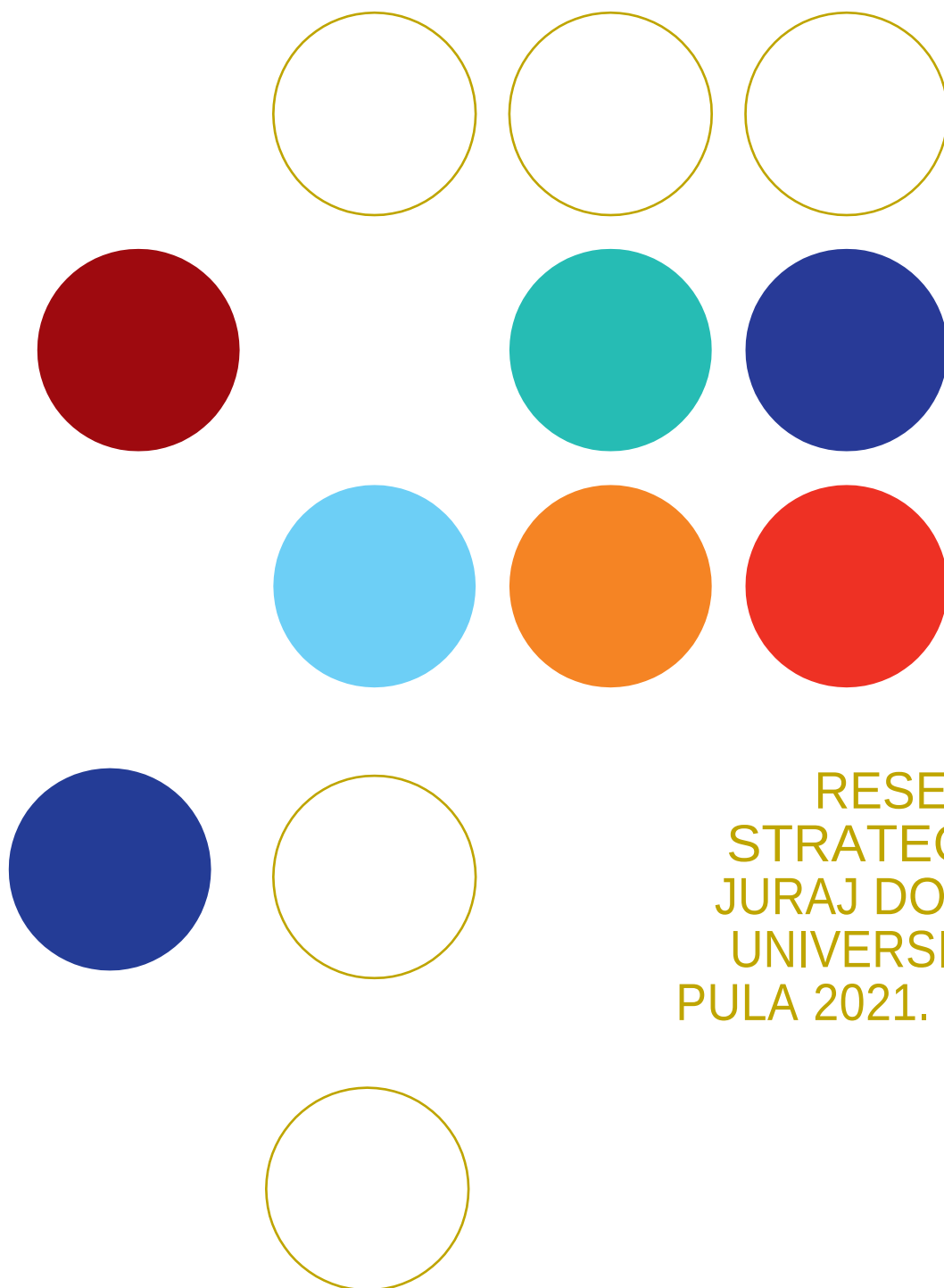




Juraj Dobrila University of Pula



RESEARCH
STRATEGY OF
JURAJ DOBRILA
UNIVERSITY OF
PULA 2021. – 2026

**RESEARCH STRATEGY OF
JURAJ DOBRILA UNIVERSITY
OF PULA
2021. – 2026.**

Pula, December, 2021.

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WORKING GROUP FOR STRATEGY DEVELOPMENT

Proposal of the Research Strategy of the Juraj Dobrila University of Pula 2021. – 2026. the following members of the working group were drafted:

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- Assoc. prof. dr. sc. Valter Boljunčić, Vice-Rector for Research, Art, Integration and Scientific Development
- Assoc. prof. dr. sc. Rozana Veselica, administrative and professional assistance of the rectorate's professional service
- Assoc. prof. dr. sc. Ksenija Černe, Dean of the Faculty of Economics and Tourism "Dr. Mijo Mirković"
- Prof. dr. Sc. Lina Pliško, Dean of the Faculty of Humanities and Social Sciences
- Assoc. Prof. Dr. Sc. Darko Etinger, Dean of the Faculty of Informatics
- doc. dr. sc. Emina Pustijanac, Dean of the Faculty of Natural Sciences
- Assoc. prof. dr. sc. Iva Blažević, Dean of the Faculty of Education
- Prof. Dr. Sc. Bernard Frankovic, Dean of the Faculty of Engineering
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- Assoc. Prof. Dr. Sc. Mauro Štifanić, Dean of the Faculty of Medicine

Lectured: Assoc. Prof. Dr. Sc. Blaženka Martinović

The Committee for Scientific and Artistic Work of the Juraj Dobrila University of Pula discussed the strategy proposal, and based on the majority consent of the members of the Committee, the final proposal of the Strategy was determined, which was proposed by the Senat University for acceptance.

1. INTRODUCTION

Juraj Dobrila University of Pula was founded in 2006. Since then, it has been one of the main drivers of scientific, research and social activities in the Region of Istria, but also in the wider community. There is a significant contribution of the Juraj Dobrila University of Pula (hereinafter: the University) in ensuring continuous scientific, academic and research work, which, in cooperation with the economy, contributes to the recognition of the institution, but also to the development of the community as a whole.

The Scientific research stratification of the University takes into account the relevant European strategic documents, which are also the starting point for national documents related to the definition of research and scientific activity of the institution. The starting determinants of the Strategy are based on the following documents, and are in accordance with them:

- Development Strategy of Juraj Dobrila University of Pula 2021 – 2026
- Research strategy of Juraj Dobrila University of Pula 2016 – 2020
- European Charter for Researchers and Code of Conduct for the Recruitment of Researchers
- Standards and guidelines for quality assurance in the European Higher Education Area
- Strategy of Education, Science and Technology of the Republic of Croatia
- Strategic Education Plan of the Ministry of Science and Education of the Republic of Croatia 2020 – 2022
- Rector's Programme 2021–2026
- Ordinance on the conditions for issuing a licence for performing scientific activities, conditions for re-accreditation of scientific organisations and the content of the licence (Official Gazette, 83/2010),
- Regulations governing quality assurance
- Regulations governing University processes and procedures

Scientific and teaching excellence, artistic creativity and research are defined as one of the four key strategic areas of activity according to the University Development Strategy for the period 2021. – 2026 Scientifically competitive human resources are the result of the program's adaptation to the market and the ranking and quality metrics of all institutional processes (University Development Strategy 2021–2026, 17–20).

In order to achieve competitiveness and competitiveness at the local, national and European level, it was originally necessary to make an analysis of the current state of scientific productivity of the University. Strategic support includes the achievement of scientific and teaching excellence through the goals of strengthening research integrity, achieving a dynamic and innovative University, and through the improvement of postgraduate education programs (University Development Strategy 2021-2026)., 32–36).

The strategic support of an integrative entrepreneurial university also includes the goal of raising international reputation and international recognition. (University Development Strategy 2021-2026), 29–31).

"The main objective of the research strategy is to establish the University as a research center of scientific and artistic excellence and to raise scientific productivity in the Web of Science database as a basic prerequisite for the University's penetration towards the upper part of the rankings of the best national, European and world universities in the future." (Research Strategy of the Juraj Dobrila University of Pula 2016–2020, 36) It is evident that the entire development of the University is aimed at increasing research capacities and achieving excellence, while increasing the visibility of the University.

Rector's Program 2021 – 2026 highlights also three of the six important areas of strategic activity related to: achieving scientific and teaching excellence, artistic creation and research; to create an entrepreneurial university and to encourage the construction of international visibility and recognition of universities in the field of science, research and education (Rector's Program 2021–2026, 217–248).

Strengthening research integrity, as one of the objectives of the strategic area of scientific and teaching excellence of the Strategy, will contribute to increasing productivity and thus the research capacities of the institution.

2. VISION AND MISSION OF THE UNIVERSITY

In line with the Research Strategy 2016 – 2020 and the definition of vision and mission for scientific research, and in the Development Strategy 2021. – 2026, the importance of the University's research and scientific activity was reiterated. Scientific excellence and the promotion of new ideas are a key factor in improving scientific and teaching processes, as well as community development. Scientific excellence is a fundamental imperative of an academic institution.

"The vision is to become a prestigious inclusive center of scientific and teaching excellence and a modern entrepreneurial University founded as a platform for the creation of human capital and an engine of the development of the community of the Istrian County and beyond." (Development Strategy of the Juraj Dobrila University of Pula 2021–2026., 16)

"The mission is to foster a culture of dialogue among all outside/institutional stakeholders by providing innovative and personalised solutions in the fields of research, education and public services." (Development Strategy of the Juraj Dobrila University of Pula 2021.– 2026, 16). The core values of the University derive from the stated vision and mission and include the following determinants (Rector's Program 2021–2026, 127–130):

- ✓ students as partners in education – through institutional and real support to students in achieving their goals
- ✓ diversification – as a fundamental factor in the development of businesses, the economy and the community
- ✓ entrepreneurial University – as an active instigator and improver of the entrepreneurial environment and mindset
- ✓ engine of community development – generator of local and wider community development
- ✓ academic freedom – openness and upholding of academic values
- ✓ improving the quality of human capital
- ✓ ideas and innovations
- ✓ inclusivity
- ✓ scientific and teaching excellence
- ✓ sustainability and green
- ✓ zero tolerance policy against all forms of harassment, discrimination and endangerment
- ✓ digital literacy
- ✓ ENDEAR (University Education Digital Technology Virtual Reality)
- ✓ tradition
- ✓ improving the quality of human potential
- ✓ responsibility.

3. ANALYSIS OF THE SCIENTIFIC AND RESEARCH STRUCTURE AND ENVIRONMENT OF THE UNIVERSITY

In the research structure of the University, assistant professors are currently the most represented (40%) are followed by associate professors (35%), full-time professors (15%), full professors (7%), and postdocs (3%) are involved for analysis purposes, in order to predict the future trend of increasing scientific research capacities of the institution. Scientific and teaching staff make up 47% of the total number of university employees (including faculties, academy and rectorate). The state of the scientific-research structure of the University is shown in the following figure.

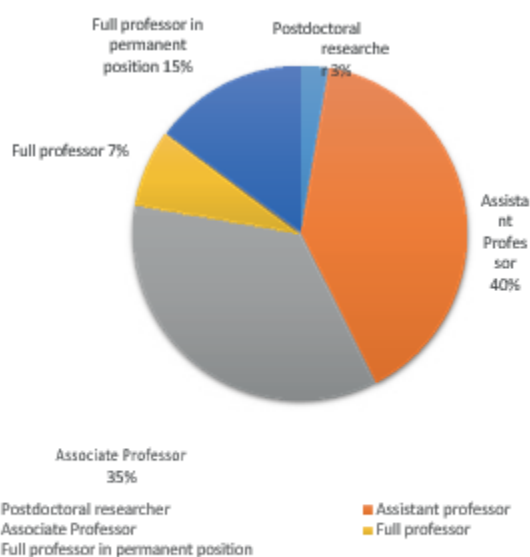


Figure 1. Structure of the staff of the Juraj Dobrila University of Pula according to the title (July 2021)

By analyzing the structure of scientific and teaching staff by components, it was concluded that the participants with the assistant professors are the most represented in the structure of the Faculty of Philosophy, while they are the least represented at the Faculty of Medicine. Associate professors form the majority structure of the Faculty of Economics and Tourism "Dr. Mijo Mirković", while they are not represented at the Faculty of Medicine. Full professors are the most represented at the Faculty of Economics and Tourism "Dr. Mijo Mirković" and at the Faculty of Humanities and Social Sciences, and as many as five constituent societies are not employed: the Faculty of Informatics, the Faculty of Interdisciplinary, Italian and Cultural Studies, the Faculty of Medicine, the Faculty of Natural Sciences and the Academy of Music. Full professors in permanent position they form the majority structure at the Faculty of Economics and

Tourism "Dr. Mijo Mirković", and at the Faculty of Informatics, Faculty of Interdisciplinary, Italian and Cultural Studies and at the Faculty of Natural Sciences are not represented. The following is an overview of the structure of scientific and teaching workers and their share according to the components.

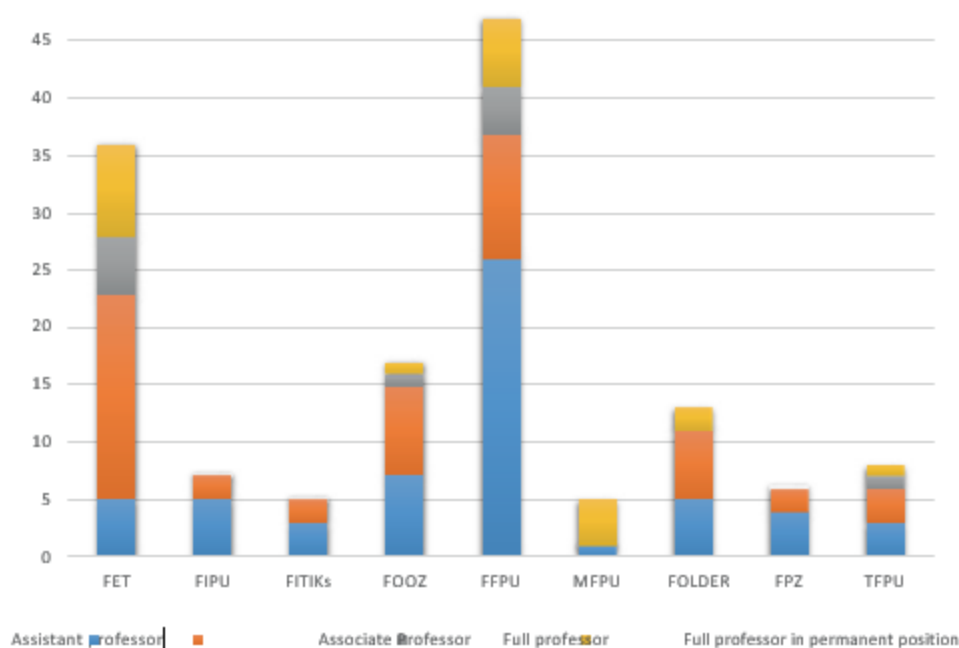


Figure 2. Structure of scientific and teaching staff of the Juraj Dobrila University of Pula by components (July 2021)

The largest number of scientific and teaching staff is employed at the Faculty of Humanities and Social Sciences and the Faculty of Economics and Tourism "Dr. Mijo Mirković" and together they make up 57.64% of the total scientific teaching capacity of the University. Looking at the structure of research activities, in accordance with the data of the components so far, it is evident that the field of social (33%) and humanistic (33%) science is the most abundant and accounts for the simple majority of the university's total scientific field of activity. This is followed by interdisciplinary and artistic fields, biomedicine and health, technical field and finally natural sciences as a field of research.

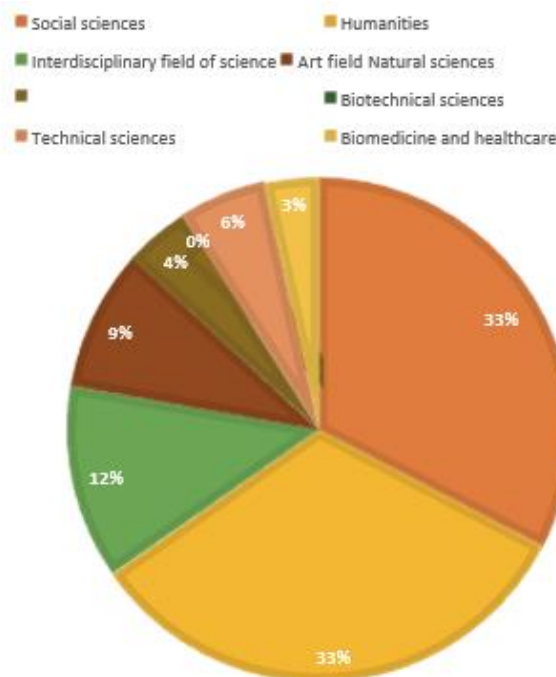


Figure 3. Structure of scientific activity towards scientific areas of research of employees of the Juraj Dobrila University of Pula (July 2021)

In the observed period, the University currently employs nine faculties (including the Academy), 144 scientific and teaching staff, 59 assistant professors, 52 associate professors, 11 full professors and 22 full professors in permanent position. The constituent units have a total of 47 administrative staff, including: artistic advisors (2), graduate librarians (2), lecturers (7), senior lecturers (11), assistants (19), postdoctoral students (4) and one senior assistant and lecturer. The rectorate employs 79 employees (excluding the vice rectors and rector, who are added to the scientific and teaching staff of the parent constituents. External workers and those employed at less than 50% of working time were not taken into account in the analysis. The following figure number 4 shows the structure and share of non-teaching and teaching staff of the University, not taking into account the employees of the University Rectorate.

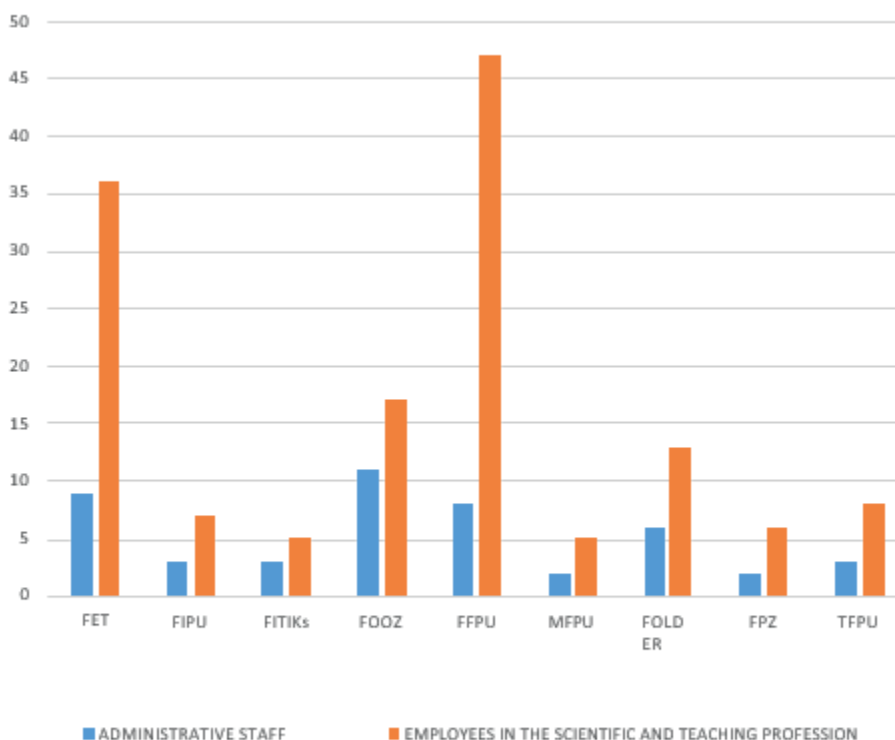


Figure 4. Presentation of the share of administrative and teaching staff of the Juraj Dobrila University of Pula by component (July 2021)

It is evident that non-teaching staff constitutes a minority of University employees, but it is an indispensable part of it and is involved in all processes and activities of the institution, within all nine constituents. The presentation includes constituent units of the University (excluding employees of the Rectorate, University Library, Student Centre, Centre for Competences in Education, Cultural and Educational Center research of socialism and university computational and information center).

3.1. SWOT ANALYSIS OF THE SCIENTIFIC ENVIRONMENT OF THE UNIVERSITY

The analysis of the University's scientific individual and environment is presented and derived from the University's SWOT analysis according to the University's Development Strategy 2021. - 2026 and from the Rectors' Programme 2021-2026, with an emphasis on the University's scientific and research activities.

Strengths:

- rich tradition and cultural heritage, a heritage of the region that fosters a creative and innovative environment for the learning and research processes of scientists
- national and international reputation of the University
- flexibility and agility of the institution
- a strong network of reputable international partners
- freedom in scientific and teaching work
- a strong international academic and research network of partner institutions
- a strong scientific research network (network) gathered around the scientific journal Economic Research – Economic Research
- increasing recognition and visibility of economic research journal - Economic research
- existing scientific and research potentials
- recognition of scientists
- experience of holding and organizing scientific and professional conferences
- experience of participating and managing projects financed from national, EU and international sources.

Weaknesses:

- lack of spatial conditions for the needs of scientific and teaching processes
- insufficient number of competitive national and international projects
- lack of a clear vision and role of scientific-teaching, teaching and administrative staff at the University
- underutilized human resources
- insufficiently strong and propulsive scientific potential
- lack of international recognition
- overload of scientific and teaching staff
- insufficient cooperation of scientists with the economic sector.

Opportunities:

- launching interdisciplinary study programmes and researched in the technical, social, humanistic and artistic fields of study
- new opportunities through EU programmes (Horizon 2021)
- formation of a network of European universities with the University of Pula as a partner–university
- bringing together scientific institutes on a long-term sustainable, partner and development platform within the University
- the possibility of training scientists at other institutions (national and international)
- establishment of an entrepreneurial university
- establishment of a start-up campus and cooperation with the economic sector
- establishment of centres of excellence
- increasing the number of submitted projects at national and international level
- stronger linking and cooperation with international institutions.

Threats:

- EU economic backsliding over a longer period of time
- socioeconomic problems caused by the coronavirus epidemic
- strengthening disintegration processes in the EU education area
- restrictions on the mobility of researchers due to the epidemic
- adoption of new Laws in the field of higher education that will not reflect the specifics of smaller and newer universities in the Republic of Croatia
- digital lag in relation to the higher education area of the region and the EU
- reducing the financing of scientific activities from the Ministry of Science and Education
- increased competition in the application of EU research projects
- Difficulty hiring scientists
- descending demographic trends of the Republic of Croatia and their impact on the number of students.

3.2. INDICATORS OF THE IMPLEMENTATION OF THE SCIENTIFIC ACTIVITY OF THE UNIVERSITY

The indicators of the University's previous scientific activity are presented in the following tables and refer to the period from 2009 to 2020. The indicators refer to the field of natural, technical and biotechnical sciences, in the field of biomedicine and health, the field of social humanities, the interdisciplinary field and the artistic scientific field.

Table 1. Indicators of scientific activity implementation at the Juraj Dobrila University of Pula for the fields of natural, technical, and biotechnical sciences, as well as for the field of biomedicine and healthcare.

[illegible]

3.1. Number of institution-contracted projects with businesses (including international projects), government bodies, and local self-government units, civil sector, and non-governmental organizations	0	0	0	0	0	0	0	1	0	2	1	1
3.2. Share of institution-contracted projects with businesses (including international projects), government bodies, and local self-government units, civil sector, and non-governmental organizations	0	0	0	0	0	0	0	0	0	0,0009	0	0
4.1. Science popularization activities	0	0	0	0	0	2	2	5	/	2	2	3

Table 2. Indicators of scientific activity implementation at the Juraj Dobrila University in Pula for the field of social sciences, humanities, and interdisciplinary areas.

INDICATORS OF SCIENTIFIC ACTIVITY IMPLEMENTATION	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
1.1. Number of scientific papers published in journals indexed in the Web of Science database	24	20	28	34	19	12	36	35	26	89	85	79
1.2. Number of scientific papers published in journals	29	21	32	29	29	12	23	23	19	24	21	21

indexed in the Scopus database (papers already published in WoS are not included)

1.3. Number of other papers evaluated for academic promotion according to the Regulations on the Conditions for Appointment to Academic Titles (only papers not included in the previous categories are recorded)	93,5	119,3	115,5	97	109	120	131	145	156	N/P	N/P	N/P
1.4. Books												
1.4.1. Scientific authored books presenting research results and findings important at the national and/or INTERNATIONAL LEVEL	1	7	10	4	6	11	18	14	5	17	17	9
1.4.2. Scientific authored books published by leading international publishers and in one of the leading world languages	2	1,5	0	2	2	0	1	2	3	0	0	0
1.4.3. Scientific edited books (books with original scientific contributions and editorial contributions)	6	8	16	8	13	8,64	10	32	16	0	0	0
1.4.4. Professional books (dictionaries, grammars, textbooks, etc.)	1	1	1	1	1,2	9	9	5	7	0	1	0
1.5. Citations												
1.5.1. Web of Science citation count	14	2	4	0	0	0	38	31	39	178	27 5	33 2
1.5.2. Scopus citation count (citations of papers already	15	5	5	4	0	0	58	36	47	153	16 6	19 5

published in WoS are not included)

2.1. Number of contracted national competitive scientific projects	0	0	0	0	1	3	1	1	4	0	2	0
2.2. Share of contracted national competitive scientific projects in total institution revenue	0	0	0	0	0,00 05	0,000 2	0,01 8	0	0,01 9	0	0, 01 7	0
2.3. Number of contracted international competitive scientific projects	0	0	0	0	2	1	2	1	1	0	1	0
2.4. Share of contracted international competitive scientific projects in total revenue	0	0	0	0	0,00 37	0,000 1	0,3	0,00 13	0,01 67	0	0, 00 08	0
2.5. Number of incoming mobility (longer than one month)	0	0	0	0	0	0	2	1	4	3	0	0
2.6. Number of outgoing mobility (longer than one month)	1	0	2	3	0	0	1	1	3	0	0	0
3.1. Number of institution-contracted projects with businesses (including international projects), government bodies, and local self-government units, civil sector, and non-governmental organizations	0	1	2	5	0	0	0	1	3	1	1	0
3.2. Share of institution-contracted projects with businesses (including international projects), government bodies, and local self-government units, civil sector, and non-governmental organizations	0	0,0 04	0,00 07	0,02 0	0	0	0	0,00 02	0,00 28	0,00 09	0, 00 1	0

4.1. Science popularization activities	45	52	39	42	54	126	147	158	/	0	0	0
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Table 3. Indicators of scientific activity implementation at the Juraj Dobrila University in Pula for the field of arts.

INDICATORS OF SCIENTIFIC ACTIVITY IMPLEMENTATION	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
1.1. Number of artworks performed, produced, exhibited, published, presented to the public *	/	/	/	/	/	/	/	/	82	91	82	85
1.1.1. at an international festival, review, exhibition, or similar event	10	19	15	13	15	16	26	49	26	4	0	3
1.1.2. at a public festival, review, exhibition, or similar event of national significance	7	14	26	11	15	28	21	17	35	9	2	7
1.1.3. audio-visual recordings	2	5	0	1	3	16	3	3	11	0	0	0
1.1.4. number of other works presented in the Republic of Croatia and abroad	6	17	9	8	13	14	11	30	44	13	2	8
1.2. Number of recognitions, awards, or nominations for artistic work:	/	/	/	/	/	/	/	/	/	0	0	1
1.2.1. highest national professional awards and recognitions (including lifetime achievement awards)	1	1	1	0	0	0	0	0	/	0	0	1
1.2.2. at an international festival or exhibition	2	7	5	2	2	1	2	9	4	4	0	0

1.2.3. at an event of national significance	13	3	6	4	6	1	4	1	9	0	0	3
1.3. Number of artistic-research projects	/	/	/	/	/	/	/	/	/	0	2	2
1.3.1. Artistic-research projects at the home university and outside the home university	2	5	3	2	2	7	5	4	3	3	3	1
1.3.2. Artistic-research workshops and seminars	3	0	3	8	4	3	3	4	2	3	2	0
1.4. Number of participations in artistic and professional gatherings, in judging panels, in assessment commissions, or directorates	/	/	/	/	/	/	/	/	9	3	3	3
1.4.1. Artistic directorship of domestic and international festivals	0	0	0	0	0	0	0	0	/	0	0	0
1.4.2. Directorate of domestic and international artistic festivals	0	0	0	0	0	0	0	0	/	0	0	0
1.4.3. International and domestic judging panels	3	6	2	7	5	2	4	5	5	0	2	3
1.4.4. Participation in assessment commissions of artistic and art-scientific projects	0	0	2	4	1	1	2	0	/	0	2	3
1.4.5. Participation in or organization of artistic or art-scientific gatherings and workshops	4	3	8	9	4	7	9	4	3	0	2	0
1.5. Books												
1.5.1. Artistic authorship editions	0	27	2	0	0	0	1	0	0	1	0	1
1.5.2. Scientific author books related to art, artistic, scientific, or interdisciplinary fields (single or multiple authors) presenting research results and insights	0	0	0	0	1	0	0	0	0	1	1	4

[illegible]

civil sector, and non-governmental organizations

3.2. Share of contracted institutional projects with institutions and organizations in culture, economy (including international projects), state administration bodies, and local self-government units, civil sector, and non-governmental organizations	0	0	0	0	0	0	0	0	0	0	2	3	2
4.1. Art promotion activities	6	6	12	6	9	7	13	6	0	9	5	9	

**An artistic work is considered the result of artistic-creative activities according to the fields of the Artistic Area contained in the Regulation on Scientific and Artistic Areas (e.g., solo or group exhibition, presence of the work in an exhibition or collection, graphic portfolio, concert, film, performance, multimedia project, dance performance, conservation and restoration work, etc.).*

The following table shows the ratio of the number of indexed papers in Current Contents to the number of scientific-teaching staff at the University

Table 4. Ratio of the number of papers indexed in CC/SCI/SSCI to the number of teaching staff.

YEAR	NUMBER OF TEACHING STAFF	NUMBER OF WoS PAPERS	NUMBER OF CC PAPERS	RATIO OF WoS PAPERS/	RATIO OF CC PAPERS/ NUMBER OF TEACHING STAFF
2021	150	120	51	0,80	0,34
2020	150	121	43	0,81	0,29
2019	150	132	44	0,88	0,29
2018	131	100	25	0,76	0,19
2017	131	92	44	0,70	0,34
2016	131	75	21	0,57	0,16
2015	131	66	30	0,50	0,23
2014	131	54	25	0,41	0,19
2013	131	89	39	0,68	0,30
2012	131	75	30	0,57	0,23
2011	131	78	49	0,60	0,37
2010	131	50	38	0,38	0,29
2009	131	44	42	0,34	0,32
2008	131	36	38	0,27	0,29
2007	131	48	34	0,37	0,26
2006	131	10	21	0,008	0,16

The table shows an increase in the number of indexed papers, but also an increase in the number of teaching staff at the University. From the conducted analysis of paper indexing, it is evident that there is an increased need to link the papers of the teaching staff with the parent institution and the department in which they work. If an indexed paper is not linked to the parent institution, it will not be visible in other searches and analyses related to the University.

4. OBJECTIVES OF THE UNIVERSITY RESEARCH STRATEGY 2021-2026

The objectives of the research strategy are based on the University Development Strategy 2021. – 2026, on the Rector's Program 2021 – 2026 they are divided into five strategic areas of research.

- Strategic support I. – human resources, infrastructure and equipment
- Strategic support II. – scientific and teaching excellence
- Strategic Support III. – international recognition in the field of science, research and education
- Strategic support IV. – strategic partnerships, collaborations and networking
- Strategic support V. – innovation and entrepreneurship

Below will be presented the listed strategic areas of action with the corresponding objectives and tasks for each activity, with an indicator of the implementation of activities, the timing of the execution of the activity and the holders of each activity.

4.1. STRATEGIC AREA I

HUMAN RESOURCES, INFRASTRUCTURE AND EQUIPMENT

The main objectives of the strategic area are to strengthen investments in infrastructure and equipment, and to improve the management of human capital of the University. Investing in human and infrastructure resources is very important because it provides funds and space for business. Through investment in student facilities, visibility and attractiveness of the study (institution) is ensured, which enables continuity in the work and long-term operation of the University. Spatial and human resources ensure more efficient performance of scientific research and teaching activities.

GOAL 1: STRENGTHENING INVESTMENT IN INFRASTRUCTURE AND EQUIPMENT

Task: renovation of this university campus building

Indicator: renovated, repaired and/or renovated buildings in Ronjgova Street, Rovinjska Street, Preradovićeve Street, Zagrebačka Street and the University Library building

Time Frame: until the end of the project foreseen deadlines

Responsable Unit/Person: Vice-Rector for Resource Management, Office for Research, Arts and Projects

Task: conversion of facilities for the needs of the new university campus

Indicator: renovated building of the main facility and auxiliary facilities in the Naval Hospital

Time Frame: until the end of the project foreseen deadlines

Responsable Unit/Person: Vice-Rector for Resource Management, Office for Research, Arts and Projects

Task: moving into new facilities of student standard

Indicator: moving in of students, with the possibility of using student premises and restaurants; start of using a new student dormitory and a new student restaurant in Negrieva Street

Time Frame: until the end of the project foreseen deadlines

Responsable Unit/Person: Vice-Rector for Resource Management, Office for Research, Arts and Projects, Student Centre

GOAL 2: IMPROVING HUMAN CAPITAL MANAGEMENT

Task: improvement of business processes with internal self-analysis of components, scientific and teaching, teaching and administrative staff in the field of anticipation and improvement of business processes

Indicator: analysis carried out

Time Frame: once a year

Responsable Unit/Person: Vice-Rector for Resource Management, Office for Strategic Planning and Quality Assurance

Task: improvement and development of the human capital management process

Indicator: development and adoption of a human capital management strategy

Time frame: 1/2023

Responsable Unit/Person: Vice-Rector for Resource Management, Office for Strategic Planning and Quality Assurance

Task: organization of a new organizational and business model of management

Indicator: development and implementation of a new organizational structure and systematization of workplaces

Time Frame: 4/2022

Responsable Unit/Person: Rectorate, heads of constituent units, heads of offices and services

Task: digitalisation of business – dUNIPU, establishment of a digital management system in support of the improvement of total human capital

Indicator: Established IT support scientific teaching and administrative processes of the institution.

Time Frame: 1/2023

Responsable Unit/Person: Vice-Rector for Cooperation, Innovation and Technology Transfer, Office for Strategic Planning and Quality Assurance

Task: introduction of ISO standards in the world of improving efficiency and monitoring scientific-teaching and administrative processes of business

Indicator: implemented standard implementation

Time Frame: until 12/2025

Responsable Unit/Person: Legal Affairs Department, Office for Strategic Planning and Quality Assurance

4.2. STRATEGIC AREA II

SCIENTIFIC-TEACHING EXCELLENCE

Strategic support includes scientific and teaching excellence of employees and its goal is to improve the efficiency, effectiveness and productivity of scientific, teaching and administrative processes of institutional activity. The main objectives of the strategic field are to strengthen scientific and teaching excellence, while improving the current stage of postgraduate education. The foundation of the University is research, scientific and teaching activities, and therefore scientific and teaching excellence is highlighted as a key strategic area of activity, with an emphasis on the need to encourage and reward quality scientific contribution. This strategic area builds on the strategic area of international recognition of the institution (area 4.3), because the contribution of scientific and teaching staff directly affects the increase of research productivity, but also the national and international visibility of the University.

GOAL 1: STRENGTHENING SCIENTIFIC EXCELLENCE

Task: preparation of an analysis of the scientific productivity of the University including all constituents and scientific and teaching staff since the foundation of the University

Indicator: productivity analysis made

Time Frame: 1/2022

Responsible Unit/Person: Vice-Rector for Research, Arts and Cooperation, Office for Research, Arts and Cooperation

Task: development of scientific research profile of the University and profiles of scientific and teaching staff at CROSB, ResearchGate, ORCID and other similar services

Indicator: created profile of all scientific and teaching staff of the University

Time Frame: 8/2022

Responsible Unit/Person: Vice-Rector for Research, Arts and Cooperation, Office for Research, Arts and Cooperation

Task: to increase the number of domestic and international projects in which scientific and teaching staff of the University participate (or lead)

Indicator: number of projects – minimum 2 projects per year per component

Time Frame: on an annual basis, starting from 2022

Responsible Unit/Person: Vice-Rector for Research, Arts and Cooperation, Office for Research, Arts and Cooperation

Task: increase the number of Q1 works in Wos and Scopus bases

Indicator: > 10% of works on an annual basis

Time Frame: annually

Responsible Unit/Person: Vice-Rector for Research, Arts and Cooperation, Office for Research, Arts and Cooperation

Task: increase the number of works in Wos and Scopus bases

Indicator: > 10 % of works on an annual basis

Time Frame: on an annual basis

Responsible Unit/Person: Vice-Rector for Research, Arts and Cooperation, Office for Research, Arts and Cooperation

Task: to increase the citation of scientific and teaching staff in Wos and Scopus databases

Indicator: > 10 % of works on an annual basis

Time Frame: on an annual basis

Responsable Unit/Person: Vice-Rector for Research, Arts and Cooperation, Office for Research, Arts and Cooperation

Task: establishment of an international scientific council

Indicator: advice established Timeframe: 8/2022 Activity holder: Senate

Task: encouraging interdisciplinary research and cooperation Indicator: increase in the number of research by at least 10 % per year

Time Frame: annually

Responsable Unit/Person: Vice-Rector for Research, Arts and Cooperation, Office for Research, Arts and Cooperation

Task: increase funding for science by encouraging publications of Q1 and Q2 papers

Indicator: number of published papers in Q1 and Q2 categories

Time Frame: on an annual basis

Responsable Unit/Person: Vice-Rector for Research, Arts and Cooperation, Office for Research, Arts and Cooperation

Task: adoption of regulations on rewarding students, scientific, teaching and non-teaching staff in order to encourage excellence

Indicator: number of awards awarded

Time Frame: on an annual basis

Responsable Unit/Person: Vice-Rector for Research, Arts and Cooperation, Vice-Rector for Students, Office for Research, Arts and Cooperation, Office for Strategic Planning and Quality Assurance

Task: establish a fund to support researchers

Indicator: fund established

Time Frame: 6/2023

Responsable Unit/Person: Senate, Vice-Rector for Research, Arts and Cooperation

GOAL 2: STRENGTHENING TEACHING EXCELLENCE AND ATTRACTIVENESS OF STUDIES

Task: construction of new technological and educational platforms based on modern technologies

Indicator: establishment of UNIPU Ed Tech center through which virtual classrooms will be created, access and introduction of online study programs will be enabled

Time Frame: 8./2022.

Responsable Unit/Person: Vice-Rector for Cooperation, Innovation and Technology Transfer, Rectorate, Senate

Task: increasing the number of courses in English

Indicator: annual growth in the number of courses for a minimum of 1 course

Time Frame: annually

Responsable Unit/Person: Vice-Rector for Students, Office for International Cooperation

Task: introduction of new and competitive lifelong learning programmes

Indicator: introduction of at least 3 new programs per year

Time Frame: on an annual basis

Responsable Unit/Person: Vice-Rector for Students, Office for Partnership and Projects, University constituents

Task: increasing the number of interdisciplinary study programmes

Indicator: increase the number of programmes by at least 3 per year

Time Frame: on an annual basis

Responsable Unit/Person: component leaders, Senate

Task: improving the academic abilities of teachers through education and additional training

Indicator: minimum of 2 activities per unit per unit

Time Frame: on an annual basis

Responsable Unit/Person: Office for Strategic Planning and Quality Assurance, component leaders

Task: launching a program of systematic and continuous improvement of teaching based on continuous monitoring of students' needs and experiences (SESA system)

Indicator: INTRODUCED SESA system (cooperation of the Office for Strategic Planning and quality assurance and student union and Ed Tech Center)

Time Frame: 8/2022

Responsable Unit/Person: Vice-Rector for Students, Office for Strategic Planning and Quality Assurance, Student Union

Task: diversification of study programs with an emphasis on high standards of quality and applicability and importance for the community

Indicator: number of quality certificates, minimum one per year

Time Frame: on an annual basis

Responsable Unit/Person: Vice-Rector for Students, Vice-Rector for Research, Arts and Cooperation, Office for Strategic Planning and Quality Assurance

GOAL 3: IMPROVING POSTGRADUATE EDUCATION

Task: launching joint doctoral studies

Indicator: minimum 2 studies

Time Frame: 12/2025

Responsable Unit/Person: Senate, Rectorate, component leaders

Task: Joining the EDAMBA association (European Doctoral Programmes Association in Management and Business Administration)

Indicator: UNIPU member of EDAMBA-e

Time Frame: 8/2023

Responsable Unit/Person: Senate, Rectorate, component leaders

Task: increasing the mobility of postgraduate students

Indicator: growth in the number of mobility of at least 10 % per year

Time Frame: on an annual basis

Responsable Unit/Person: Vice-Rector for Cooperation, Innovation and Technology Transfer, Office for Partnership and Projects

Task: to increase the number of researchers in doctoral studies through exchanges and partnerships

Indicator: increase in the number of collaborative surveys of at least 10 % per year

Time Frame: on an annual basis

Responsible Unit/Person: Vice-Rector for Cooperation, Innovation and Technology Transfer, Office for Partnership and Projects, Head of Doctoral Studies

Task: increasing the number of international commentators in postgraduate studies

Indicator: increased number of commentators compared to the year before

Time Frame: on an annual basis

Responsible Unit/Person: Vice-Rector for Cooperation, Innovation and Technology Transfer, Office for Partnership and Projects, Head of Doctoral Studies

4.3. STRATEGIC AREA III

INTERNATIONAL (SCIENTIFIC AND RESEARCH) RECOGNITION

One of the main objectives of the strategy relates to the international recognition of the University. Systematic and sustainable branding and focus on improving the visibility and recognition of the institution create preconditions for academic recognition and international recognition in the field of science, research and education. The main objectives of the strategic area are the branding of the University, raising international recognition in the field of science, research and education, and increasing academic visibility in the local community and beyond.

GOAL 1: BRANDING

Task: the establishment of the Office for Strategic Communications, which should bring a communication and promotion strategy of the University and plan the strategic positioning of the institution at the local and international level

Indicator: Established Office

Time Frame: 12/2022

Responsible Unit/Person: Ministry of Science, Education and Sports, Rector, Vice-Rectors, Department for Legal and Personnel Affairs

Task: establishing a masterbrand strategy as a basis for establishing a recognizable brand in the region and beyond – as the leading institution of higher education and scientific excellence in the region

Indicator: established and implemented masterbrand strategy

Time Frame: 12/2022

Responsable Unit/Person: Rectorate, Senate

Task: membership in EUPRIO (European Association of Communication Professionals in Higher Education) in order to network and increase the visibility of the institution

Indicator: at least 4 university employees enrolled

Time Frame: 12/2025

Responsable Unit/Person: Rector, Vice-Rector for Resource Management, Office for Strategic Communications, Publishing Office

Task: increase of presence on social networks and media, websites and local, regional and national media

Indicator: increase of presence compared to the previous year by at least 10 %

Time Frame: on an annual basis

Responsable Unit/Person: components, Office for Strategic Communications, Publishing Office

GOAL 2: RAISING INTERNATIONAL RECOGNITION AND REPUTATION IN THE FIELD OF SCIENCE, RESEARCH AND RESEARCH

Task: entry into the European network of universities (Young European Research University Network, The League of European Research Universities)

Indicator: executed/unexecuted

Time Frame: 6/2023

Responsable Unit/Person: Vice-Rector for Cooperation, Innovation and Technology Transfer, Office for Partnership and Projects

Task: ranking the University of Science, Research and Education internationally

Indicator: inclusion in one of the international rankings, moving to a better position compared to the previous year

Time Frame: on an annual basis

Responsable Unit/Person: Vice-Rector for Research, Arts and Cooperation, Office for Research, Art and Cooperation, Office for Strategic Communications, Office for Partnership and Projects

Task: adoption of the Strategy of International and Interinstitutional Cooperation

Indicator: Executed/Unexecuted

Time Frame: 8/2022

Responsible Unit/Person: Vice-Rector for Cooperation, Innovation and Technology Transfer, Office for Partnership and Projects

Task: establishing a network of EU universities with the University, as a partner – institution

Indicator: Executed/Unexecuted

Time Frame: 6/2025

Responsible Unit/Person: Rectorate, heads of components, Senate, Office for Partnership and Projects

GOAL 3: INCREASE THE (ACADEMIC) VISIBILITY OF THE UNIVERSITY LOCALLY AND INTERNATIONALLY

Task: improving the culture of research by working at the University at the local and regional level (e.g. Research Week, Researchers' Night...)

Indicator: minimum 5 events per year

Time Frame: on an annual basis

Responsible Unit/Person: Vice-Rector for Research, Arts and Cooperation, Office for Research, Arts and Cooperation, Publishing Office

Task: improvement of publishing activities with the launch of new research journals in addition to the existing Economic Research – Economic Research

Indicator: at least one improved journal or one new one on an annual basis Level

Time Frame: on an annual basis

Responsible Unit/Person: Vice-Rector for Research, Arts and Cooperation, Office for Research, Arts and Cooperation, Publishing Office

Task: holding scientific and professional conferences and conference

Indicator: at least one national or international scientific and professional conference (conference) in two years

Time Frame: two-year period

Responsible Unit/Person: Vice-Rector for Research, Arts and Cooperation, Office for Research, Arts and Cooperation, Publishing Office

Task: attendance at scientific conferences, meetings, workshops, fairs to increase academic visibility and presence of the institution (and its employees)

Indicator: attendance at at least 5 conferences, fairs or meetings at least 15 employees on an annual basis

Time Frame: on an annual basis

Responsible Unit/Person: Vice-Rector for Research, Arts and Cooperation, Office for Research, Arts and Cooperation, Office for Publishing, Heads of Components

Task: increasing the number of projects at national, European and international level

Indicator: minimum of 2 new projects per year, preferably at the international level

Time Frame: on an annual basis

Responsible Unit/Person: Vice-Rector for Research, Arts and Cooperation, Office for Research, Arts and Cooperation

Task: increasing and encouraging the mobility of researchers

Indicator: increase by at least 10% more mobility compared to the previous year

Time Frame: on an annual basis

Responsible Unit/Person: Vice-Rector for Cooperation, Innovation and Technology Transfer, Office for Partnership and Projects

Task: Development of international Alumni Network

Indicator: developed international network

Time Frame: 6/2025.

Responsible Unit/Person: Vice-Rector for Cooperation, Innovation and Technology Transfer, Vice-Rector for Students, Office for Partnership and Projects

4.4. STRATEGIC AREA IV

STRATEGIC PARTNERSHIPS AND NETWORKING

Achieving strategic partnerships, cooperation at the local, national and international level is one of the basic preconditions for achieving recognition of action. Through networking with

the community, foundations are created for long-term work and cooperation at all levels, for the benefit and benefit of the local, but also the wider community. The main objectives of the strategic area are to strengthen cooperation with the local community and the economy and to position the University as one of the main drivers of economic development of the region as a baseline partners for strategic research cooperation in the region and beyond.

GOAL 1: STRENGTHENING COOPERATION WITH THE LOCAL COMMUNITY AND THE ECONOMY

Task: increasing the number of projects in cooperation with the community and partners from the environment

Indicator: increase of at least one project per year

Time Frame: on an annual basis

Responsable Unit/Person: Vice-Rector for Cooperation, Innovation and Technology Transfer, Vice-Rector for Students, Office for Partnership and Projects, Heads of Components

Task: starting a community through networking of researchers and alumni with the University of Pula

Indicator: increased number of collaborations between researchers and alumni for at least one project per year

Time Frame: on an annual basis

Responsable Unit/Person: Vice-Rector for Cooperation, Innovation and Technology Transfer, Vice-Rector for Students, Office for Partnership and Projects, Heads of Components

Task: establishment of the Social Responsibility Council

Indicator: Social Responsibility Council established to meet at least 2 times a year

Time Frame: year-on-year starting from 2022

Responsable Unit/Person: Senate

Task: encouraging and creating national/international strategic partnerships

Indicator: minimum 2 partnerships at national level and 2 at international level of the year

Time Frame: on an annual basis

Responsable Unit/Person: Vice-Rector for Cooperation, Innovation and Technology Transfer, Vice-Rector for Students, Office for Partnership and Projects

GOAL 2: THE UNIVERSITY AS A DRIVER OF ECONOMIC DEVELOPMENT OF THE REGION

Task: establishment of targeted centers of scientific excellence in research aimed at strengthening the research potential and expertise of the University

Indicator: established centers of scientific excellence, at least one center per year

Time Frame: on an annual basis

Responsable Unit/Person: Senate, constituent leaders, VISIO

Task: construction of a technology park with the aim of supporting the economy of the region

Indicator: built technology park

Time Frame: 10/2025

Responsable Unit/Person: Senate, Office for Research, Arts and Projects

Task: adoption of the Strategy for the Development of the ICT Industry in the Region

Indicator: strategy adopted

Time Frame: 9/2022

Responsable Unit/Person: Senate, ict component leaders, SRIC

Task: involvement in the implementation of the Branding Strategy of Istria as an ICT destination

Indicator: involvement of University staff in the implementation of the Strategy

Time Frame: 1/2022

Responsable Unit/Person: Senate, ict component leaders, SRIC

Task: personalized education for the region

Indicator: integration of the educational space of the Istrian County and the realization of personalized education at all levels for this area, through eu-funded programs

Time Frame: 6/2023

Responsable Unit/Person: Rectorate, Senate, leaders of Components in ICT area, representatives of the Region of Istria

Task: strengthening the social and economic impact of university researchers through cooperation with the community and partners from the environment

Indicator: increase in the number of projects and collaborations by a minimum of 1 more on an annual basis

Time Frame: on an annual basis

Responsible Unit/Person: Vice-Rector for Cooperation, Innovation and Technology Transfer, Vice-Rector for Research, Arts and Cooperation, Office for Partnership and Projects, Office for Research, Arts and Cooperation, Heads of Components

4.5. STRATEGIC AREA V.

INNOVATION AND ENTREPRENEURSHIP

The Development Strategy of the University has a strong focus on research, innovation, creativity and entrepreneurship. Innovation is the key to development and only constant innovation and investment in innovation and innovation activities can achieve long-term sustainability and competitiveness of business and action. By encouraging and promoting innovation activities, the University becomes a center for new technologies, standing ovals and knowledge transfer in the region and beyond. With the establishment of research and entrepreneurial campuses, the University of St. Nicholas becomes a link between the economy, research community and excellence in education. The goals of the strategic area are the establishment of entrepreneurial infrastructure and the initiation and encouragement of innovation, creativity and entrepreneurship in business.

GOAL 1: ESTABLISHMENT OF ENTREPRENEURIAL INFRASTRUCTURE

Task: creation of a strategic plan for the establishment of an entrepreneurial University

Indicator: adopted strategic plan, integration of components into entrepreneurial policy

Time Frame: 10/2022

Responsible Unit/Person: Senate, commission for the establishment of an entrepreneurial University

Task: establishing startup research campuses in support of a kind of HUB for research forces of the region and beyond

Indicator: minimum 2 startup campuses (1 from STEM field, 1 from tourism)

Time Frame: by the end of 2025

Responsable Unit/Person: Commission for establishment of an entrepreneurial university, Vice-Rector for Research, Arts and Cooperation, Office for Research, Arts and Cooperation

Task: launching the University's Enterprise Network (UPEN)

Indicator: network established and signed cooperation agreements (with repository of teaching units)

Time Frame: 6/2023

Responsable Unit/Person: commission for the establishment of an entrepreneurial university, vice-rector for cooperation, innovation and technology transfer, vice-rector for students

Task: establishment of the Foundation for the Development of an Entrepreneurial University

Indicator: Foundation established

Time Frame: 6/2024

Responsable Unit/Person: Vice-Rector for Research, Arts and Cooperation, Office for Research, Arts and Cooperation

GOAL 2: ENCOURAGING CREATIVITY AND INNOVATION OF ALL BUSINESS PROCESSES

Task: launching the Center for Applied Entrepreneurship at VISIO for coordination and integration of all entrepreneurial activities

Indicator: Center established, initiation of entrepreneurial projects in the field of entrepreneurship and innovation

Time Frame: 1/2022

Task: launching the scientific and artistic pavilion / incubator iDEA in support of scientific research, artistic and professional technological projects related to the economy, local and regional government and self-government and the community

Indicator: Pavilion / Incubator iDEA established

Time Frame: 6/2025

Responsible Unit/Person: Senate, Heads of Constituent units, Rectorate, Vice-Rector for Research, Arts and Cooperation

Task: establishment of the Center for Innovation and Transfer at VISIO

Indicator: Established Center

Time Frame: 6/2023

Responsible Unit/Person: Senate, Constituent Leaders, VISIO

Task: establishment of the CHAS Centre (social, humanistic and artistic research) in support of research and entrepreneurial activities of the community

Indicator: Established Center

Time Frame: 6/2024

Responsible Unit/Person: Senate, heads of constituent units, Rectorate

Task: establishment of the Center for ICT, Gaming and Computer Design at VISIO

Indicator: Established Center

Time Frame: 6/2025

Responsible Unit/Person: Senate, constituent leaders, VISIO

Task: launching technological business incubators at the University level in support of the community

Indicator: launch of at least 2 professional programs offered to the community in the field of innovation, entrepreneurial culture, entrepreneurial education, virtual summer professional development programs

Time Frame: on an annual basis

Responsible Unit/Person: Senate, Office for Postgraduate Studies and Lifelong Learning, University constituents

5. EXPECTED OUTCOMES OF THE UNIVERSITY'S RESEARCH STRATEGY

The expected outcomes of the Research Strategy of the Juraj Dobrila University of Pula are described through individually separated strategic areas, set goals and related tasks, and refer to the following expected results:

- ✓ improving the productivity and efficiency of scientific, research, teaching and overall activity, i.e. satisfaction of employees and students, through investment in infrastructure, equipment and business processes
- ✓ increased scope of scientific papers, projects and quality of research in the field of all sciences of the University
- ✓ increased the scope of national and international competitive projects, independently and in cooperation with the local and wider community
- ✓ increased visibility and recognition of researchers and institutions at local, regional and national level
- ✓ increased recognition of the University at the local, national and international level, in terms of connecting with the economy and the community, with the aim of creating synergy of joint action and improving the community
- ✓ increased quality of study programmes, with an increase in the scope of lifelong learning programmes, English-language programs and international summer and winter schools.
- ✓ increased innovation and entrepreneurial activity in the local community, through programs and specialized centers of the University, aimed at encouraging innovation and creative and entrepreneurial way of thinking and acting
- ✓ increased number of strategic cooperation and partnerships at national and international level
- ✓ increased satisfaction of scientific and teaching staff due to the improvement of working conditions, business processes and the introduction of a system of rewarding employees.

6. MECHANISMS OF IMPLEMENTATION AND CONTROL OF THE IMPLEMENTATION OF THE STRATEGY

For the implementation of the Research Strategy of the University, the bodies and employees of the University are indicated within each stated goal or task, while the implementation is coordinated by the Vice-Rector for Research, Art and Cooperation, together with the associated supporting Office of Research, Arts and Collaboration.

The report on the realization of the Research Strategy is submitted at the proposal of the Vice-Rector for Research, Arts and Cooperation, based on the achieved or unrealized indicators for the past year and submitted to the University Administration. The Administration considers the Report and submits it to the Senate of the Juraj Dobrila University of Pula for acceptance.