



HRVATSKO
KATOLIČKO
SVEUČILIŠTE
ZAGREB
UNIVERSITAS
STUDIORUM
CATHOLICA
CROATICA
ZAGABIA

**DEVELOPMENT STRATEGY OF THE
CATHOLIC UNIVERSITY OF CROATIA
DURING THE PERIOD UP TO 2020**

INTRODUCTION

The Catholic University of Croatia (hereinafter: “the University“ or the “CUC“) has reached a breaking point in its development. The founding phase of the University, which began with the establishment of the University in 2008 with three study programs to begin with (history, sociology and psychology), included the establishment of the Catholic University of Croatia as an academic institution and the establishment of its core activities in the areas of higher education and scientific, artistic and professional activities. With the gaining of permanent accreditation for the programs of study of history, sociology and psychology in February 2013 and the gaining of accreditation for scientific activity in the field of social sciences and humanities in July 2014, the founding phase of the development of the Catholic University of Croatia is coming to an end.

The next phase of development for the Catholic University of Croatia is a phase of growth during which an organizational structure shall be developed that can ensure the long-term operation and development of the University, a wider range of study programs, scientific, professional and artistic activities established in accordance with the mission of the University, and during which the University should acquire its distinctive character, both at a national and at international level.

This document, the Development Strategy of the Catholic University of Croatia in the period up to 2020 (hereinafter: the Strategy), envisages the phase of growth of the University and places it in the forthcoming period. By its nature, the Strategy represents an addition to and continuation of strategic documents of the University adopted in the founding stage of development of the University.

The University has taken on preparation of this Strategy in order to:

- identify the main strategic goals for the development of the University for the purpose of achieving its mission and realising its vision;
- define the methods and procedures for achieving the set goals;
- determine the timing and phases in the process of achieving the most extensive set goals.

The process of developing the strategic development plan contained in the Strategy has been carried out through consultation with the founder, the management structures of the University, staff and students, with the intention of involving as many stakeholders of the University as possible, in all its parts and components. Consultations included focus group techniques, in-depth interviews and strategic workshops. During consultation, a multitude of strategically important areas were defined which have been summarized on one page in the form of a strategic map which is explained in the Strategy and will be developed in the documents that will be prepared on the basis of the Strategy.

In preparing the Strategy, effort has been made to achieve compliance with the most important strategic documents that govern the establishment, management and development of higher education and research institutions. For the University, as a member of a community of Catholic universities, the Apostolic Constitution *Ex corde Ecclesiae* is particularly important. In

the preparation of this document, strategic guidelines at both a national and an international level were followed, and in particular guidelines of the European Union.

The strategy has been developed based on the model presented in the strategic map, elaborating layer by layer various segments of the overall future developmental success of the University, with an emphasis on how they contribute to the achievement of the mission and realisation of the vision of the University. The strategic map, as a concise and summarised overview of the strategic ideas, is presented in an appendix to this document. The strategy has the following layered structure:

- We begin the presentation of the Strategy in the **Value foundation** segment with the values on which the University has based its existence and its activities. This provides a very general framework for all current and future endeavors of the University.
- The **Key elements of support** segment includes an elaboration of the basic building blocks (Gathered strong and motivated human resources, Ensured financial sustainability of the University, Renovated premises and constructed infrastructure, Established modern organizational structure) that form the indispensable logistics for the strong growth of the University towards set goals.
- The **Strategic objectives for core activities** segment includes an elaboration of the central strategic goals of the University as an academic institution (Establishment and development of new programs of study, Achievement of excellence in research, science and art, Development of a vital academic community, Strengthening of links with Croatian society, Inclusion in the international academic community and Catholic identity and recognizability).
- The **Stakeholders, friends and partners** segment develops the strategic approach towards all subjects involved in the work of the University, connected to it through various forms of cooperation and interested in its progress (Aware students who have acquired modern knowledge and skills, A community built up outside the University campus, Excellent lecturers and researchers, Motivated and efficient administrative staff, A diversified academic community outside the University, Network of partners in social and economic circles).
- The **Many goals, one mission** segment describes how the set strategic objectives lead to the accomplishment of the University's mission.
- The Strategy closes with the **Vision of the University - CUC 2020** segment, which outlines the result of the future realization of the planned strategic goals of the University in 2020.

Upon completion and acceptance of this Strategy by the governing bodies of the University, on the basis of the Strategy the process of cascading the strategy shall begin. Each of the components and other organizational units of the University shall develop part of the Strategy within its domain, shall identify strategic goals at their level of operation and design their own action plan. Furthermore, on the basis of the Strategy the University shall establish the financial, organizational and human resources required to achieve the goals, shall identify potential obstacles in the path towards the achievement of the set goals and shall develop methods for removing or overcoming them.

The modular format of this Strategy has been intentionally selected in order for the Strategy to be easily reviewable in summary form (on the strategic map), to be suited to regular monitoring of the achievement of goals by the Committee for Quality Assurance and to be more easily adaptable to future revisions, modernization and upgrades as a result of changed or completely new circumstances.

Monitoring the timely realization of the objectives set out in the strategy is an essential part of the overall quality assurance procedures at the University and is one of the most important tasks of the University Committee for Quality Assurance.

VALUES FOUNDATION

The Catholic University of Croatia is growing and operates on the basis of the mission of the Church that also wants to make a contribution to the higher education system in the Republic of Croatia, in the belief that the Gospel, which the Church proclaims, also has something to say in the context of a university. There are indications of this in relevant documents of the Magisterium - in particular the Constitution on Catholic Universities *Ex corde Ecclesiae* - as well as the founding acts and statute of the University.

- The word "university" expresses the identity of the institution in question as a social actor which, through its specific activities - research, education and service to society and the Church - contributes to the growth of a culture that has its source in the human person, and that is there for the human person.
- The word "Catholic" expresses the atmosphere and the way the university conducts its business: rooted in its spiritual Christian tradition it contributes to the growth of knowledge of human beings and their world, society and history, and to all human activity, while paying special attention to a solid education and the whole-person development of students as responsible members of society and the Church.
- The term "Catholic University" therefore expresses a kind of Christian humanistic program: to form men and women who will be able to go beyond the excellent performance of their profession and to responsibly engage with others in building a more just and more human society.

It follows that such a university is an institution which belongs both to the world about which knowledge of reality as a whole is acquired and developed and the world we live in, in which the saving message of Christ's gospel is witnessed and interpreted. These two worlds - "the world of thought" and "the world of faith" - interact in various places of human existence and action, but first and foremost in the intimacy of the personal conscience of each individual man and woman. And thus this University is a specific higher educational institutional space where dialogue is nourished and developed in which these two "worlds" enrich each other for the benefit of the whole.

Another thing that follows from this is dual responsibility:

- at the centre of "the world of thought" the University wants to radiate light and encouragement that are fueled by its Christian spirituality and tradition, and hence open new perspectives for the formation and growth of contemporary culture;
- at the centre of "the world of faith" the CUC wants to confer and transmit to Christian communities and institutions (in particular, those responsible for them) the content, issues and challenges of the "world of thought".
- it is said symbolically that: "You are the salt of the earth" - the point is that at the same time as the (best possible) "earth" of the University is cultivated, it receives and adopts the "salt" of its Christian Catholic identity. This is the basis of the cultural and ethical formation of the University.

There is nothing confessionally closed about this identity, now matter how much it is rooted in a specific Christian tradition. In this sense, Catholicism also assigns a *necessarily specific* spiritual and historical location of this identity and its equally *necessary openness* towards the whole and for the whole of human culture. The University is therefore open towards what is other and what is different, in meeting and dialogue; it wants to nurture meeting and dialogue among people of Christian beliefs and affiliation on one side and people with different world-view sensibilities and belonging on the other side.

This is the foundation for the values that guide and lead the activities of the University; we mention here only a few of the most important:

- the formation of students as whole persons; essential components of this formation are professional education and a sense of responsibility on a personal and professional level;
- a Catholic identity that directs scientific research and education towards the broader horizon of truth and effort with respect to the integration of scientific knowledge with other cultural values;
- integrity arising from responsibility for one's words and actions, and that is a reflection of reliability and professional and personal ethics at work and in the lives of employees and students;
- excellence that is achieved through the responsible commitment of each individual and the entire university community to achieving the set goals;
- the integration of personal faith and professional scientific knowledge on the part of employees and students through the reflective insight that there is one reality, that its origin is God and that both ways of knowing - knowledge and faith - nurture the love of truth and contribute to a comprehensive understanding of the meaning of human life and the purpose of God's creation;
- the promotion of social justice in the spirit of the social doctrine of the Church, through the development of Christian beliefs and feelings for others and effective assistance in the acquisition of a university education for talented individuals for whom this may be difficult for various reasons;
- cooperation with other institutions and individuals in joint scientific research and educational projects;
- sensitivity to difficult problems of modern times (e.g. the dignity of human life, the protection of nature, the pursuit of peace and a just social and political order) and investigation into their roots, particularly from an ethical and religious point of view.

In short, the Catholic University, on the basis of its Christian inspiration, by its very existence and action alerts to the presence of a *spiritual* element in the act of research, discovery and acquisition of knowledge. Effort is made to discover "the fingerprints of a divine collaborator" in the everyday activities of the University: these are evident in the benefit of knowledge that is achieved and in the good that is done; these reveal themselves in the questions that are

raised and in the issues which arise; they are discovered in the search for truth, goodness, beauty and the meaning of reality itself, as well as of human persons and their actions in the heart of this same reality.

Furthermore, the word "Croatian" in the name of the CUC we understand not only formally (because, of course, we are a Croatian university) and not in opposition to those who have no such adjective in their names (because other universities in Croatia, although they are, of course, Croatian, do not have this adjective in their name), but as one of its added values. In the global world in which we live, the underlining of some other, narrower features, including nationality, can do no harm, but rather contribute to the recognition of this element in the general scholarship process. In addition, this is one way that we achieve an integrative process within Croatia, since we are the only university with the adjective Catholic, and although we were established by the Archdiocese of Zagreb, we are not (only) a Zagreb University, we want to be Croatian, not only because of the mandate given to us in this regard with the establishment of our university by the Croatian Bishops' Conference, but also because of the real desire for our actions to be universally Croatian. Therefore, we believe that the existence of the first university with the adjective "Croatian" in its name (as opposed to, for example, theaters, where several theaters bear this adjective in their name: the Croatian National Theatre in Zagreb, Split, etc.) can have a positive impact both in Croatia and in world. Here, Croatian diaspora could have an important role to play.

KEY ELEMENTS OF SUPPORT

Gathered strong and motivated human resources

The objective of the University is to engage and bring together people who will at all levels and in all university bodies, from lecturers to administrative staff, demonstrate a high level of professional competence, but not without observable human virtues and qualities such as motivation for the active acceptance of responsibility in their work, willingness to develop the University and the academic community in general, the ability to contemplate and find ways to improve the quality of their own work, respect for the work and functioning of the University's structure, recognizing the importance of whole-person development, commitment to the transmission of Christian values in their work, or at least respect for the Catholic identity of the University and possession of a high level of enthusiasm towards the search for truth.

The University shall pay special attention to employment, or to procedures that will enable the employment of the best personnel for the institution in a transparent manner. In the period covered by this Strategy, particular attention will be paid to the improvement of methods for the recruitment and selection of future employees of the University. In addition to the Croatian labor market, the University is open to high-quality candidates from abroad, particularly through the opportunities offered by membership in the European Union. In this sense, Croatian diaspora can make a significant contribution to the development of the University.

Ensured financial sustainability of the University

In the period covered by the Strategy, the Catholic University of Croatia faces two major and fundamentally different challenges with respect to funding:

1. to establish a sustainable business model for the University during and after its growth phase
2. to secure funding for the anticipated growth of the University

The first challenge is to secure a high level of financial autonomy for the University during and after the phase of growth, such that the University is financing its activities from its own revenues to the greatest extent possible, and to achieve a greater diversification of funding sources for the University.

The main strategic goal facing the University is the achievement of full implementation of international agreements between the Holy See and the Republic of Croatia in Croatian legislation (the Agreement on legal matters and the Agreement regarding collaboration in the fields of education and culture (December 19, 1996)). Given the mission of the University and its role in the context of higher education in Croatia, we expect to continue to receive financing for a portion of the University's costs from the Republic of Croatia, in accordance with the Agreement between the Holy See and the Republic of Croatia on cooperation in the field of education and culture. Article 10 Paragraph 3 of the Agreement states that a

competent ecclesiastical authority may establish a Catholic higher educational institution that will, with prior agreement between the competent ecclesiastical and civil authorities "have the right to be publicly accredited and the Republic of Croatia shall provide adequate funds for them". Based on this, the aim is to ensure stable financing for existing and newly introduced study programs at the University, as well as the eligibility of applicants from the University to participate in public competitions which encourage excellence in scientific and professional work.

In addition to the above-mentioned funding from the state budget, the University will rely on:

- funding by the founders;
- tuition, registration fees and other fees;
- project funding, particularly for scientific and professional work, from various sources (private and public, local and international);
- The University Foundation;
- other foundations;
- donations;
- other sources.

The University is in need of further elaboration of the system of tuition, registration fees and other fees as well as investment of effort towards attracting individual and institutional donors. The continuation of work to ensure financial stability through the diversification of funding sources is an important task.

Another challenge involves significant one-off investments in the renovation and construction of buildings, equipping/furnishing premises and establishment of specific infrastructure for research laboratories and for scientific, professional and artistic work in general, the development of an IT infrastructure, a system of libraries, etc. The planned sources of financing for these activities include:

- EU funds, in particular structural and investment funds;
- donations;
- funding by the Foundation;
- funding by the founders;
- other sources.

The University will have to invest particular effort in exploiting the opportunities available as a result of Croatia's recent accession to the European Union. In this regard it will be necessary to focus activities on the coordination of the University, its founder and the local and national government.

Renovated premises and constructed infrastructure

During the period covered by this Strategy, one of the greatest challenges facing the University is the formation of the campus of the Catholic University of Croatia and the overall infrastructural development of the University. The Catholic University of Croatia's Campus has a unique infrastructural potential and the speed of development of the University depends largely on the utilization of this potential. The main objective of the University is to harness infrastructural development in the integration, development and expansion of the University and use it to create the groundwork for future excellence in all areas of the University's activity. The intended timeframe for this demanding undertaking is to have initiated all processes of infrastructural development and to have completed most of them by 2020.

Specific objectives for development of the premises include:

- to develop and make use of the available space, buildings and infrastructure of the campus of the CUC as the engine of development of the University;
- to develop all the facilities necessary for the functioning of the University as an integrated university on-campus (educational facilities - classrooms, offices and laboratories, library and reading-rooms, research facilities - offices and laboratories, space for art work, student accommodation and dining facilities, pastoral activities , recreational facilities, etc.) to the extent foreseen in this Strategy and to combine these into a functional and harmonious whole;
- to the extent that it does not interfere the normal functioning of the University, to make use of the infrastructure on-campus for the benefit of the local community (e.g. recreational facilities) and for the purpose of cooperation with and meeting the requirements of nearby educational, scientific, healthcare and other institutions (e.g. accommodation for visiting experts and scientists).

The University campus, which is owned by the Archdiocese of Zagreb, is managed by a company owned by the founders, the income of which supports the regular work and some developmental aspects of the University. At the present time, buildings number 4, 6 and 6a (see the attached campus map) on the University campus have been renovated and are fully operational. Building 4 is used by the University primarily for education, but also for other requirements of its core and supporting activities. Buildings 6 and 6a for the most part are leased by the management company owned by the founders. These buildings represent reserve capacity for quick and easy expansion of the activities of the University. One example of such expansion is the current process of arrangement and equipping of a Psychology Laboratory in building 6a to meet future needs for education, research and professional programs in the field of psychology. It is the task of the University, in collaboration with the founder, to align these needs for expansion with partner relationships with other institutions that use the space in buildings 6 and 6a and the renovation and construction of new infrastructure. The long-term plan is for building 4 to be dedicated to teaching activities in social sciences and the humanities, while buildings 6 and 6a are to be used for holding lectures in natural sciences, professional and biomedical fields.

The University campus also includes several buildings in need of renovation and refurbishment, i.e. buildings 2, 3, 10, 15 and 17 according to the attached map of the campus. Bringing these premises to full functionality by 2020 is a key specific infrastructural objective of the University. Finally, there is the possibility for construction of additional facilities on the University campus in accordance with the educational, pastoral, scientific, professional, artistic and other requirements of the University, according to the attached map of the University campus.

As far as the renovation of the University campus is concerned, a strategic objective is the preparation of project documentation for renovation of the campus during 2015 in accordance with the directives and standards of the European Union. The dynamics of the renovation of individual buildings will be carried out in accordance with the prepared documentation and project design. The plan for the renovation and use of existing buildings includes (according to the map of the campus of the University) the following:

Building no. 2 is designed as the building for the rectorate and accompanying activities. The facilities to be located in this building predictably include:

- the University Rectorate;
- University administrative services;
- the Quality Assurance Office;
- Conference Room;
- meeting rooms;
- part of the University's IT Center related to administration.

Building no. 3 is intended for scientific activities in the field of natural and biomedical sciences. The specific facilities of this building include:

- research laboratories in the field of natural and biomedical sciences;
- facilities for research centers and institutes in the field of natural and biomedical sciences.

Building no. 17 is designed for artistic activity. Facilities to be included are as follows:

- specially adapted rooms for education in artistic fields;
- classrooms, offices and other facilities necessary for education and artistic work.

Building no. 15 is intended to be the location for student accommodation and student dining facilities on the University campus. The planned facilities for this building include:

- student restaurant;
- student accommodation in double rooms;
- accommodation capacity for visiting scientists, experts and lecturers, including from surrounding educational, scientific, healthcare and other institutions, in single rooms.

Building no. 10 is intended as the location of the University Library and the University IT Center. Planned facilities for this building include:

- University Library;
- reading rooms;
- the University IT center with associated facilities
 - part for lectures and students and maintaining network infrastructure;
 - part for the support of scientific research (Computing Center), which includes the coordination of other IT and network equipment used mainly for scientific purposes on the University campus.

In the period covered by this Strategy, the University will also design the overall physical planning of the University campus, which, along with the renovation and refurbishment of existing buildings, also includes the construction of new facilities and infrastructure. The aim is for this spatial consideration of the University campus to be as comprehensive as possible and for the selected solution for the overall spatial planning to meet the long-term requirements of the University while at the same time making a striking architectural and horticultural impression. The University will therefore thoroughly prepare plans for the overall spatial planning which will cover the following requirements of the University:

- construction and equipping of the University chapel;
- construction and equipping of the conference hall (Aula Magna);
- construction of underground parking and related infrastructure;
- overall horticultural arrangement of the entire campus with related facilities.

In all activities with respect to the renovation of existing facilities on the University campus, an important strategic guideline shall be the protection of existing cultural heritage and its revitalization with the aim of improving the overall cultural and architectural impression of the neighborhood where the University campus is located, as well as the City of Zagreb as a whole.

Established modern organizational structure

During the period covered by this Strategy, it is necessary to establish an organizational structure that will be able to monitor the anticipated growth of the University both in terms of the scope and of the diversity of the newly established programs and activities, as well as to ensure the long-term stability of the University's operations and the performance of its core and supporting activities. Specific activities include:

- design of and in the process of development of the University, continual adjustment of the basic organizational documents: The main organization, Business process books, as well as other regulations covering issues of internal organization and job structure. In particular, the principle to be followed will be that the introduction of a study program shall be followed by the establishment of an appropriate university

body or professional department and that the introduction of significant new scientific and professional activities shall be accompanied by the establishment of appropriate centers and (university) institutes;

- the introduction of a high administrative and managerial position at the University, which in terms of scope and work method is comparable with managerial positions in companies;
- the introduction of new positions in key activities (management of the University Foundation, application for and management of international projects, etc.);
- the completion and standardization of efficient and effective administrative and other organizational processes;
- intensive computerization of all the administrative and management procedures as well as data storage and data management procedures;
- continual upgrading of internal legislation, regulations and procedures which ensure internal quality and compliance with external regulatory requirements;
- development of mechanisms for ensuring the quality of work of administrative personnel;
- achievement and maintenance of a pleasant and stimulating work environment;
- continual coordination of the work of administrative and academic management structures.

STRATEGIC GOALS IN CORE ACTIVITIES

Establishment and development of new study programs

The objective of the University is to develop study programs in all scientific fields: natural sciences, technical sciences, biomedicine and health, biotechnical sciences, social sciences, humanities and the arts. The University will most intensively develop the highest segments of education, university specialist studies, studies in foreign languages, especially in English, as well as doctoral studies. An important criterion in the establishment of a new study program shall be the achievement of balance among various scientific fields in order to foster interdisciplinary approaches with the aim of achieving an integration of knowledge (*Ex corde Ecclesiae*). In addition, the specificities and requirements of the Croatian environment shall be taken into account as well as world knowledge in the achievement of excellence in higher education.

The financing of educational activities is planned through the Agreement between the Archdiocese of Zagreb and the Croatian Government, funding from the founders, own revenues (tuition, fees, etc.), the University Foundation, donations and other sources.

The University will as a rule set up a University department for each new study program, and if necessary, will also establish appropriate centers and institutes for the purpose of providing scientific support for the execution of university studies. The planned establishment of new study programs in the period up to 2020 includes:

Undergraduate and graduate programs

Social sciences

- Communications;
- Economics;
- Political Science;
- Law.

Humanities

- Philosophy;
- Croatian Language and Literature.

Biomedicine

- Nursing;
- Midwifery;
- Medicine.

Natural sciences

- Interdisciplinary Natural Science Program.

Technical sciences

- Computer Technology.

Art

- Arts Program.

Doctoral studies

- Doctoral Program in Sociology;
- Doctoral Program in History;
- Doctoral Program in Psychology;
- Interdisciplinary Doctoral Program for the Study of Complex Systems.

In the forthcoming period the University shall also focus its capacity on the establishment and development of new forms of higher educational programs, especially programs of professional development and lifelong learning. Plans include the following:

- the establishment of a one-year university program (scope of the order of 60 ECTS credits) in the areas of general education (*studium generale*), natural sciences (*studium naturale*), technical sciences (*studium technicae*), etc. The aim of these university programs is to provide additional knowledge to students, both of the University, and of other institutions of higher education, in areas outside their main field of study. These programs can also serve interested students of all ages who are interested in these areas as part of their lifelong learning;
- the development of new professional development programs within the framework of lifelong learning, such as the already established Program for the acquisition of teacher competencies (PN);
- the establishment and development of specialized graduate studies, particularly MBA (Master of Business Administration) studies with a focus on the acquisition of practical knowledge and experience during their studies.

In processes for educational development at the University, a focus on increasing the level of specific competencies in existing programs will also be promoted. Activities in this area will include raising the level of quantitative competencies in students in programs in the social sciences and humanities and systematic work on raising the level of competence of students in the STEM fields (Science, Technology, Engineering, Mathematics).

In the existing University departments, activities in the field of education will be focused on continuously improving the quality of education and establishing a culture of excellence in research and professional work and the transmission of this excellence in the education process at the University. The direct goal of the departments of history, sociology and psychology is the establishment of doctoral studies in these areas and the development of a framework for inter-disciplinary education that is appropriate and necessary in an integrated

university. Furthermore, university departments established to date shall serve as support in the establishment of new departments, particularly in related and similar fields.

The achievement of excellence in research, science and the arts

In the period covered by this Strategy, the University will strive to achieve, and then maintain excellence in science and the arts, not only because of the significant increase of the influence and the impact of the research carried out by scientists from the University, but also because of the quality of education in university study programs that have a scientific component. In directing the development of research at the University and choosing the focus of research, the University shall be governed by international criteria for scientific and artistic excellence, the requirements of Croatian society and the Church, the University's own potential, as well as the framework set out in the Apostolic Constitution *Ex corde Ecclesiae*:

"In a Catholic University, research necessarily includes:

- a) the search for an *integration of knowledge*,
- b) a *dialogue between faith and reason*,
- c) an *ethical concern*, and
- d) a *theological perspective*."

A strong scientific research component is in the heart of the development strategy of the University. One of the basic strategic intentions of the University is to earn international recognition and influence in the scientific areas that are the focus of our interest. The University will work on the development of important research areas that are not areas of focus for other scientific institutions in Croatia. Within a range of topics we need to offer a new interpretation, which is in line with our worldview perspective, which is needed and is missing in Croatia.

Our approach to the organization of scientific research work is based on problem areas, rather than on education curricula as is often the case in Croatia. This research approach emphasizes an interdisciplinary and transdisciplinary perspective which is consistent with the concept of an integrated university. The basic organization of scientific activity is that scientific capacity is developed in a mono-disciplinary environment of University departments, ("discipline driven"), while the main research goals are oriented towards research and resolution of precisely defined problems ("problem driven"). The goal is to enable optimised formation of scientific and expert teams at the University focused on identified research objectives, whether interdisciplinary or monodisciplinary in composition.

One of the main strategic objectives of the University is to develop a strong interdisciplinary research momentum that will respect as well as push the boundaries of individual scientific disciplines and professions, which will be open to the truth and freedom. In problem areas of special interest the University shall define centers, with particular emphasis on research laboratories, which will represent an intersection of research work on the observed issues. Centers and institutes whose establishment or significant development is planned in the period covered by this Strategy include:

Humanities

- Centre for Research of Totalitarian Systems of the 20th Century;
- Centre for Interreligious Dialogue;

Social Sciences

- Institute for the Social Doctrine of the Church and Social Research;
- Institute for the Family.

Natural Sciences

- Center for fundamental questions in science - focused on guidance from the *Ex corde Ecclesiae* 15 pg. 18 - "a dialogue between faith and reason";
- Institute for complex systems - focused on guidance from the the *Ex corde Ecclesiae* 15 pg. 18 - "the search for an integration of knowledge".

Interdisciplinary areas

- Center for transferable skills (focused on widely necessary skills that are not in the center of many studies: foreign languages, new methodological approaches, quantitative skills, etc.)

In the period covered by this Strategy the objective is the establishment and completion of all necessary supporting activities for modern scientific and professional work. Among other things, the comprehensive computerization of all activities associated with scientific and professional development will be undertaken, including the development of associated computing and communications infrastructure and the establishment of a University computer center focused on calculations and simulations for scientific purposes. The University will also develop and promote publishing and co-publishing activities within which University textbooks and other works of importance and interest to the University shall be published. As a strategic goal in the period covered by this Strategy, the University also plans to open dissemination channels for the publication of scientific results of University employees. This primarily relates to the possibility of pursuing a university journal, but also to the use of various platforms enabled by modern computer and communication technologies such as social networks, blogs, forums, etc.

Development of a vital academic community

A strategic goal of the Catholic University of Croatia is to create a tightly knit community of all stakeholders influenced by the University's activities and which influence the University through their work or participation. A significant challenge facing the University is to develop into a recognizable place not only for the quality of education and science, but also all other forms of activity with a long-term impact on the formation of the people who have studied at the University, lectured, researched or worked in general. In this sense, the goal is to develop an atmosphere of mutual encouragement towards excellence in education and research, rewarding and highlighting success, as well as finding ways and procedures for improvement in areas where intended goals have not been achieved. It is necessary to turn the University into a place where personal development flows together with professional, technical or scientific development. The achievement of these ambitious targets requires the support of adequate infrastructure. In this sense, in the period covered by this Strategy the aim is to develop further, and where necessary establish, the following:

- student bodies and associations, which transform individual initiatives on the part of students into undertakings of the whole community;
- an active alumni network, with students who even after their education at the University at a young age, return to the University in various stages of their life and interact with it;
- associations of parents and family members, with the unique insights of those who entrust the University with the education and formation of our students and bear the burden of supporting their studies;
- a community of friends and supporters of the University;
- extracurricular activities, which develop young people in ways that are not always included in the study programs, and are needed for the development of their creativity, inventiveness and achievement of their leadership capacity;
- strong pastoral activity as a key measure that unites the community of the Catholic University.

Strengthening links with Croatian society

A strategic objective of the University is to find and identify a wide range of ways in which the University is involved in the wider community, to develop two-way communication with the wider community and to contribute to the overall progress of Croatian society and its economy. Some of the expected ways include:

- extensive consultation with practitioners in the introduction of new study programs in order to harmonize with real social and economic needs and to achieve as positive an impact as possible within the framework of available resources;
- the development of extracurricular activities at the University in which students, in the light of a Catholic identity and value system, can develop an ethical approach, entrepreneurial spirit, leadership capacity and in which their inner creative impulses can be encouraged. The strategic goal is to enrich Croatian society in these, still currently scarce, characteristics of young people entering the labor market;
- scientific and professional projects and professional studies and analyses for the needs of society and the economy and the transmission of results as well as public appearance with respect to professional and scientific issues;
- dialogue with various social groups for the purpose of direct awareness of the real problems in Croatian society and the economy;
- practical training in companies and institutions in order to achieve realistic modern practical knowledge consistent with the needs of society and the economy.

Inclusion in the international academic community

Further internationalization of the University is one of the basic strategic goals in the period in question. Currently the University cooperates with about ten renowned universities in Europe and the world. The Catholic University of Croatia shall base its overall development in large part on cooperation within the framework of the global network of Catholic universities, as well as through all other available forms of international cooperation. It is a strategic objective of the University to intensify internationalization, both in the segment of student exchange (incoming and outgoing), and in the segment of exchange of lecturers and the professional development of our lecturers and scholars at foreign universities.

The Strategy for international cooperation is to establish cooperation with about thirty universities and higher scientific institutions which will form the scientific and academic environment of the University. Thus, the goal is to create a space for international activities for lecturers and scientists, and for the international participation of students of the University and in this way, to make membership of the University in international associations reasonable and meaningful. The path toward this goal is to conclude individual agreements for cooperation and the utilisation of the Erasmus program.

The University is primarily focussed towards Catholic and Pontifical universities, then towards Central European universities, and Western European universities. There is particular interest, on the other hand, in the establishment of cooperation with academic institutions in Bosnia and Herzegovina. However, the University will also seek to establish extra-European cooperation, preferably with higher educational institutions in the Americas, the Middle East and Asia, which would be a significant investment for the future especially given the importance of these areas for the future of Christian civilization.

Catholic identity and recognizability

The Catholic University of Croatia wants to build up its recognizability, both at a national and at an international level, on the basis of the compliance of its activities with its core values. The main objective, and a major challenge in Croatian society, is to show the compatibility of excellence in higher education, science, as well as professional and artistic work on the one hand and a Catholic identity and value system on the other. To achieve this goal, the University shall:

- continually strengthen ties with dioceses and parishes in responding to issues of importance to Croatian society and the Church;
- develop joint programs and provide educational, professional, scientific and research support to Catholic educational institutions at the preschool, primary, secondary and higher education level;
- develop a Catholic identity in various fields of activity: spirituality, pastoral work, the scientific community and others;
- continue to work on inclusion in the Croatian academic system, particularly through initiatives related to its improvement and development;

- develop activities, initiatives and institutions that promote dialogue between science and faith, particularly with respect to important ethical and value issues;
- cultivate a culture of excellence in education, scientific, professional and artistic work as part of a joint contribution to raising criteria in Croatia.

STAKEHOLDERS, FRIENDS AND PARTNERS

Aware students who have acquired modern knowledge and skills

By 2020, the Catholic University of Croatia wants to develop into a fully integrated university with approximately 3,000 students and with internationally recognized references in education and research.

We have put our students and their knowledge at the center of the Catholic University of Croatia but also the formational and spiritual dimension which is necessary for their daily lives and for their future life. The strategic intent of the University in the area of work with students is to ensure the highest level of all aspects of the student experience for students in all study programs.

The excellence of the University is primarily manifested through our study programs, attitude toward students, awareness of acquired knowledge and its applicability in everyday life. In this process, we devote particular attention to the integration of formational and educational dimensions. The University is focused on quality, not quantity, which means that lecture groups are moderate in size and that the educational process is directed towards and adapted to the needs of the students, including the needs of individual students.

The objective of the University is to develop an authentic formation of our students by developing their capacity for critical thinking. Given our values, it is our aim that students of the CUC shall be characterised by their scientific, professional and value-conscious reflection in all of their future social and professional activities. In this sense, we shall endeavor to organize activities through which an organizational culture of cooperation is developed, and we will actively encourage volunteer work for the students within the University and outside the University. Efforts shall also be made towards the systematic development of a sense and culture of community. One of the most important elements in this effort will be a dynamic student alumni network.

High on the list of priorities is the definition of an optimal system of scholarships. The model to be developed in this regard would be based on working with parish communities through which the needs and possibilities for scholarships would be identified. The University shall also strive for the affirmation of an adequate system of practical experience for students in areas that are particularly applicable.

The internationalization of the University is one of the strategic priorities of our work in this period. In this respect, the goal of the University is to ensure the possibility of international mobility for as many students as possible.

The Catholic University of Croatia, in all types and at all levels of study, intends to attract students not only from Croatia but also from its wider surroundings, relying on and building up mobility mechanisms. The University intends to gradually increase the proportion of classes given in English and other world languages. Doctoral Studies at the University shall be directed at achieving an international representation of students, lecturers and mentors of doctoral dissertations.

A community developed outside the University campus

The University aims to be an intersection of movement of creative energy that along with its students includes other groups. Here we are primarily dealing with the families of students, who are also becoming part of what makes up the University. Then, various Church groups and other community groups (such as veterans' communities, etc.). The University wishes to integrate local and international groups of friends of the University, of various profiles: other higher education institutions, secondary and even primary schools (especially Catholic), entrepreneurs, supporters of various profiles, research institutes, not-for-profit organizations, etc.

The Catholic University of Croatia will persistently work to build and strengthen its Catholic identity, and to find ways in which this identity, in the light of the message of the Gospel, shall enrich the students, teachers, researchers and other employees of the University and to enable the University to contribute to the progress of Croatian society. The core strategic intention in this aspect of the University's activities is to make a positive contribution to society, the economy, culture and the well-being of the environment in which we operate through our research, education and other activities.

Excellent lecturers and researchers

The objective of the University is to engage and develop top experts in the educational process but also individuals who are characterized by a high level of enthusiasm towards the search for the truth and the transmission of this to the students. One of the key determinants of the development of the University in this segment is attracting lecturers and scientists with international experience as well as raising the level of competence of its own staff. The University recognizes that educational and scientific activities are inextricably linked by their nature, as is particularly evident in today's times of increasing scientific and educational activities. Accordingly, the University shall seek to attract lecturers and scientists who can raise the quality of academic activities according to the highest international standards in specific areas of academic work.

In this context, the University needs to be actively engaged towards recognizing high-quality scientific and educational staff, both in terms of professional dimensions and in terms of personal integrity. One of the basic prerequisites for the fulfillment of this goal is the securing of funds to ensure competitiveness in what in Croatia is a segment of the labor market with very low mobility. The University is aware that the quality of teaching and knowledge can only be maintained and improved by ensuring mobility in education and research staff according to the criteria of excellence and modernity. In brief, we could say that the aim is to build up the University such that top scientific and teaching staff are provided with the means to achieve high-quality professional growth, which shall inevitably result in raising the visibility and quality of the University as a whole.

The human resources needed for the required filling of the ranks of university lecturers and researchers of the Catholic University of Croatia shall be recruited primarily among employees of scientific institutes and the general population of younger scientists in Croatia with international experience, as well as among Croatian scientists and academics abroad. The

Catholic University of Croatia shall also work to attract foreign scientists and university lecturers, in particular through the utilisation of opportunities available through EU membership and in the network of Catholic universities around the world, as well as in the medium and especially in the long term on the formation of their own competent young staff so that, after years of professional development at foreign academic institutions, they can take on a leadership role in the educational, scientific, professional and artistic work of the University.

Motivated and efficient administrative staff

High-quality and motivated administrative staff is a key component of any successful academic institution. It is a strategic objective of the University to develop their own internal procedures that:

- continually adjust how communication takes place among administrative and academic management structures;
- reward exceptional contributions on the part of the administrative staff towards the objectives of the University;
- open roads to career advancement for the best and most creative administrative staff;
- create opportunities for further education of administrative staff;
- ensure quality in the administrative activities of the University.

A diversified academic community outside the University

The University shall focus its efforts on increasing the number of stakeholders from the academic sector who indirectly and/or occasionally, significantly improve the work of the University. These stakeholders primarily include current and former external teaching and research associates of the University, visiting scientists and lecturers and representatives of academic institutions from Croatia and abroad with whom the University has formal agreements and cooperation or informal contacts. The aim is to involve as many members of the academic community as possible in the circle of people close to the University, who are well-informed about its activities and who through their advice and professional status are able to assist in resolving the everyday problems that every university faces in the running of its activities. The establishment of an academic network like this outside the University will in part rely on modern platforms such as social networks.

A network of partners in society and the economy

The successful transmission of the results of the work of the University to society and the economy is the ultimate test of the quality of work of every academic institution, including the Catholic University of Croatia. Contact points in this transmission, either through the employment of graduates of the University, the use of the results of scientific research at the University or through the referral of queries to scientists, experts and artists at the University

about important issues in society and the economy - are partners in society and in the economy, which should be important participants in the life of the University. It is a strategic objective of the University to gather together and bring closer to the University as many partners as possible in order to realize the following:

- well-developed variety of practical experience for students of the University with partner companies and institutions;
- programs to support specific investments in the improvement of the scientific and educational process at the University;
- cooperation with partner companies and institutions in research projects and professional studies and analyses;
- partner feedback on the quality of the study programs at the University, ways to improve them and recommendations for upgrading them.

MANY GOALS, ONE MISSION

The objectives presented in the Strategy are set with the aim of ensuring the accomplishment of the mission of the University. Key elements of support ensure that the University is a well organized and financially stable institution with the spacial capacity and human resources appropriate to the goals set for growth and development. On this basis, through the establishment and development of new study programs and scientific research, the development of the academic community of the University and its connection with Croatian society and the international academic community, in the light of their Catholic identity, the University achieves its mission for all its stakeholders: a quest for the truth through research and the preservation and transmission of knowledge for the benefit of society, with special attention devoted to the education of the whole human person in Catholic tradition and spirituality - which is insisted upon by the Apostolic Constitution *Ex corde Ecclesiae*.

VISION OF THE UNIVERSITY - THE CUC IN 2020

In the year 2020, the University stands on a solid foundation in the areas of key supporting elements: the organizational scheme of the University has been set and confirmed; the University campus has been renovated, equipped, arranged and with respect to essential elements upgraded and put to use in the service of the growth and development of an integrated University; funds for the growth of the University have been efficiently spent, and a model for sustainable business operations has been fully implemented; the University has attracted great top people in all areas of its activity, from students, lecturers, scientists and artists to administrative and other staff. A range of high-quality undergraduate, graduate and doctoral study programs has been established. Research and professional excellence has been developed in various fields of science and art. Various channels of cooperation with communities outside the campus and with the whole of society have been established. The University is a recognized institution at a national and an international level. All of its stakeholders gladly come to the University, contribute with care to its growth and development and mutually enrich each other spiritually and intellectually.

List of attachments:

1. Strategic map of the development of the University in the period up to 2020
2. Map of the University Campus

**VISION OF THE UNIVERSITY - THE
CUC IN 2020**

MANY GOALS, ONE MISSION

**Stakeholders, friends and
partners**

Aware students who
have acquired modern
knowledge and skills

A community
developed outside the
University campus

Excellent lecturers and
researchers

Motivated and
efficient
administrative staff

A diversified academic
community outside
the University

A network of partners
in society and the
economy

**Strategic goals in core
activities**

Establishment and
development of new
study programs

The achievement of
excellence in research,
science and the arts

Development of a vital
academic community

Strengthening links
with Croatian society

Inclusion in the
international academic
community

Catholic identity and
recognizability

**Key elements of
support**

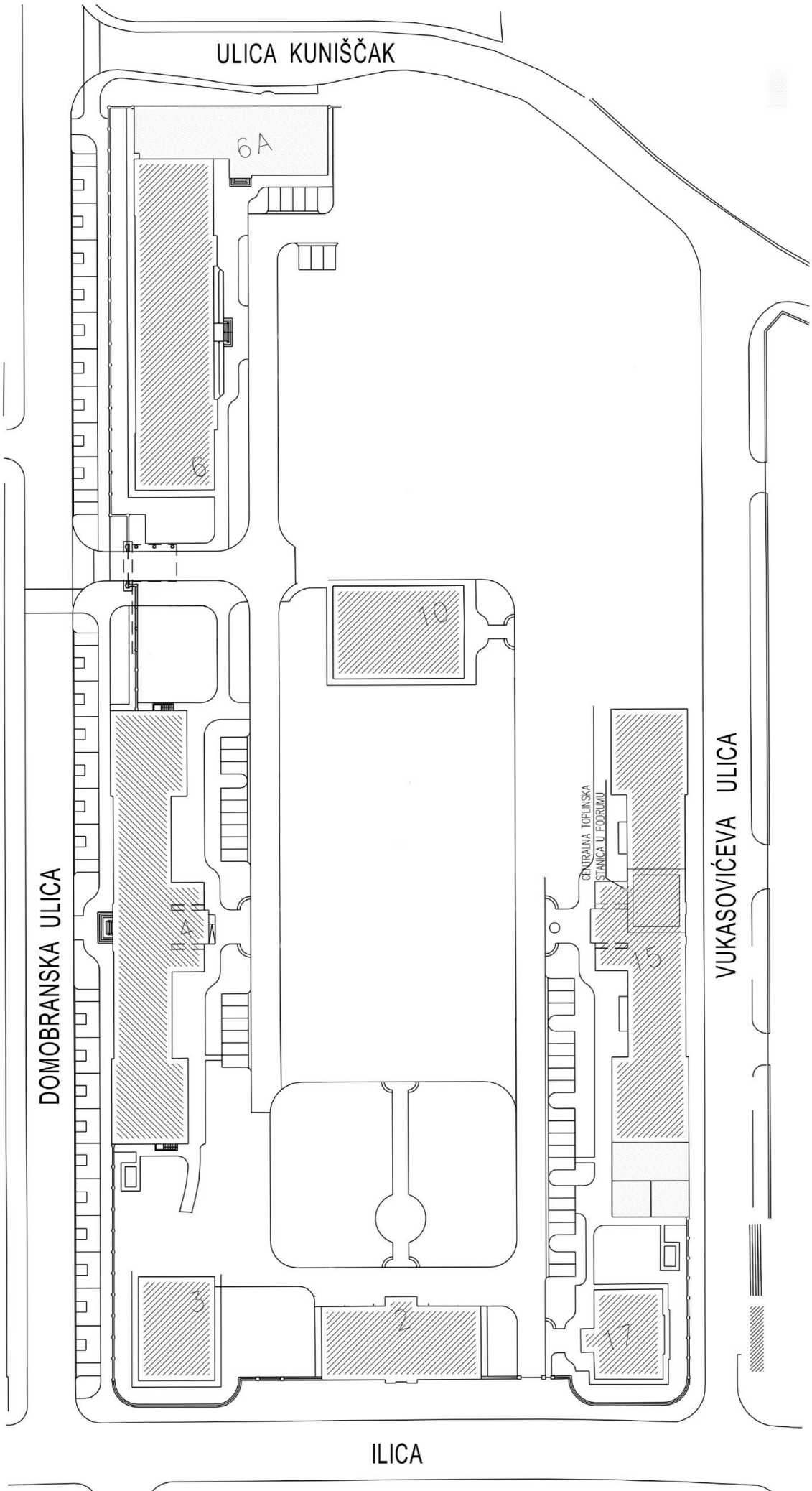
Gathered
strong and
motivated
human
resources

Ensured
financial
sustainability
of the
University

Renovated
premises and
constructed
infrastructure

Established
modern
organizational
structure

VALUES FOUNDATION



ULICA KUNIŠĆAK

DOMOBRANSKA ULICA

VUKASOVIĆEVA ULICA

ILICA

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3

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7

CENTRALNA TOPLINSKA
STANICA U PODRUMU