Establish administrative teams to assist researchers in preparing and applying for projects.
- Strengthening cooperation with industry: Develop partnerships with industry to encourage applied research and commercialization of results.

The vision and mission of the Juraj Dobrila University of Pula are based on the principles of excellence, innovation, interdisciplinarity and international cooperation, and are directed towards the continuous development and advancement of researchers' careers.

4. CAREER DEVELOPMENT STRATEGY

4.1 Human Resources Development

Human resources development is a fundamental pillar of the career development strategy of researchers at the Juraj Dobrila University of Pula. The goal is to create a stimulating environment that enables continuous professional growth of researchers through various forms of support, mentoring and education.

- Improvement of the employment and career development system

In order to ensure high-quality staff, it is necessary to improve the system of employment and career development. This includes transparent recruitment procedures, clearly defined promotion criteria (which currently exist for teaching staff, but not for non-teaching staff) and systematic performance evaluation processes. The University will develop benefits through the Career Office and other support offices to attract and retain talented researchers.

- Mentoring and support system for young researchers

Mentoring is essential for the professional development of young researchers. A comprehensive mentoring system will be put in place, including regular meetings, workshops and consultations. Mentors will provide support in the development of research projects, publication of papers and applications for competitions.

- Education and Professional Development of Researchers

The education and continuous development of researchers will be encouraged through various training programs, including seminars, conferences and workshops. Special emphasis will be placed on the development of skills in writing projects, managing research teams and the use of advanced research technologies.

4.2 Strengthening the Organizational Structure

- Improving infrastructure and working conditions

Improving research infrastructure and working conditions is vital to achieving excellence. The university will invest in the modernization of laboratories, the procurement of advanced equipment and the development of research centers. Also, appropriate workspaces and conditions that encourage creativity and productivity will be provided.

- Increasing administrative support for research teams

Administrative support for research teams will be significantly improved. Specialised administrative teams will be set up to support project preparation and management, tender applications and financial management. This will allow researchers to focus on their scientific work. The Office for Projects and the Office for Science are involved.

4.3 Recognition and Reputation

- Promotion of research achievements

The promotion of research achievements is crucial for the recognition and reputation of the University. Conferences, seminars and public lectures will be regularly organized where researchers will have the opportunity to present their work. Also, the publication of papers in high-quality scientific journals and participation in international conferences will be encouraged, which is still being implemented to some extent.

- Connecting with the scientific and business community

Connecting with the scientific and business community will enable a better exchange of knowledge and technology transfer. Strategic partnerships with other universities, research institutes and industry partners will be developed. This will include collaboration on research projects, joint workshops and conferences, and researcher exchange programs.

By implementing these strategic measures, the Juraj Dobrila University of Pula strives to create a stimulating environment for the development of the careers of its researchers, which will result in an increase in the quality of research work, innovation and international recognition.

5. OPERATIONAL PLAN

5.1 Key Activities and Measures for the Implementation of the Strategy

- Human Resources Development
- Improvement of the employment system: Establishment of transparent recruitment procedures and clear criteria for promotion – as far as the University is able to do as a public institution.
- Mentoring system: Implementation of comprehensive mentoring, including regular workshops and meetings between mentors and researchers.
- Education and professional development: Organization of seminars, conferences and workshops for the continuous development of researchers.
- Motivation and talent retention: Development of attractive benefits packages and reward programs for successful researchers.
- Strengthening the organizational structure
- Infrastructure improvement: Modernization of laboratories and procurement of advanced research equipment.
- Administrative support: Establishment of specialized administrative teams to support research projects.
- Recognition and reputation
- Promotion of achievements: Organization of conferences and public lectures, encouraging publication in high-quality journals.
- Connecting with the community: Developing strategic partnerships with other institutions and industry.

5.2 Timeline and Implementation Phases

- Stage 1 (1st year)
- Launch of a mentoring program.
- Organization of initial workshops for professional development.
- Start of modernization of research infrastructure.
- Formation of administrative teams to support projects or define offices that will deal with this topic

Second phase (2nd - 3rd year)

- Expansion of education and training programs.
- Implementation of the recruitment and promotion system.
- Further modernization of laboratories and research centers.
- Intensifying the promotion of research achievements through conferences and publications.

Stage 3 (4th - 5th year)

- Assessment and evaluation of implemented measures.

- Improving existing programs based on feedback.
- Strengthening international cooperation and links with industry.
- Continuous investment in infrastructure and support for researchers.

5.3 Monitoring and Evaluation of Progress

1. KPIs (Key Performance Indicators) – Annual Level and Annual Reports

- Number of researchers employed and retention rate.
- Number of mentored researchers and their progress.
- Quality and quantity of scientific publications.
- Number of international projects and partnerships.

2. Monitoring Tools

- Regular reports and analysis of progress.
- Survey researchers for feedback.
- Evaluation of participation in education and mentoring programs.
- Monitoring of financial statements and resources.

6. DEVELOPMENT OF RESEARCH CAPACITIES

6.1 Support for the Application and Implementation of Projects

1. Administrative support

- Creating support teams in writing and submitting projects.
- Organization of workshops for researchers on the topic of preparation of project proposals.

2. Patronage

- Increase in the number of applications for national and international tenders.

6.2 Participation in International and National Scientific Networks

1. Networking

- Encouraging the participation of researchers in international conferences.
- Development of cooperation with renowned international institutions (so far, the University is in the EURASHE and EUA networks)

2. Mobility

- Provision of funds for international exchanges and study stays.
- An incentive to participate in mobility programmes such as the Marie Skłodowska-Curie Actions.

6.3 Mobility and Networking of Researchers

1. Exchange programs

- Establishment of a programme for the exchange of researchers with partner institutions.
- Organization of visits and collaborative projects with international researchers.
- Implementation of EU mobility programmes – Erasmus, COST, MSCA, Horizon Europe

2. Mobility support

- Financial support for participation in international programs and conferences.
- Establishment of a system for monitoring and evaluation of researchers' mobility to a more transparent extent than it has been so far, which will include a list of applicants, the number and list of their previous mobilities, the registered place of visit and the number of days of mobility, as well as the list of approved applications through the competition, the dates of mobility, the amount of financial support and the place/country of visit

Through these operational plans and development capacities, the Juraj Dobrila University of Pula will provide a stable and stimulating framework for the growth and career development



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of its researchers, enabling them to realize their full potential and contribute to scientific progress.

7. IMPROVING THE QUALITY OF SCIENTIFIC WORK

7.1 Quality Standards and Codes of Ethics

Introducing and maintaining high standards of quality of scientific work is key to achieving excellence at the University of Juraj Dobrila in Pula. Quality standards include rigorous review procedures, systematic evaluations of research projects, and ensuring transparency and accountability in scientific work. The institution will ensure that all researchers are familiar with the codes of ethics governing scientific research, including the principles of honesty, integrity, objectivity, and accountability. Regular trainings and workshops on ethical standards will be organized to ensure their consistent adherence. The Code of Ethics needs to be improved and adapted to new trends and situations.

7.2 Encouraging Interdisciplinary Research

Interdisciplinary research is key to solving complex problems and achieving innovative results. The University will encourage researchers to collaborate across the boundaries of their disciplines through financial incentives, the organization of interdisciplinary workshops and conferences, and the establishment of interdisciplinary research centers. These centers will allow researchers to share resources, methods, and ideas, thereby increasing the quality and impact of their research.

7.3 Encouraging Publication in High-value Publications

Publication in high-value international journals is key to increasing the recognition and influence of researchers. The University will provide support in the form of workshops on writing and publishing scientific papers, financial support for publishing costs and prizes for publication in prestigious journals. Also, researchers will be encouraged to participate in international conferences and workshops where they can present their work and collaborate with the world's leading experts.

8. FINANCIAL SUSTAINABILITY

8.1 Diversification of Funding Sources

The financial sustainability of scientific research activities requires diversification of funding sources. The University will actively seek funding from a variety of sources including national and European funds, private donations, partnerships with industry, and international research projects. Special attention will be paid to applications for competitive international competitions such as Horizon Europe, Marie Skłodowska-Curie Actions and other relevant programmes.

8.2 Support for the Preparation of Project Proposals and Applications for Tenders

In order to increase the success of applications for competitions, the University will provide administrative and professional support to researchers in the preparation of project proposals. This includes the organisation of workshops for writing proposals, the provision of advisory services, and the availability of examples of successful applications. In addition, teams will be formed to review proposals internally to ensure their quality before submission.

8.3 Budget Planning and Management

Effective budget planning and management is essential for the sustainability of research activities. The University will develop a financial planning system that includes regular monitoring of costs and revenues, and evaluation of the financial effectiveness of projects. This system will enable the timely identification of financial challenges and opportunities, and ensure optimal allocation of resources. Also, researchers will be provided with training in financial management of projects so that they can better plan and control the budgets of their research activities.

These measures will ensure the long-term sustainability of funding and support the continuous development of high-quality scientific research at the Juraj Dobrila University of Pula.

9. KNOWLEDGE AND INNOVATION MANAGEMENT

9.1 Knowledge Transfer and Sharing Systems

An efficient system for knowledge transfer and sharing is essential for the development of research capacities and innovation. The Juraj Dobrila University of Pula will implement integrated knowledge-sharing platforms, including digital repositories, databases and intranet locations. These platforms will provide researchers with easy access to the latest research, tools and resources, and will foster collaboration within the university and with external partners. Regular workshops and seminars will be organised to promote a culture of knowledge sharing and collaboration among researchers.

9.2 Encouraging Innovation and Commercialization of Research Results

Encouraging innovation and commercialization of research results is vital for the University's contribution to the economy and society as a whole. The university will encourage innovation incubators and technology parks where researchers can develop their ideas and projects. Support will be provided in the form of consulting, financing and mentoring for the launch of start-ups and spin-off companies. Also, researchers will be educated about intellectual property, patenting and commercialization so that they can protect and successfully market their innovations.

9.3 Cooperation with Industry and the Private Sector

Cooperation with industry and the private sector is essential for the application of research results and the development of practical solutions. The University will develop strategic partnerships with companies and industry organizations to ensure the relevance of research and its application in practice. This includes joint projects, research contracts, sponsored studies, and internship programs for students and researchers. Industry advisory boards will also be developed to help direct research activities according to market needs.

Over the past years, Juraj Dobrila University of Pula has had a significant number of collaborations with various companies and institutions, enabling students to gain valuable practical experience.

In 2024, we have signed collaborations with the following companies, which include professional practice of students: Arena Hospitality group, Heredo obrt za savjetovanje, Erste&Steiermarkische Bank d.d., Genius Loci d.o.o., Eduinus d.o.o., Tourist Board of the Municipality of Grožnjan, Destination Touristik and Mathema d.o.o., Navela d.o.o., GPI Istra d.d., Tourist Board of the City of Pula, Tourist Board of the Municipality of Kanfanar, Cinnamon d.o.o., NK Istra 1961 d.d., City of Poreč, UNILINE GRUPA d.o.o., Calucem d.o.o., Črnja Tours d.o.o., Istrian Health Centers, etc.

Also, the University has scientific cooperation with the Pula General Hospital, the Archaeological Museum of Istria, the Kamenjak Public Institution, the University of Zagreb,



the Faculty of Science, the Pula Medical School, the Kaštanjer Elementary School, the Pula School of Economics, the Veli Vrh Vocational School, the Pula Gymnasium, the School of Education, etc.

These collaborations enable students and researchers to gain practical experience and ensure that research activities are aligned with the needs of the market and society.

Looking to the future, the University plans to expand the network of collaborations and involve an even greater number of partners in order to further improve the quality of education and research.

10. CONCLUSION

Summary of the Key Points of the Strategy

This career development strategy for researchers of the Juraj Dobrila University of Pula provides a comprehensive framework for improving the working conditions and professional development of researchers. The key components of the strategy include the development of human resources, strengthening the organizational structure, improving infrastructure, increasing administrative support, promoting research achievements and connecting with the scientific and business community. Special emphasis was placed on the diversification of funding sources, encouraging interdisciplinary research, and knowledge and innovation management.

Call for Cooperation and Engagement of All Stakeholders

This strategy can only be successfully implemented with the cooperation and engagement of all stakeholders - researchers, academic staff, administration, students, industry and the wider community. We invite all members of the university community and external partners to actively participate in the implementation of this strategy, giving their ideas, knowledge and resources to achieve common goals.

Future Steps and Expected Results

In the next phases, operational plans will be elaborated in detail and concrete success indicators will be set to monitor progress. Expected results include an increase in the number of successful research projects, an increase in publications in high-quality journals, the development of innovations and potentially their commercialization, and the strengthening of the University's international recognition. In the long term, we expect that this strategy will significantly contribute to the development of scientific research capacities, attract and retain top talents, and ensure the lasting financial sustainability and growth of the Juraj Dobrila University of Pula.



ADVERBS

A - SWOT analysis

B - List of key partners and associates

C - Operational plan and timeline

A - SWOT analysis

1. Strengths

- *Highly qualified staff: Juraj Dobrila The University of Pula has talented and highly qualified researchers, which ensures the quality of scientific work.*
- *Interdisciplinary approach: The University encourages interdisciplinary research that enables innovative solutions to complex problems.*
- *International cooperation: Active participation in international projects and networks increases visibility and contributes to global knowledge.*
- *Professional Development Support: The university offers education and mentoring programs that support the continuing professional development of researchers.*
- *Infrastructure Modernization: Existing efforts to modernize laboratories and research centers provide better research equipment.*

2. Cons

- *Limited financial resources: Insufficient financial support can limit the scope and quality of research activities.*
- *Lack of administrative support: The need for better administrative support in the preparation and management of projects.*
- *Under-commercialisation: Limited capacity to commercialise research results and collaborate with industry.*
- *Underdeveloped mentoring systems: The need to improve mentoring systems to better support young researchers.*
- *Lack of incentives to publish: The need for additional incentives to publish in high-quality international journals.*

3. Opportunities

- *European funds: Financing opportunities through European funds and international tenders.*
- *Technological progress: Development of new technologies that can improve research capacities.*
- *Industrial cooperation: Increasing cooperation with industry and the private sector can lead to new research projects and commercialisation.*
- *Mobility of researchers: Mobility programmes can increase international cooperation and knowledge exchange.*
- *Innovation and entrepreneurship: Incentives for innovation and the development of entrepreneurial projects within universities.*

4. Threats

- *Financial instability: Dependence on external sources of funding can lead to instability in the funding of research projects.*
- *Brain drain: The possibility of losing talented researchers due to better working conditions abroad.*

- *Competition: Intense competition with other universities and research institutes for funding and talent.*
- *Changes in legislation: Changes in the legislative framework may affect research activities and funding.*
- *Economic instability: Global and national economic crises can negatively affect the availability of research funding.*

Conclusion of the SWOT analysis

A SWOT analysis by the Juraj Dobrila University of Pula points to significant advantages, including highly qualified staff and strong international cooperation, but also weaknesses such as limited financial resources and lack of administrative support. Opportunities to improve research capacities lie in increased access to European funds and technological progress, while threats include financial instability and brain drain. A career development strategy for researchers should focus on maximizing strengths and opportunities while minimizing weaknesses and threats to ensure the university's continued progress and success.

B - List of Key Partners and Associates

1. Academic Partners

Universities:

- *University of Zagreb*
- *University of Split*
- *University of Rijeka*
- *University of Osijek*
- *University of Ljubljana (Slovenia)*
- *University of Vienna (Austria)*
- *University of Graz (Austria)*

Research Institutes:

- *Ruđer Bošković Institute*
- *Institute of International Relations (IMO)*
- *Institute for Social Research in Zagreb*
- *Institute for Agriculture and Tourism, Poreč*

2. Industrial partners

- *Tech Companies:*
- *Ericsson Nikola Tesla d.d.*
- *Rimac Automobili d.o.o.*
- *Infobip d.o.o.*
- *Energy sector:*
- *HEP d.d. (Croatia Electric Power Industry)*
- *INA d.d. (Petroleum Industry)*
- *Pharmaceutical sector:*
- *Pliva d.d.*
- *Jadran-Galenski laboratorij d.d.*

3. International organizations

- *European Commission*
- *UNESCO*
- *OECD*
- *World Bank*
- *European Institute of Innovation and Technology (EIT)*
- *Agency for Mobility and EU Programmes*

4. National and local institutions

- *City of Pula*
- *Istria County*
- *Ministry of Science and Education of the Republic of Croatia*
- *Ministry of Economy and Sustainable Development of the Republic of Croatia*



5. Non-governmental organizations and associations

- *Institute for the Development of Education (IRO)*
- *Association for the Promotion of Science and Critical Thinking*
- *Scientific Educational Association "Paradox"*

C - Operational Plan and Timeline

1. Human Resources Development

- **Improvement of the Employment and Career Development System:**

Timeframe: First year

Activities:

Revision of existing employment procedures

Defining clear criteria for promotion

Implementation of new procedures

- **System of Mentoring and Support for Young Researchers:**

Timeframe: First year

Activities:

Setting up a mentoring program

Organization of workshops for mentors and young researchers

- **Education and Professional Development of Researchers:**

Time Frame: Continuous

Activities:

Regular workshops and seminars

Participation in international conferences

2. Strengthening the Organizational Structure

- **Improving Infrastructure and Working Conditions:**

Timeframe: The first two years.

Activities:

Modernization of laboratories and research centers

Procurement of advanced equipment

- **Increase administrative support for research teams:**

Timeframe: First year

Activities:

Formation of specialized administrative teams

Administrative Staff Training

3. Recognition and Reputation

- **Promotion of Research Achievements:**

Time Frame: Continuous

Activities:

Organization of conferences and public lectures

Encouraging publication in high-quality journals

- **Connecting with the Scientific and Business Community:**

Time Frame: Continuous

Activities:

Developing strategic partnerships with industry

Participation in joint projects

4. Financial Sustainability

- **Diversification of Funding Sources:**

Timeframe: First year and beyond

Activities:

Identification of new sources of funding

Applications for national and international tenders

- **Support for the Preparation of Project Proposals and Applications for Tenders:**

Time Frame: Continuous

Activities:

Organization of workshops for writing proposals

Internal review of the proposal

- **Budget Planning and Management:**

Time Frame: Continuous

Activities:

Development of a financial planning system

Training of researchers in financial management

- ***Monitoring and Evaluation of Progress:***

Time Frame: Continuous

Activities:

Regular progress reports

Survey Researchers for Feedback

Evaluation of achieved results according to key performance indicators (KPIs)

This detailed operational plan and timeline provide a structured approach to the implementation of the researchers' career development strategy at the Juraj Dobrila University of Pula, with clear guidelines and measures to achieve the set goals. The monitoring of the activities and results of the plan and the overall strategy is the responsibility and provision of the supervising Vice-Rector with the associated Services.